



**A PARTICIPATORY MANAGEMENT MODEL IN URBAN GREEN SPACE (CASE
STUDY: QUCHAN)**

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ABSTRACT

Passing through the traditional models of management in organizations to the knowledge and technology based models, participatory management is developing every day aimed to attract the individual and group participations and enhancing the organization performance using people, time and working style. One of the active and dynamic parts are the urban green spaces which have deep effect on the quality and sustainability of life. Therefore, in order to enhance the urban green spaces both qualitatively and quantitatively, the presence of the citizens as the users and meanwhile the real protectors of the urban green spaces and parks has a key and deterministic role in this regard. Today, the mechanism of urban green space management is a very crucial and important issue and in order to have a proper development and maintenance of the urban green spaces is to have correct plans and strategies which led the planners, managers and officials toward designing the participatory management system. The present study, in addition to emphasizing on the role of urban green spaces and parks (in various scales) and the place of green space and park management, tries to provide a proper conceptual model for participatory management of urban green spaces of Quchan using a

descriptive-analytical method and step toward creating close interaction and participation between urban management and the citizens, enhancing the inter-organizational interactions and filling the scientific research gaps in participatory management.

Key words: urban green space, participatory management, life quality, Quchan

INTRODUCTION

Nowadays, population of the world is growing increasingly. Increased growth of the modern urban life and civic apathy of the citizens have led to the reduced social communication and interaction of the citizens and ignoring the significant role of the public spaces as the context of the social interactions.

Urban green spaces and parks as the public spaces can cause districts flourishing and creating a unique concept of space by providing attractive spaces. Maintaining and enhancing the public spaces such as pavements, urban green spaces and parks in order to create unofficial meetings and social interactions with others, environmentally friendly districts with viable and balanced environments (Safavi, 2014). Therefore, green spaces have a significant place both in terms of meeting the environmental needs of the citizens and also providing the recreational spaces as the interactional context.

Taking the urban green spaces into account seems more important when it is known that this urban use is directly related to the urban sustainability. The

modern aspect of the urban sustainability in the non-homogenous and unsustainable cities of today, is a social sustainability which is mutually interacting with the role of parks in raising the participation ratio of the citizens (Mohammadi, 2006). Optimized and proper distribution of the urban green spaces is a factor for ecological, economic, social and mental efficiency for citizens and can provide the condition for sustainability of the cities. Further, the mechanism of urban green space management is a very important, crucial and vital issue and correct plans and strategies are required for optimized protection and development of the urban green spaces.

The process of protecting and maintaining the trees in urban environment should be continuous and requires the participation of all the citizens. The necessity of continuous protection and its importance indicates that creating green spaces in the cities should not be limited to the Municipal responsibilities or urban management. Habitants of each city have a great share in this regard. The consequence of public participation in

creating green spaces can much greater than the official and state measures.

Citizen participation is related to the civil and political society and citizens play a crucial role in decision making and management of the civil affairs. Effective plans in living environment are directly shaped by public participation in the process of formulating the policies and objectives. All form of participatory planning emphasize on the pluralism regarding the relative distribution of power in society. The planning should be geared more toward people, voting and citizens. UNESCO in 1970s (19th Summit) in Nairobi suggested Endogenous human-centered approach. In this approach, the necessity of participation has been more emphasized and has become the main principle of development. Participation in addition to be a goal in itself is one of the basic needs of human being (Hekmatnia and Mousavi, 2006).

Therefore, the issue is significant since the lack of urban green spaces indicates the lack of participation by the citizens and lack of proper model for their participation. Regarding the low poll tax in city of Quchan, complexity and development of the environmental issue and high cost of methods and instruments for facing these problems, the best choice for the urban management is to use public

participation in order to improve the urban environment. Thus, providing a model of participatory management for urban green space management of Quchan considering the condition of the parks and urban green spaces, recognizing the facilities, opportunities and removing the barriers and limitations of participatory managements becomes more and more significant than before. Regarding the above mentioned issues, the present study examines the participatory management solutions for urban green spaces in city of Quchan.

Theoretical Basis

Citizen: regarding terminology, this concept is derived from the Latin word *civitas* which refers to the person who is legally recognized as a member of a state, with associated rights and obligations. Therefore it is equally used with the Greek word *politis*. In Persian literature, citizen is someone who is the member of a city or a state and its associated rights and obligations (Sadri, 2004). In international law, in common sense, citizen is referred to natural person who benefits from the complete political and civil rights in the political units of the state and in social science, citizen is a person who has civil rights (Shayanmehr, 2000). Citizen is a person who is present in social, political, cultural and economic structure of the

society and is effective in decision making and forming it directly or indirectly under the light of coexistence, voluntarily interaction and consistent efforts (Ahmadzade, 2005).

Citizenship Right: considering the social status of each citizen in civil society, the citizens have some rights. Accordingly, the citizenship rights are divided into three categories: legal and citizenship law (including personal freedom, freedom of speech, the right of ownership, right of justice...), political rights (including the right to participate in elections, the right of political participation, and ...), social rights (including the right to security, social welfare, civil services and ...). Among these three categories of rights, social right of citizenship has significant importance especially for modern and developed Western societies (Mesdaghi, 2002).

Duties of Citizenship: against the duties mentioned in legislation for the civil management which somehow includes the civil right, the citizens also have some duties against the city and management. Acting based on these duties can enhance the virtue of the civil society; provide the security and welfare of the city (NejatiHosseini, 2001).

Urban Green Spaces: urban green spaces are human-made level of urban land use

with vegetations which have the social and ecological efficiency (Majnounian, 1995). Green spaces are primarily divided into the green spaces and green lands and then the urban and non-urban areas, urban green spaces are part of green spaces which are designed and built urban areas. These spaces form a part of urban morphology and in other words, green space beside the physical structure of the city determines the physiology and the total view of the city (Saidinya, 2004).

Public green space: public green spaces are the green spaces having social efficiency. These spaces are used for public for spending leisure time, fun and social and cultural gatherings. Public green spaces which are called social green space or parks should have services and facilities.

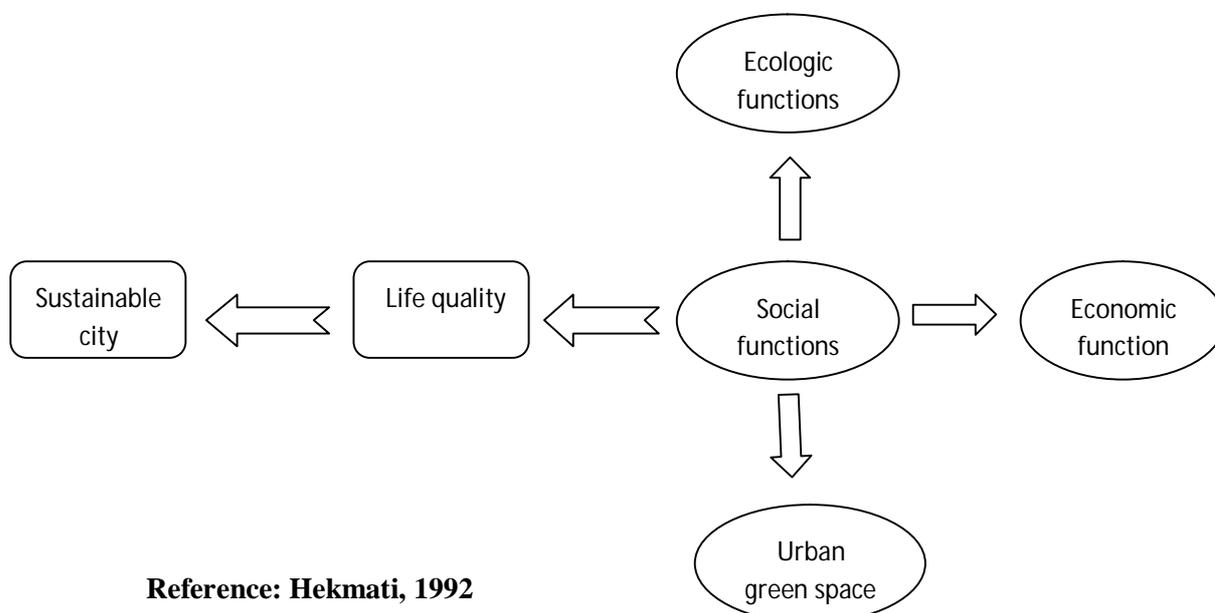
Semi-public green space: semi-public green spaces having the ecological efficiency have limited users compared to the users of the public green spaces and cannot have social function. The green spaces of hospitals, offices and organizations are semi-public green space.

Street green space: street green spaces are a kind of urban green spaces with arboriculture and form a narrow margin between the pavements to the main road or are focused on the small area of the squares or on the lands around the

highways and streets (Saidinya, 2004). The street green spaces are part of the available structures which have ecologic, social, traffic safety and beautification of green spaces.

In sum, there are wide scopes and a variety of functions for the green space functions so that Le Corbusier have considered the urban green spaces as highly important and believed that nine out of ten unit of urban spaces for

habitation should be devoted to green space (Hekmati, 19992). The following figure emphasizes on the role of green spaces in urban sustainability and shows that proper distribution of urban green spaces is a factor for the ecological, economic, social and mental efficiency of the citizens (figure 1) and can provide the condition for urban sustainability (Mohammadi, 2006).



Reference: Hekmati, 1992

Figure 1: the conceptual relationship of urban green space, life quality and sustainable city

Urban management: urban management is one of the important factors which has an increasing and deterministic effect on the factors forming the city. The organizational element in the administrative system of the cities is a public non-state organization called municipality. Municipality can be defined as an organization which the inhabitants of a city use their own natural rights and

legal right to delegate the municipality to logically and fairly distribute the cost of services among the inhabitants in order to create and control the city (Hashemi, 1992).

Participation: literally, participation means taking part and cooperation in an activity and attending a group or organization in order to make decisions, whether actively or passively. In sum, the

main essence of participation can be found in the process of involvement, activity and effect. Participation is the mental and emotional involvement in groups which motivates them to help each other to reach the group objectives and share the responsibility (Tousi, 1991). Participation is a social, learned and teachable act. Participation is an activity conditioned freedom and equality of human being (Peter O'Kelly and David Marsden, 1991).

Participatory management: participatory management means enabling the employees of organizations to participate in decision making process (Sarafi et al, 2000). Based on the management knowledge, participatory management is one of the management methods based on which those in higher ranks completely

trust their inferiors and most of the decisions are made based on group participation. Participatory management based on planning knowledge is a type of management the mechanism of which is to share power among people and local, regional and national institutes in the process of planning and resource allocation.

Approaches to Participation and Participatory Management

Various approaches related to participation and participatory urban management have been introduced since the second half of the 1960s (table 1). The criterion for selecting these approaches is the amount of innovation, creativity and theoretical power and influence on next theories.

Table 1: Participation Approaches (AlaviTabar, 2000; Edalatkhah, 1996)

Theorists	Approach
Participatory Approach of John Turner	When the central state intervenes in local social affairs, either the real needs of these communities is not seen by the central state or by the capabilities and facilities of the local population is lost by ignoring people
Participatory Approach of James Midgley	Midgley divides the response of the state to participation into four groups: Anti-participation method, directing participation, increased participation, real participation
Participatory Approach of David Driskell	Driskell believes that participation is based on three principles: a) Development should be first and foremost in favor of the inhabitants b) People who live in the planned area have the most detailed information about the area c) People who are the most affected by decisions, have more share for participating in decision making
Participatory Approach of Sherry Arnstein	Arnstein has defined citizens' participation as the citizens' power and has used the ladder of participation to explain it.

Cohen and O'pov have classified participation based on type of intervention, participating groups and the way of participation. Deshler and Sucks have determined some levels of virtual

participation to objective participation based on the scope and power of control.

White has classified participation based on form up down and opposite (Edalatkhah, 1996).

Further, based on the way of membership and the quality of intervention by people, participation can be distinguished as four types (Tavasouli, 2003).

- Natural participation: the origin of natural participation is in social traditions and family, kinship, friends and peer groups. This type of participation is not based on awareness and through choice.
- Compulsory participation: in this type of participation the external factor has a basic and deterministic effect and various evidences have been witnessed such as using free labor force for performing various projects such as the Great Wall of China and
- Voluntarily participation: it is participation without the intervention of an external factor and based on will and awareness. This type of participation is two types: unfair voluntarily participation and fair voluntarily participation.
- Spontaneous participation: is an institutional and spontaneous participation among the members of a society and is in fact a social contract based on the will of those holding the institute and member of the society loose part of their freedom to be supported by the institute in other areas. Public participation in the activities of municipality is justified through social exchange model. This means that every relationship is based on meeting human

needs in which each party need something and this exchange is a function of economic principles. Developers of this approach believe that the basic tenant of the approach is that every one enters the relationship voluntarily and continues it until the awards and achievements worth it (Maghsoudi, 2006).

Mechanism for the formation of participatory management of green spaces

To achieve the participatory mechanism of the citizens and urban management which can be considered coinciding with culture discussing issues such as citizenship instruction, nongovernmental organizations and local communities are requires supporting the participatory management.

Creating culture: in fact creating culture can be considered as a process which provides the condition for contextualization, structuring, modifying and social participation through interaction among the communities (Bennet, 1973). According to Herskovits et al., (1926) culture refers to a set of phenomenon which originates from the continuous and direct contact between the groups of people or culture of different communities and lead to changes in basic culture patterns of these groups or communities.

Citizenship instruction refers to a type of instruction which leads to the development

and growing the citizenship skills, capabilities and potentials (Fathi, 2002). Citizenship instruction is followed both in formally and informally and its content can be found both at national and local level (Torney, 1991).

Obstacles and Challenges of Urban Green Space Management

Today, public participation in urban management has been interested by the scholars and experts due to the

development of the decentralized management system in the administration of the cities and strengthening the local government. In this regard, the dominant view is to exploit the public power along with the powerful management of the urban management. However, public management has always faced many obstacles and challenges. These obstacles can be considered in three categories (figure 2).

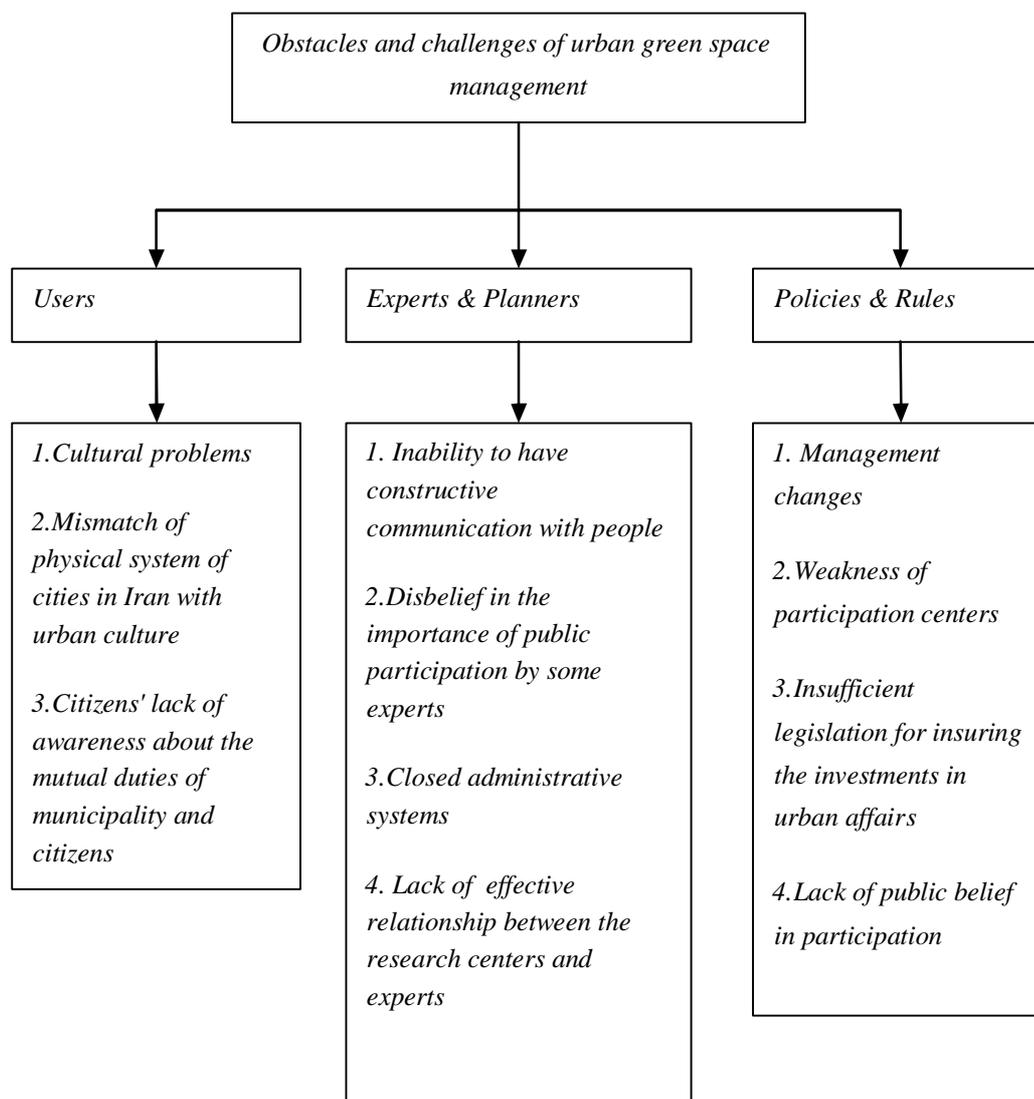


Figure 2: obstacles and challenges of urban green spaces management (Source: Researcher)

Comparative Studies (National and International)

The experiences of many national and international metropolises indicate that most of the policies by municipalities in centralized urban management has not been successful and not led to the reduction of urban services but have intensified it. Although, the economic, social, cultural and even political structures of all the metropolises (even

inside a country) differ greatly but no doubt, providing a creative and at the same time logical model based on the economic and social structure of the metropolis for participatory management of the urban green spaces, requires the recognition and investigation of the experiences by other countries and metropolises (table 2).

Table 2: comparative studies (national and international experiences) (source: Zivardari, M., and Yari, A., 2009; Ghamami, M., 2005)

The way of entering the urban green space participatory management	City/country	Experiences
National experiences	Tehran	Healthy city, school municipality, general plan of green space, healthy district, welcoming spring, consultative meetings of the districts
	Bandar Abbas	Preventive informing and culture creating
	Karaj	Protecting and maintain the urban green spaces was fully assigned to private section
	Shiraz	Developing the culture of protecting green spaces
International experiences	Germany	International network of centers of empowerment (MINE) in Germany regarding the role of women in reviving the district identity and participatory urban management
	World Urban Forum September 2004	Universal Declaration of civil rights
	London	Private section participation in urban projects- innovations in funding
	U.S.A	Public participation approach

RESEARCH METHOD

In this research, in order to provide a model for establishing participatory management in green spaces of Quchan, Iran, first the related theoretical frameworks were reviewed (documentary) and then by reviewing the successful national and international examples (comparative studies), the

methods and approaches used by the urban managers of these metropolises were used. Following, by reviewing and studying the current condition (survey) of the green spaces in Quchan, the measures, weak and strong points, opportunities and threats of these units related to participatory management were found. Obviously, the

viewpoints and ideas of the citizens and experts were also taken into account.

Sample size was determined using Cochran method and 103000 population of Quchan as 382 participants.

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N} \left(\frac{z^2 pq}{d^2} - 1 \right)}$$

N= number of population n= sample size

Z= probability of standard normal variable which is 1.96 at 95% level of confidence P= probability of the variable in the society, if it is not available, it can be considered as 0.5 q= percent of people who lack the variable (q=1-p) d= error value

In order to develop the questionnaire and conducting interviews, considering the experts ideas and the nature of the work, 150 questionnaires were distributed. 25 of the experts and scholars (academic and research members) related to the issue and the authorities and managers (organizations and institutes) of Quchan and municipality and city council members and 125 of the residents of Quchan (those who use parks) were selected as the participants of the study. Systematic or multi-stage cluster sampling was performed for selecting the inhabitants and selective sampling was done for the experts, authorities and managers. In this study, it is tried to use a

collection of distributed and various data considering the theoretical framework of the study, in a way that a general, cohesive and goal oriented understanding could be concluded. In data analysis, in order to extract the final score, the mean of the questionnaires items were obtained based on a 5-point Likert scale. For this purpose, content analysis and the statistical methods of analysis were implemented used by Spss software. The reliability and validity of the questionnaire was measured and based on the regression analysis and Cronbach's alpha as 76% for residents' questionnaires and 91% for experts' questionnaires, respectively (table 3 and 4).

Table 3: Cronbach's Alpha for residents' questionnaire

Reliability Statistics	
N of Items	Cronbach's Alpha
43	0.766

Table 4: Cronbach's Alpha for Experts' questionnaire

Reliability Statistics	
N of Items	Cronbach's Alpha
44	0.910

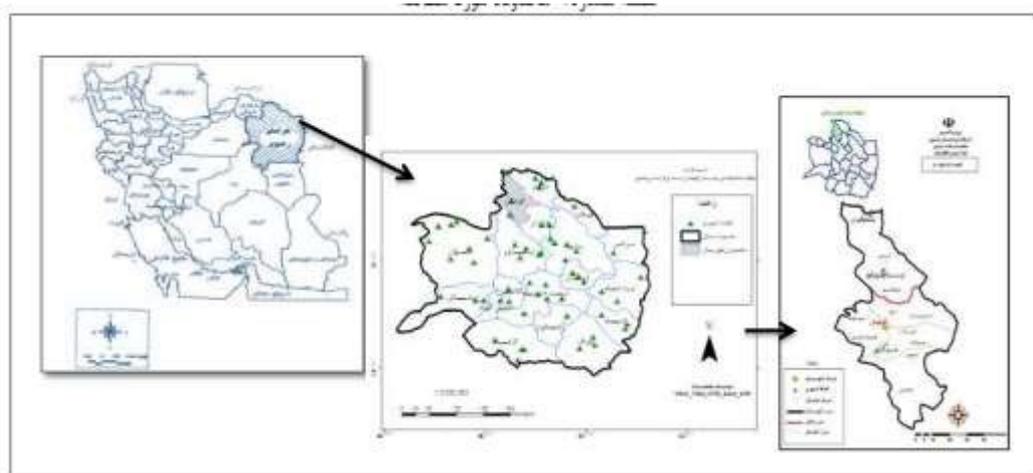
Then according to the documentary, comparative and survey studies using the systematic SWOT model, each strong and weak points, challenges and opportunities were recognized and reflected the strategies fit with condition.

Study Area

Quchan city with an area of 3909.6 square meters (3 percent of the Razavi Province

area) is located due to Northeast of Dargaz, East of Chenaran, West of Farouj and South of Nishabour, Southwest to Isfarayen and Southeast to Mashhad (Figure). In Quchan which is located at 37°7' north horizon and 56°31' East length and a gentle slope to West with a population of 103756 (census 2011) and an area of more than 1489.1 acres and urban green space of about 339271 square meter with captivation of 3.26 square meter per individual is located in Quchan plain (Quchan Plan, 2007) and also at an elevation of 1350 above the sea and an

average maximum thermal degree of 20.2 and minimum thermal degree of 6.3 centigrade and the average raining of 313.1 millimeter which has been in form of snow due to relatively high altitude and low thermal degree in winter and autumn and rain in spring. The areas of the city have no limit for growing vegetation (Natural studies, local plan of Quchan-Dargaz). Quchan has an increase of 58 percent in urban population and 42 percent in rural areas during the statistical period of 1986-2011.



Map 1: study area (Source: Quchan Municipality)

Physical Space

The highest share devoted to the uses at urban area are related to residential uses with 26.35%, arid area 24.75%, road network 22.83 percent and lowest share is related to tourism and hospitality. The highest user capita in the city is related to residential uses 37.73, arid area 35.43, road networks 32.68 square meters per person and the lowest user capita was for tourism

and hospitality as 0.004 per person (Quchan plan, 2007).

Park and Green Space Structure of Quchan

City of Quchan with the legal area of 1489 acre per year in 2004 had an area of 24 acres green space and 33 acres green spaces in form of parks, national park, squares, boulevards and pavements (table 4) until 2013.

Table 5: Green Spaces of Quchan (Quchan Municipality)

City Park						Natural park	Square	Boulevards	Linear green space	Total	capita
Green space	Neighborhood park (>0.5 acres)	District park (0.5-1 acres)	Local park (14 acres)	Regional park (4-8 acres)	Great Parks						
Number	6	9	5	2	0	0	9				
Area (sq/m)	9493	59632	103876	81373	0	0	27316	29561	28020	339271	3.26

Regarding the investigation and comparing the current condition of the urban green spaces with the general and descriptive plan, there are 333938 meters and 124.729

meters lack of green spaces in the general plan in the descriptive plan, respectively (map 2 and table 6).



Map 2: comparison between the current condition of the urban green space in general and descriptive plan

Table 6: comparison between the current condition of the urban green space in general and descriptive plan (source: Quchan Municipality)

	General plan		Descriptive plan		Current condition (2014)	Lack compared to general plan	Lack compared to descriptive plan
	Current (1997)	Suggested (2004)	Current (2004)	Suggested (2014)			
City population	85750	103586	104020	131750	103760	fulfilled	-27990
Green space area	157979	673209	237562	1580000	0	-333938	-1240729
Green space per capita	75.1	6.5	2.24	12	26.3	-24.3	-74.8

The organizational structure and management of urban green space in Quchan

Urban green space management of Quchan is done under the control of Urban

Services and there is no official and administrative structure for managing the parks and green spaces as Park Organizations.

Table 7: organizational structure of the urban green space management of Quchan (source: Quchan Municipality)

Title	Unit
Number of experts	2
Number of contractors for maintaining green spaces	2

Number of working force for green space in Trusted section	12
Number of working force for green space in contracted section	70
Green space per capita	26.3
The cost of maintaining green space by municipality per year (Rials)	10.530.100.000

RESEARCH FINDING

The result of polling citizens, experts and scholars

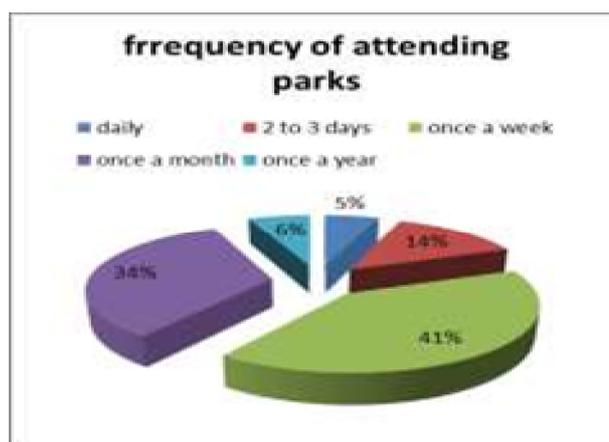
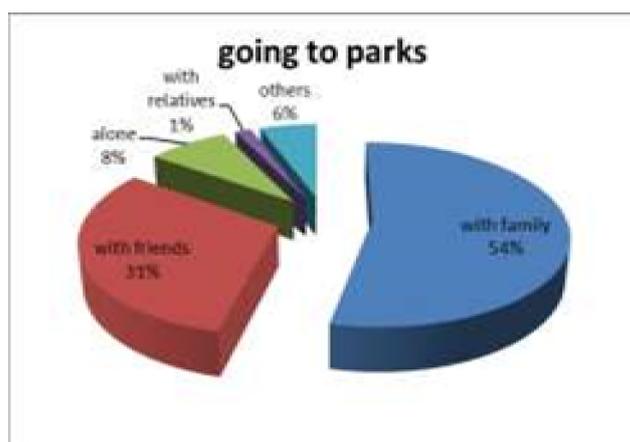
Results of polling citizens

The way of using parks and green spaces: from among the interviewees 53.6 percent used the parks and green spaces with their families, 31.2 percent with friends, 8 percent individually and 1.6

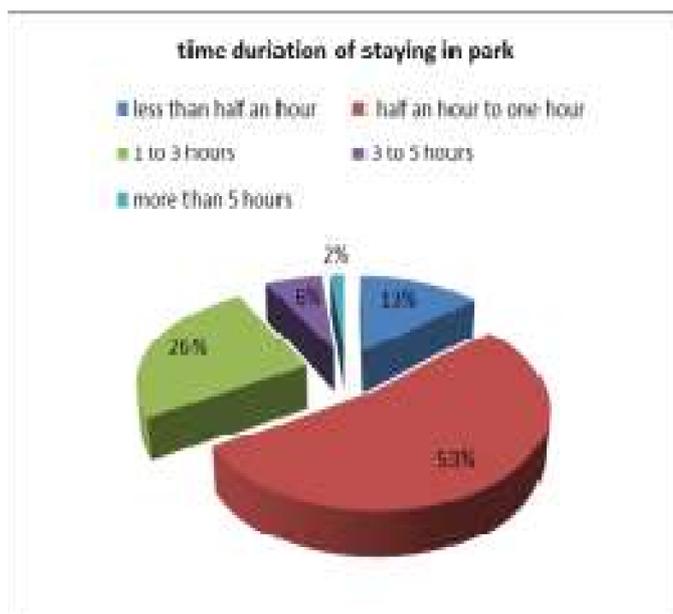
percent with kin and others in other forms.

Figure 3, shows the use of green spaces and parks by the citizens.

Number of Attending Parks: from among the research participants, 5.6 percent used parks everyday, 13.6 percent 2 or 3 days a week, 40.8 percent used parks every week, 33.6 percent every months and others every year (figure 4).

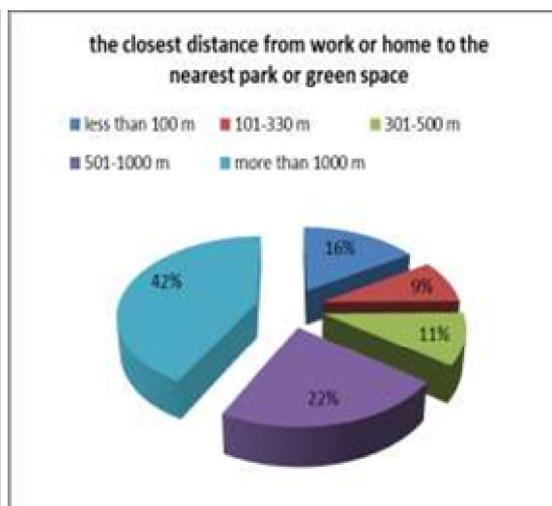
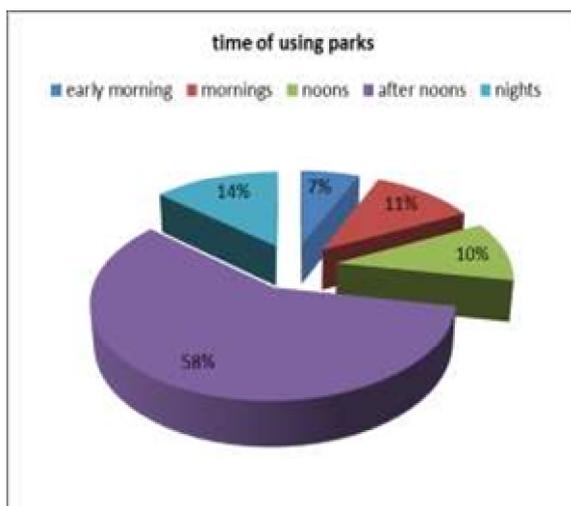


Time span of using parks: from among the respondents, 6.4 percent used parks early in the morning, 11.2 percent in the morning, and 10.4 percent at noon, 58.4 percent in the afternoons and others during nights (figure 6).



The distance between habitat and work to the closest parks and green spaces: from among the respondents, 16 percent were less than 100 meters to the nearest

park or green space, 8.8 percent 101-300 meters, and 10.4 percent 300-500 meters, 22.4 percent 501-100 meter and others more than 1000 meters (figure 7)



After collecting the citizens responses to each items of the questionnaire which were weighted as 1= very low, 3=low, 5=average, 7=high, 9= very high. Then the

score related to each way of participation were determined considering the frequency of the items and their weights (table 7).

Table 7: Prioritization of participation method of the citizens in maintenance, revival and development of parks and urban green spaces

Row	Tendency and method of participation by the citizens in maintaining, reviving and developing the green space and parks	score	Share of total	Rank (priority)
1	Economic participation in form of awarding tree, seeds and fertilizer	599	846	7
2	Economic participation in form of awarding benches, chairs, and ...	483	682	11

3	Economic participation in form of paying a share of costs related to parks	515	727	10
4	Economic participation in form of holding and installing equipments of the parks	527	744	9
5	Economic participation in form of participating in building new green spaces	651	919	6
6	Social and cultural participation in form of cleaning parks	735	1039	3
7	Social and cultural participation in form of informing	831	1174	1
8	Social and cultural participation in form of recognizing the present problems	721	1019	4
9	Social and cultural participation by technical suggestions	687	970	5
10	Social and cultural participation in official and non-official training of citizens	739	1044	2
11	Economic participation in investment of economic projects	589	823	8
Total		7077	100	-

The reason for not participating by citizens in maintaining, revival and development of green spaces and parks was weighted and then considering the frequency of each reasons (table 8).

In polling the citizens' opinion related to the reasons for not participating, each item

Table 8: the results related to not participation of the citizens in maintaining, revival and development of green spaces and parks (source: researcher)

Row	Reasons for not participation of the citizens in maintaining, revival and development of green spaces and parks	score	Share of total	Rank (priority)
1	Lack of time and participatory chance	743	6.88	7
2	The effect of distance between the habitat or working to the green spaces and parks	645	5.97	12
3	Non clarity of the way of citizens participations and their role in maintaining, revival and development of green spaces and parks	5839	7.77	4
4	Improper performance of the municipalities and related organizations (including parks and green spaces organization) in the past regarding the interaction and participation	819	7.59	5
5	Lack of need for participation and cooperation in citizens for maintaining, revival and development of green spaces and parks	681	6.31	10
6	Insecurity inside and around the parks and green spaces	689	6.38	9
7	Lack of proper returns in economic area of the parks and green spaces of the city	655	6.07	11
8	Serious weakness of the cultural and social plans in parks and lack of motivation for active participation in park management	733	6.79	8
9	Lack of cultural spaces and centers, sport and fun spaces, internet networks in parks and green spaces	881	8.16	1
10	Lack of software and hardware facilities such as furniture, internet networks and ... parks and green spaces	881	8.16	1
11	Improper economic condition of families for economic participation in maintaining, revival and development of green spaces and parks	879	8.14	2
12	Lack of information and knowledge about citizens' participation in participatory management of parks and green spaces of the city	767	7.10	6
13	Ignoring and inefficient control of the authorities and managers on parks and green spaces	845	7.83	3
14	The task of maintaining, revival and development of green spaces and parks is assigned to municipality and related organizations not citizens	733	6.79	8
Total		10790	100	-

Suggestions and solutions given by citizens to form and improve the structure of participatory management in parks

Collecting the results of the questionnaire filled by the citizens, their priorities for establishing participatory management in

parks include: increasing the knowledge and information of the citizens, social security in parks and offering the plants, fertilizers and ... to the citizens. Table 9 shows those agreed with the suggested solutions.

Table 9: suggestions and strategies for forming and improving the participatory management structure in parks

Solutions	Percent of advocates	Priority
Increased level of knowledge and awareness of the citizens	44	8
Citizenship instruction	39.2	9
Clarifying regulations	26.4	11
Using the experiences of other metropolises	56.8	2
Creating the culture, informing and advertisement	50.4	6
Providing the condition for forming NGOs	25.6	12
Enhancing functions and performances of the parks	52.8	4
Encouraging and financial policies	45.6	7
Observing social security in parks	56	2
Improving inter-organizational interactions	15.2	12
Redefining the roles and tasks of municipality management	30.4	10
Improving software and hardware equipments in parks	51.2	5
Offering fertilizers, plants to the citizens	64	1

Results of interviewing the managers, officials and experts

The total numbers of 25 questionnaires were completed by the experts. All the experts, managers and officials (including state, public, and private organizations and faculty members) were somehow related to the issue. From among the respondents, 88 percent were male and others were female. 46 percent lack any experience about the participatory management, informing, cultural and cultural activities and

instructions related to parks and urban green spaces. In order to analyze the experts opinion in this regard, each item of the questionnaire were rated (very low=1, low=3, average=5, high=7, very high=9). Then considering the value and frequency of each item, their scores were calculated. According to what mentioned above, it can be concluded that the most important sub-variables according to the experts have been provided in table 10 below.

Table 10: the importance of sub-variables affecting the formation of participatory management of parks and urban green spaces according to experts

General variables	Sub-variables	score	Percent in total	Rank
Obstacles and limitations of establishing participatory management in parks and urban green space management	Legal factors	137	4.18	16
	Clarity of the citizens' roles	155	4.73	12
	Human resource	181	5.52	4
	Financial and credit resource	179	5.46	13
	Administrative structure	153	4.67	3
	Institutional factors	149	5.54	5
Pre-requisites, conditions and requirements of establishing participatory management in parks and urban green spaces	Model of participation	179	5.46	12
	Reviewing the organizational and administrative structure	155	4.73	13
	Participation incentives	153	4.67	6
	Recognizing the target groups	175	5.34	6
	Qualitative and quantitative condition of human resources	161	4.91	10
	Software and hardware pre-requisites	163	4.97	9
Components and indexes affecting the design and establishing the participatory management in park management	Physical and spatial index	195	5.95	1
	Economic index	173	5.28	7
	Cultural and social index	183	5.58	2
	Managerial index	167	5.09	8
The citizens' tendency and their attitude toward establishing the participatory management of parks and urban green spaces (specially in local scale)	Tendency to participate	143	4.36	14
	Method of participation	141	4.30	15
	Social-cultural and economic features	159	4.85	11
	Total	3276	100	-

According to table 10 above, the first priority of the effective sub-variable in formation of participatory management of parks and urban green spaces include: the physical and spatial indexes, cultural and social index, institute and structural factors, human resources, model of participation, participatory motivation, recognizing target groups, economic indexes, management indexes, and software and hardware pre-requisites. Totally, it can be concluded that the main effective variables in establishing participatory management of parks and urban green spaces include (table 11):

1. Pre-requisites, conditions and requirements of establishing participatory management in parks and urban green space managements
2. Components and indexes affecting in designing and establishing the participatory management patterns in parks and urban green space managements
3. Obstacles and limitations of establishing participatory management in park and urban green space management

4. Citizens' tendencies and their participatory management in park attitude toward establishing the and urban green space management

Table 11: the variables affecting the formation of participatory management in park and urban green space management

General variable	score	Percent total in	Rank
Tendency to participate	1158	18.22	3
Effective indexes in park management	1640	25.8	2
Requirements of participatory management of parks	2400	37.76	1
Obstacles and limitations of establishing the participatory management of parks	1158	18.22	3
Total	6356	100	-

The most important areas related to establishment of participatory management in parks and urban green spaces

Considering the above tables and figures, the most important area related to establishment of participatory management in parks and urban green spaces according to the experts include: maintaining and protecting the parks and urban green

spaces, participation in plans and programs of the health area in parks and urban green spaces, the boom of economic and investment activities in parks and urban green spaces, building new parks and urban green spaces, participation for collecting information about the problems of managing urban green spaces, providing consulting services (table 12).

Table 12: the most important areas related to establishment of participatory management in parks and urban green spaces

Participation area	score	Percent of total	rank
Maintain and protecting the parks and urban green spaces	189	11.37	1
Reviving the parks and urban green spaces	161	9.68	6
Developing the parks and urban green spaces	159	9.56	7
the boom of economic and investment activities in parks and urban green spaces	167	10.04	3
Participation in cultural plans and programs of parks and green spaces	161	9.68	6
Participation in health plans and programs of parks and green spaces	177	10.64	2
participation for collecting information about the problems of managing urban green spaces	163	9.80	5
Building new parks and green spaces	165	9.92	4
Technical services	157	9.44	8
Consulting services	163	9.80	5
Total	1662	100	-

Methods of attracting private section, citizens, NGOs and ... to establishment of participatory management in parks and urban green spaces: in order to evaluate and measure the importance of each methods of attracting private section, citizens, NGOs and

... to establishment of participatory management in parks and urban green spaces according to the experts, first each item was scores and then considering the frequency and score of each item, importance of each method was determined. Table below indicated the importance and score of each method (table 13).

Table 13: Methods of attracting private section, citizens, NGOs and ... to establishment of participatory management in parks and urban green spaces

Method	Score	Percent total in	Rank
Local associations	177	7.15	7
Environmentalist associations	185	7.47	4
Workshops and training courses by citizens	179	7.23	6
Design and activating the special websites	139	5.61	11
Printing and publishing brochures, catalogs and posters to inform people	183	7.39	5
Defining participatory investing projects in green space	189	7.63	2
Holding celebrations, seminars and conferences	173	6.99	9
Holding games, art and literary competitions, ...	175	7.07	8
Arboriculture and distributing plans	187	7.55	7
Incentives and tax exemptions for investment in green spaces and related area	173	6.99	9
The project of selected citizen for green space	157	6.34	10
Advertising in different ways	193	7.80	1
Holding scientific and fun campaigns for students	179	7.23	6
Holding exhibitions in different areas in parks	185	7.47	4
total	2474	100	-

Investigating the weak and strong points, opportunities and threats related to participatory management of urban green spaces in Quchan (SWOT Model)

Based on the documentary, comparative and survey study, the SWOT model was modified. In this model, after recognizing the environmental elements (opportunities

and threats) and internal factors (weak and strong points) and their key elements were recognized, then the strategies were selected and suggested. SWOT model in normal condition is composed of a two-dimensional coordinate table in which each four area indicated a group of strategies (table 14).

Table 14: SWOT analysis

<i>Internal factors</i>	<i>Strong points</i>	<i>Weak points</i>
<i>External factors</i>		
<i>Opportunities</i>	<i>Region 1</i> <i>Using opportunities using strong points</i>	<i>Region 2</i> <i>Using the advantages of opportunities to compensate the weak points</i>
<i>Threats</i>	<i>Region 3</i> <i>Using strong points to prevent threats</i>	<i>Region 4</i> <i>Minimizing the damages due to threats and weak points</i>

Considering the information taken from previous sections and also interviewing the experts and citizens, the most important strong and weak points, opportunities and threats for the participatory management of parks and urban green spaces in Quchan were (table 15):

Table 15: the weak and strong points of parks and urban green spaces in Quchan for participatory management

Strong points	Weak points
<p>1- Lack of statistics and information required about green spaces and parks (Survey Studies - a survey of managers, officials, Experts and elites)</p> <p>2- Increase in urban culture and a sense of responsibility among their citizens especially in the area of green space and parks (non-Structural survey-interview with citizens)</p> <p>3- necessary and arid areas with low price for the development of green space(Survey Studies - a survey of managers, officials, experts and scholars)</p> <p>4- the development of the necessary infrastructure for green space and parks (survey studies- the survey of managers, officials, experts and elite)</p> <p>5- Attention given to urban management and other stakeholders in the development of Quchan and improving the quality and quantity of green space and parks(survey studies)</p> <p>6- the relatively high sense of belonging to the park and green spaces in the family (Unstructured interviews with citizens)</p> <p>7- Relatively good use of parks and Green spaces (half an hour survey with Citizens)</p>	<p>1- Narrow streets of the city (survey studies)</p> <p>2- Notification failure of the municipal green spaces in the functional area of Quchan (survey studies)</p> <p>3- Lack of continuous and systematic training program to educate citizens on the preservation, restoration and development of green spaces and Park (survey studies)</p> <p>4- Lack of effective mechanisms of citizen participation in municipal green space of Quchan (survey studies)</p> <p>5- Weaknesses of organizations and NGOs as a link interface between people and the landscape of the municipality in Quchan (survey Studies)</p> <p>6- the legal vacuum on the participation of the people in the city, especially in the area of green spaces and parks (Studies Survey)</p> <p>7- No place for public participation in the organizational structure of municipal green space in Quchan (survey studies)</p> <p>8- Not predicting the required budget for public participation in urban green space system of municipality (survey studies)</p> <p>9- Lack of facilities and resources for the realization of plans and programs with community participation approach (survey</p>

<p>8- Relatively high willingness of citizens to participate in cultural and social institutions to maintain, rehabilitation and development of parks and green spaces (Surveys of citizens)</p> <p>9- Soil fertility and climatic conditions for the development of green spaces and beautiful The parks (survey studies - a survey of managers, officials, experts and Elite)</p> <p>10- skilled and educated experts In the city (survey studies)</p>	<p>studies)</p> <p>10- overlap and inconsistencies in the implementation of some of the functions and affairs of parks and green spaces with other affiliates Councils (survey studies)</p> <p>11- Very few people willing to contribute economically for the preservation, restoration and development of parks and green spaces (Surveys of citizens)</p> <p>12- Financial income allocation of limited financial resources and lack of green spaces and parks in the area of the city (survey studies)</p> <p>13- Shortage of facilities, equipment and cultural spaces, recreational parks and green spaces, etc (survey of Managers, officials, experts and scholars)</p> <p>14- Lack of diversity in design and redesigning the parks and green spaces (survey studies - surveys of managers, officials, experts and elite)</p> <p>15- Small scale of the green spaces areas leads to high maintenance costs (survey studies)</p> <p>16- Lack of training courses for municipal employees with a focus on participatory management (survey studies)</p> <p>17- Shortage of green spaces and parks in the Quchan (survey studies)</p> <p>18- green spaces around the residence or business people for more than 1000 meters distance (surveys and other interviews with citizens)</p> <p>19- Lack of rules and regulations for the preservation of green spaces in the building construction (repetitive Map Construction (the city (survey studies)</p> <p>20- Low staff and personnel familiarity with the principles of participatory</p>
	<p>management of green spaces and solutions in Quchan municipal for attracting People participation (survey studies)</p> <p>21- Lack of attention to the need for public participation among officials and city managers (survey studies)</p> <p>22- Shortage of experienced professionals in green space in municipality (survey of managers, officials, experts and elite)</p> <p>23- No project on participatory management, participation and involvement of people in the municipality (survey of managers, Officials, experts and elites)</p>

Table 15: the opportunity and threats of parks and urban green spaces in Quchan for participatory management

Opportunities	Threats
<p>1- Possibility for creation of citizen participation for the participatory management of Parks (survey studies)</p> <p>2- The public support and increasing public interest for the benefit of Green spaces(surveys of citizens)</p> <p>3- Take advantage of the benefits of citizen participation in the preservation and promotion, maintenance and development of green spaces and parks (survey studies)</p> <p>4- Take advantage of modern technologies such as the Internet in order to attract Public Participation (</p>	<p>1-Lack of transparency in the corporate management structure and legal status of municipality (survey studies)</p> <p>2- The resistance of some officials and senior managers for urban management acceptance of citizen participation (survey of executives, managers, experts and elites)</p> <p>3- increasing air pollution and global warming caused by the loss of green space (comparative studies)</p> <p>4- Preparation and approval of long outreach projects in topics related to participatory management</p>

<p>survey studies) 5- Ability to create multiple career fields related to green space Parks to increase social interaction and participation in investment (survey) 6- Development of culture houses, and as a specialized places or the context of public participation and education of citizens (interviewing Managers, officials, experts and scholars) 7- to enhance the economic prosperity due to the geographic location of the city with the development of green spaces and upgrade parks, construction of the recreation and tourism sites (survey studies) 8- Using the full potential of parks and segments of fixed base and young people as the largest group of parks and Green spaces users in order to achieve sustainable participation of people (Studies Survey - a survey of citizens) 9- Save money flowing to municipalities and parks and green space organizations (survey studies) 10- Increasing the general public's desire to take advantage of green space (A survey of managers, officials, experts and</p>	<p>(comparative studies) 5- The administrative and operational capability in the absence of rules and regulations for Management of parks and green spaces in urban areas with a participatory approach (Survey of managers, officials, experts and scholars) 6- The increasing cost of daily living among citizens and Its consequences on citizen participation (surveys and Unstructured interviews with citizens) 7- Low social security and a feeling of insecurity among citizens to participate in collaborative programs and projects area of green space (survey) 8- Not saving money in current expenses of municipality (Studies Survey) 9- The loose of capitals in the city because of inadequate facilities and backwardness of Quchan to surrounding towns(comparative studies) 10-The loss of green spaces by widening roads and replacing it (survey) 11-increased insecurity in green spaces and</p>
<p>scholars) 11-To create space in parks and green spaces and promoting sports and citizen participation in the maintenance and development of green spaces and parks (Survey of managers, officials, experts and scholars)</p>	<p>parks and losing their role (Comparative studies) 12- The loss of green space through the construction of non-normative construction and entering the building parking (survey studies) 13- Disproportion between the power of the city organization including the parks and green spaces organization in meeting the increasing expectations of the Citizens due to the spread of urbanization (interviewing Managers, officials, experts and scholars)</p>

The matrix of evaluating internal and external factors

After recognizing the internal and external factors in the matrix of evaluating the internal and external factors, each factor was given as score. The experts and scholars opinions were used in order to obtain the scores and coefficients in this matrix. The coefficient and scores were determined by experts and scholars based on the

Table 16: Internal Factor Evaluation (IFE) Matrix

Row	Strong points	Coefficient	Score	Final score
1-	enough data on the status of urban green space and parks	0.04	3	0.12
2-	Increasing the urban culture among the citizens and their sense of responsibility about the urban issues specially parks and green spaces	0.03	3	0.09

mean score and coefficients and finally the total score of each factor were calculated.

Internal Factor Evaluation (IFE) Matrix: this matrix is an instrument for evaluating the internal factors and evaluates the weak and strong points. Total score of IFE was 3.19 which show the strength and power of the unit against the internal matrix (table 16).

3-	Requires spaces and lands for developing green spaces	0.04	3	0.12
4-	Required infrastructures	0.03	2.5	0.075
5-	The urban management and other related organizations' attention to develop and improve the quality and quantity of parks and green spaces	0.03	3	0.09
6-	The sense of commitment to parks and green spaces among	0.06	4	0.24

	families			
7-	Proper time of using parks and green spaces	0.03	2.5	0.075
8-	High tendency of citizens for cultural and social participation for reviving and maintaining parks and green spaces	0.04	3.5	0.14
9-	Soil fertility and proper climate for developing parks and green spaces	0.02	1.5	0.03
10-	Experts and scholars in the city	0.03	3	0.09
	Weak points	-	-	-
1-	Narrow streets of the city (survey studies)	0.02	4	0.08
2-	Notification failure of the municipal green spaces in the functional area	0.02	3.5	0.08
3-	Lack of continuous and systematic training program to educate citizens on the preservation, restoration and development of green spaces and Park	0.02	3.5	0.07
4-	Lack of effective mechanisms of citizen participation in municipal green space	0.04	3.5	0.07
5-	Weaknesses of organizations and NGOs as a link interface between people and the landscape of the municipality in Quchan	0.04	3	0.07
6-	the legal vacuum on the participation of the people in the city, especially in the area of green spaces and parks	0.04	4	0.14
7-	No place for public participation in the organizational structure of municipal green space	0.03	4	0.12
8-	Not predicting the required budget for public participation in urban green space system of municipality	0.06	3.5	0.16
9-	Lack of facilities and resources for the realization of plans and programs with community participation approach	0.02	3	0.21
10-	overlap and inconsistencies in the implementation of some of the functions and affairs of parks and green spaces with other affiliates Councils	0.02	1.5	0.06
11-	Very few people willing to contribute economically for the preservation, restoration and development of parks and green spaces	0.03	3.5	0.03
12-	financial income allocation of limited financial resources and lack of green spaces and parks in the area of the city (0.03	4	0.105
13-	Shortage of facilities, equipment and cultural spaces, recreational parks and green spaces, etc	0.02	3	0.012
14-	Lack of diversity in design and redesigning the parks and green spaces	0.03	3	0.06
15-	small scale of the green spaces areas leads to high maintenance costs	0.02	3	0.09
16-	Lack of training courses for municipal employees with a focus on participatory management	0.03	3	0.06
17-	Shortage of green spaces and parks	0.04	2	0.09
18-	green spaces around the residence or business people for more than 1000 meters distance	0.03	3	0.08
19-	Lack of rules and regulations for the preservation of green spaces in the building construction	0.02	3	0.06
20-	Low staff and personnel familiarity with the principles of participatory management of green spaces and solutions in Quchan municipal for attracting People participation	0.03	3	0.09
21-	Lack of attention to the need for public participation among officials and city managers	0.02	3	0.06
22-	Shortage of experienced professionals in green space in municipality	0.04	4	0.16
Total		1		3.195

External Factor Evaluation (EFE) Matrix: this matrix is an instrument for evaluating the external factors and evaluates the opportunities and threats. Total score of EFE was 3.40 which show the strength and power of the unit against the External matrix (table 17).

Row	Opportunities	Coefficient	Score	Final score
1-	Possibility for creation of citizen participation for the participatory management of Parks	0.04	3	0.12
2-	The public support and increasing public interest for the benefit of Green spaces	0.03	3	0.09
3-	Take advantage of the benefits of citizen participation in the preservation and promotion, maintenance and development of green spaces and parks	0.04	3	0.12
4-	Take advantage of modern technologies such as the Internet in order to attract	0.03	2.5	0.075

	Public Participation			
5-	Ability to create multiple career fields related to green space Parks to increase social interaction and participation in investment	0.03	3	0.09
6-	Development of culture houses, and as a specialized places or the context of public participation and education of citizens (interviewing Managers, officials, experts and scholars)	0.06	4	0.24
7-	to enhance the economic prosperity due to the geographic location of the city with the development of green spaces and upgrade parks, construction of the recreation and tourism sites	0.03	2.5	0.075
8-	Using the full potential of parks and segments of fixed base and young people as the largest group of parks and Green spaces users in order to achieve sustainable participation of people	0.04	3.5	0.014
9-	Save money flowing to municipalities and parks and green space organizations	0.02	1.5	0.03
10-	Increasing the general public's desire to take advantage of green space	0.03	3	0.09
11-	Saving money and expenses of municipality and organization of parks and green spaces	0.03	2	0.06
12-	The possibility of creating green spaces and parks and developing the participation of citizens in maintaining, reviving and developing the green space	0.04	3.5	0.245
	Threats	-	-	-
1-	Lack of transparency in the corporate management structure and legal status of municipality	0.04	3	0.12
2-	The resistance of some officials and senior managers for urban management acceptance of citizen participation	0.08	3.5	0.28
3-	increasing air pollution and global warming caused by the loss of green space	0.06	3	0.18
4-	Preparation and approval of long outreach projects in topics related to participatory management	0.04	3.5	0.245
5-	The administrative and operational capability in the absence of rules and regulations for Management of parks and green spaces in urban areas with a participatory approach	0.07	4	0.28
6-	The increasing cost of daily living among citizens and Its consequences on citizen participation	0.05	2.5	0.125
7-	Low social security and a feeling of insecurity among citizens to participate in collaborative programs and projects area of green space	0.02	2.5	0.015

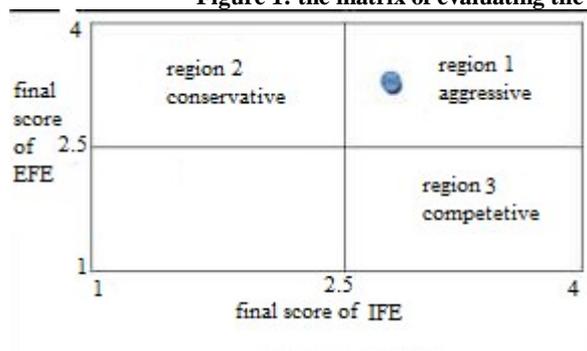
8-	Not saving money in current expenses of municipality	0.02	3	0.06
9-	The loose of capitals in the city because of inadequate facilities	0.03	2.5	0.075
10-	The loss of green spaces by widening roads and replacing it	0.03	3	0.09
11-	increased insecurity in green spaces and parks and losing their role	0.03	2	0.06
12-	Disproportion between the power of the city organization including the parks and green spaces organization in meeting the increasing expectations of the Citizens due to the spread of urbanization	0.04	3.5	0.245
Total		1		3.195

Matrix of Evaluating the condition and strategic measure

In next step, the strategic condition of the participatory management is defined using the results of EFE and IFE matrices. Accordingly, since the

total scores of the IFE was 3.19 and total score of EFE was 3.40, the participatory management of parks and green spaces is in aggressive condition right now (figure 1).

Figure 1: the matrix of evaluating the strategic condition and measures (IE)



Integrated Strategies based on SWOT

Based on SWOT matrix, the integrated strategies to establish the participatory management of parks and green spaces is provided

Table 18: SWOT Matrix

Strong points	Weak points
<p>1- Lack of statistics and information required about green spaces and parks</p> <p>2- Increase in urban culture and a sense of responsibility among their citizens especially in the area of green space and parks necessary and arid areas with low price for the development of green space the development of the necessary infrastructure for green space and parks Attention given to urban management and other stakeholders in the development of Quchan and improving the quality and quantity of green space and park the relatively high sense of belonging to the park and green spaces in the family</p> <p>3- Relatively good use of parks and Green spaces</p>	<p>1- Narrow streets of the city</p> <p>2- Notification failure of the municipal green spaces in the functional area of Quchan</p> <p>3- Lack of continuous and systematic training program to educate citizens on the preservation, restoration and development of green spaces and Park</p> <p>4- Lack of effective mechanisms of citizen participation in municipal green space</p> <p>5- Weaknesses of organizations and NGOs as a link interface between people and the landscape of the municipality in Quchan</p> <p>6- the legal vacuum on the participation of the people in the city, especially in the area of green</p>

<p>4- Relatively high willingness of citizens to participate in cultural and social institutions to maintain, rehabilitation and development of parks and green spaces</p> <p>5- Soil fertility and climatic conditions for the development of green spaces and beautiful The parks</p>	<p>spaces and parks</p> <p>7- Not predicting the required budget for public participation in urban green space system of municipality</p> <p>8- Lack of facilities and resources for the realization of plans and programs with community participation approach</p> <p>9- overlap and inconsistencies in the implementation of some of the functions and affairs of parks and green spaces with other</p>
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	<p>affiliates Councils</p> <p>10- Very few people willing to contribute economically for the preservation, restoration and development of parks and green spaces</p> <p>11- Financial income allocation of limited financial resources and lack of green spaces and parks in the area of the city</p> <p>12- Shortage of facilities, equipment and cultural spaces, recreational parks and green spaces, etc</p> <p>13- Lack of diversity in design and redesigning the parks and green spaces</p> <p>14- Small scale of the green spaces areas leads to high maintenance costs</p> <p>15- Lack of training courses for municipal employees with a focus on participatory management</p> <p>16- Shortage of green spaces and parks</p> <p>17- green spaces around the residence or business people for more than 1000 meters distance</p> <p>18- Lack of rules and regulations for the preservation of green spaces in the building construction</p> <p>19- Low staff and personnel familiarity with the principles of participatory management of green spaces and solutions in Quchan municipal for attracting People participation</p> <p>20- Lack of attention to the need for public participation among officials and city managers</p>
	<p>21- Shortage of experienced professionals in green space in municipality (survey of managers, officials, experts and elite)</p> <p>22- No project on participatory management, participation and involvement of people in the municipality</p>

Opportunities	SO strategies (aggressive) using the strong points for using opportunities	WO strategies (adaptive)
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<p>1- Possibility for creation of citizen participation for the participatory management of Parks</p> <p>2- The public support and increasing public interest for the benefit of Green spaces</p> <p>3- Take advantage of the benefits of citizen participation in the preservation and promotion, maintenance and development of green spaces and parks</p> <p>4- Take advantage of modern technologies such as the Internet in order to attract Public Participation</p> <p>5- Ability to create multiple career fields related to green space Parks to increase social interaction and participation in investment</p> <p>6- Development of culture houses, and as a</p>	<p>Use of specialists And with the experience for organization and more Productivity of people participation (S1006)</p> <p>Internal training courses For personnel of parks organizations' familiarity with new methods of attracting and guiding participation (S807)</p> <p>Creating and developing the green spaces and parks focusing on tourism (S408)</p> <p>Using modern technologies for participatory management at park and green space organization of the city S105</p> <p>Developing training plans for citizens in order to organize the public participation for maintaining and developing the green spaces S704</p> <p>Creating and developing</p>	<p>Training courses for citizens looking for participation to increase public participation (W301)</p> <p>Reviewing the organization of parks to include public participation in some new sections (W605)</p> <p>Determining a budget for organizing and attracting the public participation (W703)</p> <p>Increasing the awareness in order to use national and religious beliefs about maintaining and developing the green spaces (W504)</p> <p>Promoting policies to attract public participation (W1009)</p> <p>Financial and social awards for volunteers for participating in maintaining and developing the green</p>
<p>specialized places or the context of public participation and education of citizens</p> <p>7- to enhance the economic prosperity due to the geographic location of the city with the development of green spaces and upgrade parks, construction of the recreation and tourism sites</p> <p>8- Using the full potential of parks and segments of fixed base and young people as the largest group of parks and Green spaces users in order to achieve sustainable participation of people</p> <p>9- Save money flowing to municipalities and parks and green space organizations</p> <p>10- Increasing the general public's desire to take advantage of green</p> <p>11- To create space in parks and green spaces and promoting sports and citizen participation in the maintenance and development of green spaces and parks</p>	<p>local communities S603</p> <p>the development of green spaces and upgrade parks focusing on the recreation and tourism sites S408</p>	<p>spaces W130</p> <p>The plans for enhancing the social security of parks and green spaces by volunteer citizens (W2009)</p> <p>Study plan for participatory management, participation and public management in municipality W2207</p> <p>Using experts and experienced work force in green space unit of municipality W2107</p> <p>Creating green space and income raising parks in the city W1608</p> <p>Creating sport spaces in parks and green spaces and promoting public participation in maintaining and developing the green spaces W12011</p>

<p>Threats</p>	<p>ST strategies (required) avoiding threats using strong points</p>	<p>WT strategies (defensive) reducing the weak points and threat</p>
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<ul style="list-style-type: none"> -Lack of transparency in the corporate management structure and legal status of municipality -The resistance of some officials and senior managers for urban management acceptance of citizen participation -increasing air pollution and global warming caused by the loss of green space -Preparation and approval of long outreach projects in topics related to participatory management -The administrative and operational capability in the absence of rules and regulations for Management of parks and green spaces in urban areas with a participatory approach -The increasing cost of daily living among citizens and Its consequences on citizen participation -Low social security and a feeling of insecurity among citizens to participate in collaborative programs and projects area of green space -Not saving money in current expenses of municipality -The loose of capitals in the city because of inadequate facilities and backwardness of Quchan to surrounding towns -The loss of green spaces by widening roads and replacing it -increased insecurity in green spaces and parks and losing their role -Disproportion between the power of the city organization including the parks and green spaces organization in meeting the increasing expectations of the Citizens due to the spread of urbanization 	<ul style="list-style-type: none"> -Using public force to increase the security of parks (S67T11) -Sessions for managers and officials to discuss and agree regarding participation and management (S5T2) -Clarity of participatory management position in legal system of municipality S8T1 -Holding celebrations in parks and green spaces to improve the use of these spaces (S8T11) Creating common models for planting trees and developing green spaces (S9T3) 	<ul style="list-style-type: none"> -The adoption of new regulations to internalize the public participation in urban planning and related organizations (W6T4,5) -Increasing the information and considering the required incentives for creating motives in citizens for participation (W3T2) -Implementing and performing integrated management of parks and green spaces for precedents (W9T6) -Cooperation of engineering system and urban green space organization before offering a building plan to the owner(W18T5) -Preventing the loos of costs through participation with other organizations before development project (W9T8)
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As it is seen in explaining the status of green space section of municipality, it is in aggressive condition and therefore, the priority is for aggressive strategies and other strategies (defensive, required and adaptive) should be in line with aggressive strategies.

The strategies implemented based on SWOT matrix in green space section of Quchan municipality include:

1. Use of specialists and with the experience for organization and more productivity of public participation
2. Internal training courses for personnel of parks organizations'

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- familiarity with new methods of attracting and guiding participation
 3. Using modern technologies for participatory management at park and green space organization of the city
 4. Developing training plans for citizens in order to organize the public participation for maintaining and developing the green spaces
 5. Creating and developing local communities
 6. Creating and developing the green spaces and parks focusing on tourism
 7. Training courses for citizens looking for participation to increase public participation
 8. Reviewing the organization of parks to include public participation in some new sections
 9. Determining a budget for organizing and attracting the public participation
 10. Increasing the awareness in order to use national and religious beliefs about maintaining and developing the green spaces
 11. Promoting policies to attract public participation
 12. Financial and social awards for volunteers for participating in maintaining and developing the green spaces
 13. The plans for enhancing the social security of parks and green spaces by volunteer citizens
 14. Study plan for participatory management, participation and public management in municipality
 15. Using experts and experienced work force in green space unit of municipality
 16. Creating green space and income raising parks in the city
 17. Creating sport spaces in parks and green spaces and promoting public participation in maintaining and developing the green spaces
 18. Using public force to increase the security of parks
 19. Sessions for managers and officials to discuss and agree regarding participation and management
 20. Clarity of participatory management position in legal system of municipality
 21. Holding celebrations in parks and green spaces to improve the use of these spaces
 22. Creating common models for planting trees and developing green spaces
 23. The adoption of new regulations to internalize the public participation
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in urban planning and related organizations

24. Increasing the information and considering the required incentives for creating motives in citizens for participation
25. Implementing and performing integrated management of parks and green spaces for precedents
26. Cooperation of engineering system and urban green space organization before offering a building plan to the owner
27. Preventing the loss of costs through participation with other organizations before development project

The suggested model of interorganizational participatory management (between the green space section, state, public and private sections of Quchan)

Following discussing the current condition (survey) of the green space section in Quchan, a comprehensive understanding of weak and strong points, opportunities and threats regarding the participatory management of parks and urban green spaces is achieved. In this regard, the opinions of the citizens and experts have been used.

CONCLUSION

In this study a model was suggested, based on the questionnaires completed by the participants of the study, review of literature and examining the present structure of the green space management of Quchan Municipality and their lacks and based on SWOT tables. In addition, according to the model, the participatory management model for inter-organization and urban areas was also suggested. According to the definitions, the participatory management in green space means enabling the employees in this domain to intervene in decision making process. Based on the interviews, the citizens tend to participate in management of parks and green spaces in following areas:

- Financial participation by donating tree, plants, fertilizers and ...
- Financial participation by donating furniture
- Financial participation by paying a part of costs
- Financial participation by repairing and installing the facilities and equipment
- Social and cultural participation by keeping parks and green spaces clean

- Social and cultural participation by technical and professional suggestion
- Social and cultural participation by in formal and informal instruction for citizens
- Financial participation for investment in financial projects

According to the analysis on questionnaires and the strong points:

Increasing the urban culture among the citizens and their sense of responsibility for urban issues especially in green space and park area (survey study, non-structural interview with citizens)

High tendency of citizens for cultural and social participation for reviving and maintaining parks and green spaces (interviewing citizens)

It can be said that by giving priority to the above mentioned cases in the suggested model, the participatory management for parks and green space is realized. This is the approach based on which the research model was developed. Following, based on the suggested framework, the suggested tasks for each organization are provided:

Financial and investment sections: encouraging and promoting the entities to invest and participate and attracting the investments through recognizing, equipping and providing the financial resources for the participatory plans and

activities, make sure about the work security and capability of the investor

Cultural and social planning and programming sections: developing the participation culture for maintaining, development and protecting green spaces of the city. Providing the condition and motivation for participation among the citizens providing training services for the citizens tending to participate for maintaining, development and protecting the parks and green spaces of the city, participation of innovative and creative entities for maintaining, development and protecting green spaces of the city

NGOs and associations: creating constructive interaction with public institutes and NGOs related to green spaces and attracting these communities, receiving the suggestions of public institutes and NGOs, training courses for NGOs active in the area of parks and green spaces, developing the public participation among public institutes and NGOs active in the area of parks and green spaces.

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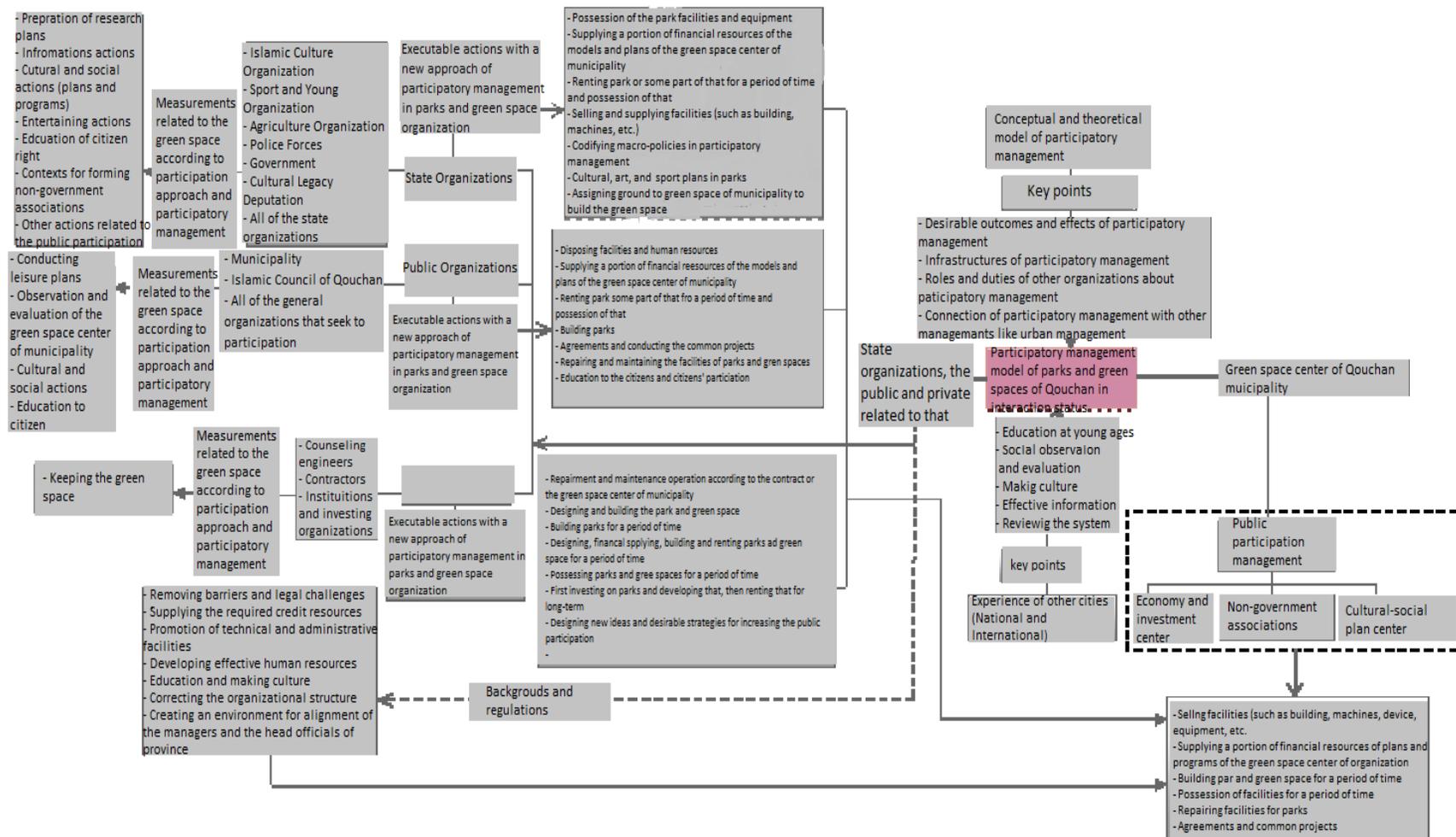


Figure 8 - The proposed model participatory management between the organization (the area of green space of Quchan and government sectors, private and public)

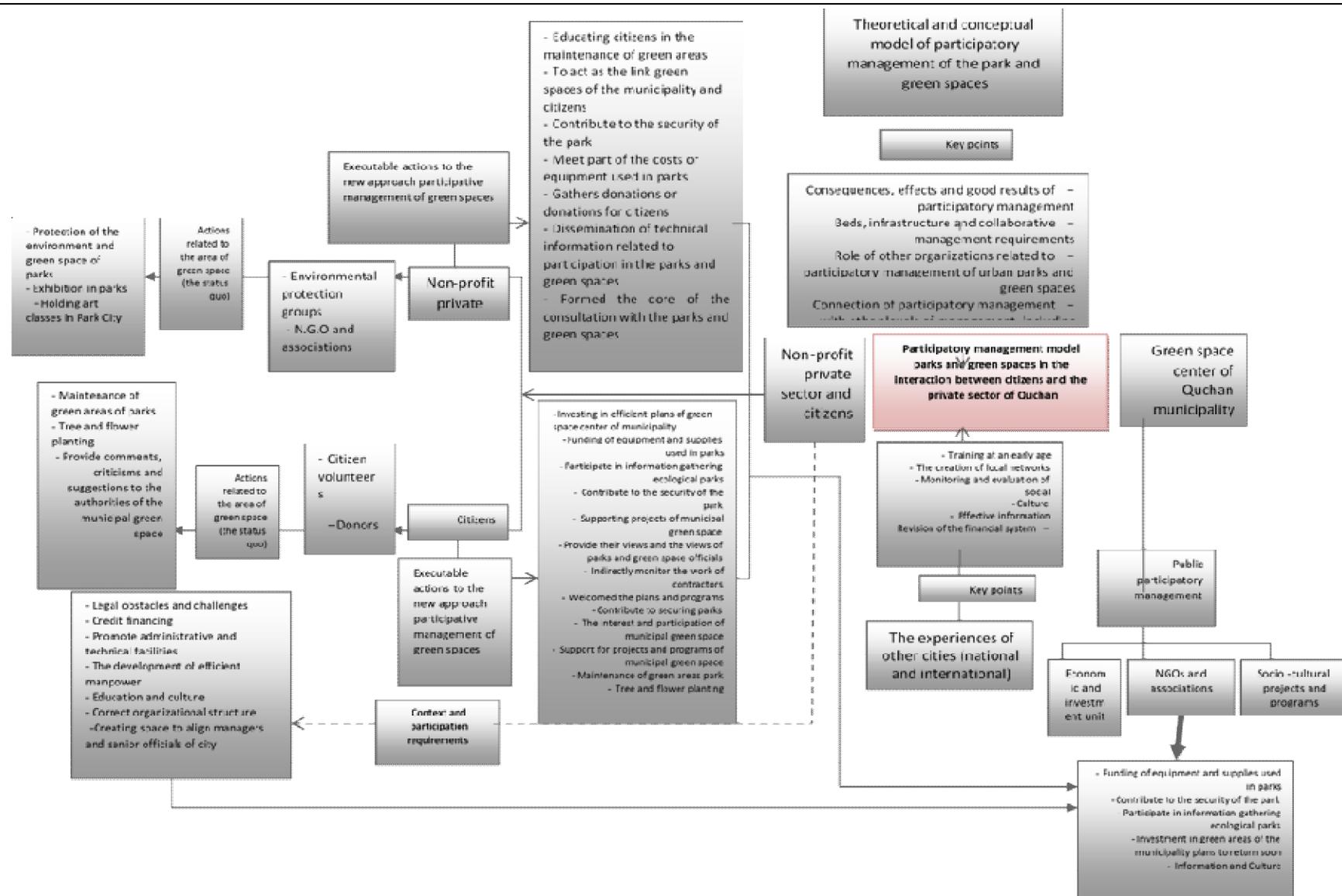


Figure 9 - The proposed model of participatory management in the area of citizenship

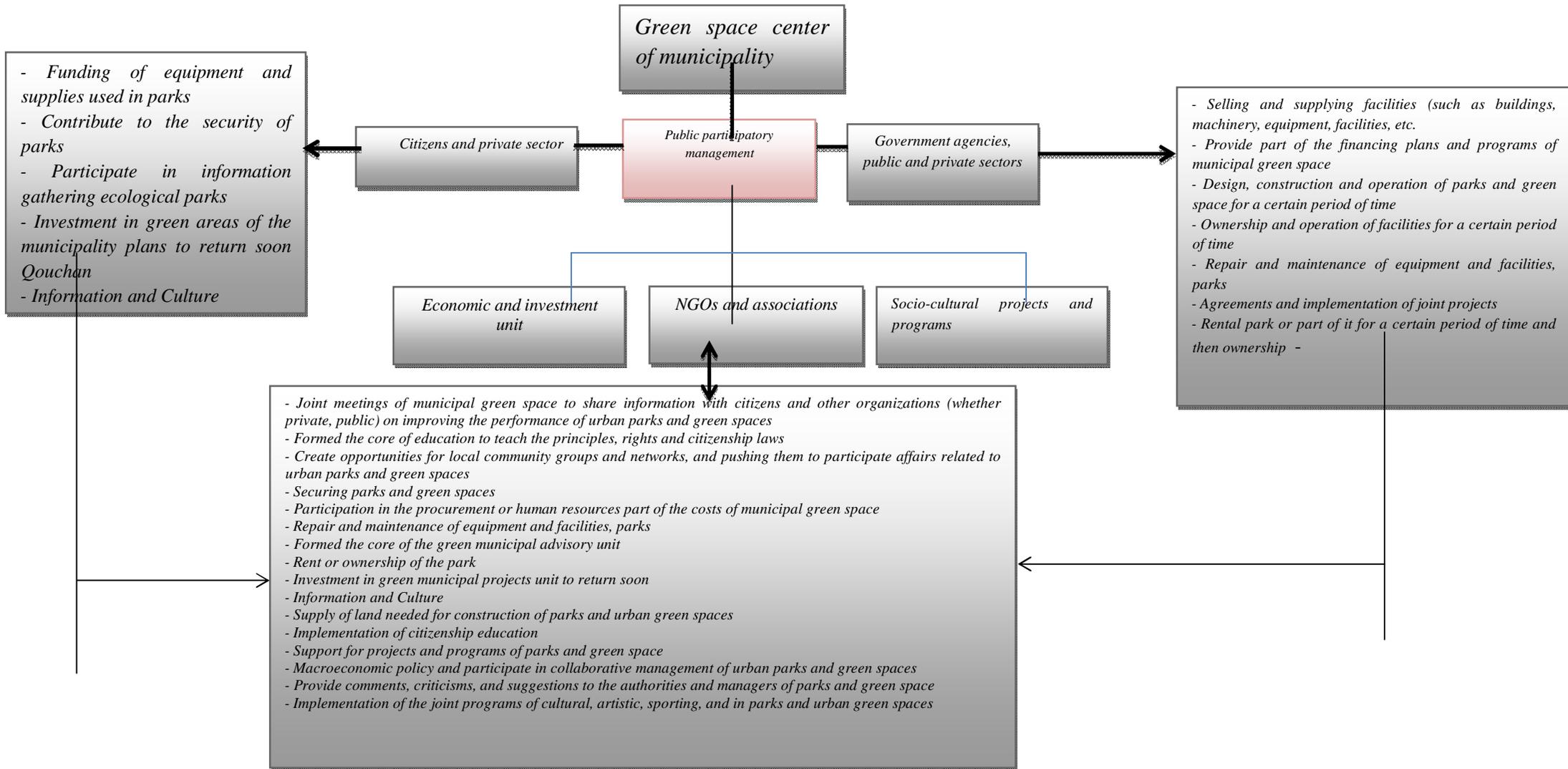


Figure 10 - The ultimate model of participatory management of urban green spaces in Qouchan