

A Pattern for an Integrated Urban Development Management System Using an Urban Planning Approach (Case study: Bandar Abbas)

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Abstract

Due to economic growth and demographic expansion in cities, they face a multitude of challenges. As challenges arise, there is a need for an integrated urban management approach to managing public affairs in cities. This approach will provide a holistic solution to the problems faced by cities. Economic growth has led to social, environmental, and societal changes in cities. To solve these problems, new tools, technologies, and policies are required to coordinate and integrate environmental, economic, and social factors related to urban areas to study and manage the growth and changes of these areas and solve potential problems. The present study aimed to investigate the current integrated urban development management system model from the perspective of urban planning in Bandar Abbas using a Descriptive-Analytical Methodology. The data of this research were collected from various sources (library, documentary, electronic, and field sources). The sample size was estimated to be 40, and the samples included urban planning experts based out of Bandar Abbas and Tehran. The qualitative results are analyzed using SWOT analysis. According to the results, 14 various factors were identified as strengths, 38 factors as weaknesses, 9 factors as opportunities, and 20 factors as threats. Moreover, the most important strength was "citizens' increasing expectations of the municipality to provide services". The most important weakness was the "lack of awareness of citizens about citizenship rights and municipalities' duties". The most important opportunity was "the possibility of using medical, etc. potentials in western neighboring countries". The most important threat was "the influence of ethnic subcultures on the city and cultural conflicts". According to this analysis, the most important priority is to develop and institutionalize good urban management practices and to move towards integrated urban development management.

Keywords: Urban management, Integrated urban management, Urban development, Bandar Abbas.

1. Introduction

The increasing development of urbanization is a prominent feature of social life in the current era, with a profound impact on human societies. Urban planning and management have always consisted of a combination of government, market relations, and civil society (Albers and Suwala, 2021). The physical growth of cities and the rapid urban population growth have recently led to new issues in the lives of citizens, including urban sustainability and justice (Pupphachai and Zuidema, 2017). With the development of urbanization and the emergence of metropolises, urban management has gradually evolved. Changes in the urban living environment have accelerated so much so that experts and thinkers in various fields have been made to study continuously to overcome the problems faced by cities and metropolises in particular. In addition, the nature of the urban management process is tied to the comprehensive and sustainable development of the urban system and, as recent research shows, integrated urban planning is directly related to socio-economic conditions, legal frameworks, technology, and professional as well as

from a country or even an urban area to another (Milojevic, 2018). Importantly, urbanization processes are often associated with many environmental consequences (van der Zwet & Ferry, 2019); therefore, a more effective urban development can only be achieved through an integrated and sustainable approach (Medeiros & van der Zwet, 2020). Integrated urban management is a multifaceted and decentralized solution, based on power and integration of performance according to the model of urban governance (Sahabi & Hanaei, 2020). Indeed, integrated management is a set of tools, activities, tasks, and functions that ensure that urban functions can be realized (Bina et al., 2020) and the city's basic services should be formed appropriately for different groups and individuals as well as local and public communities. Thus, integrated urban management has dimensions beyond the administrative boundaries of cities (Ioan-Franc et al., 2020), and it is practically formed by socio-economic development, government interventions, and a set of institutional arrangements.

In general, the complexity of today's urban issues as well as the introduction of many issues and problems in the all-out management of cities make the adoption of integration

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approaches to the urban management system inevitable and introduce it as a necessary approach to urban planning (Jiang et al., 2020). Also since integrated urban management is a new approach in urban management knowledge that aims to increase efficiency by creating synergies between the influencers and urban stakeholders (Anderlini, 2020), it can be said that today's urban management deals with and organizes multiple stakeholders, interdependent resources and actions, common goals, and blurred boundaries between the private and public, as well as formal and informal sectors, and civil society sectors (DelliCompagnim et al., 2020). Accordingly, and by looking at the special conditions of cities, the appropriate method of urban management can reduce the problems in people's lives and improve urban quality. One of such approaches that has a special look at the situation of cities is urban management in cities located near the coast and requiring special attention to the management system based on the coasts and water (Hashempour Bakhtiari et al., 2020). Therefore, how to make the process of urban management integrated, especially in cities with special conditions such as proximity to the coast has been one of the major concerns of thinkers. Moreover, the integrated urban water management approach considers all the benefits of water to decide on the ideal setting. For example, in India, the issue of integrated urban management is such that the importance of water assets is expanding officially as the economy develops and lifestyle changes. The legislator has identified Integrated Urban Water Management (IUWM) as another structure and approach for this country. Inadequate urban structure and the physical growth of coastal cities (Juma et al., 2020) have added to the complexity of urban problems because each organization has addressed urban issues according to its facilities and work dimension and there has been no comprehensive view. These organizations also do not have much communication with each other and do not involve properly in urban issues. This adds to the importance of adopting an integrated urban management approach in coastal cities.

The city of Bandar Abbas, due to its location on the northern shores of the Strait of Hormuz, has the characteristics of a coastal city. The distinctive feature of coastal cities is their physical development along the coast. Therefore, Bandar Abbas is a linear city. Due to housing restrictions in the city, it has been constructed informally and without a permit. All port activities (commercial, recreational, and fishing piers) are concentrated on the west side of the city, and the east coast is merely a "recreational beach." It is increasingly becoming important that efficient, integrated, and effective urban planning in institutes, institutions, and organizations in charge will help communicate effectively, and efficiently with each other to deal with the disorders of the urban system. To create a comprehensive and integrated structure, the various dimensions of economic development, environmental protection, and social structures must be understood by all stakeholders and individuals. More than a century after

the formation of new organizational structures in the field of urban management in Iran, along with its ancient history in the country, based on the literal position defined for municipalities in the country, urban management is unintegrated and city administrators include the representatives of the government and the people. This unintegrated management causes the rework, parallel work, and sometimes the loss of public capital, the creation of broad bureaucratic organizations, inconsistency between duties, and irresponsibility. Thus, the present study seeks to find the answer to this question: What is the integrated urban development management system model in Bandar Abbas from the perspective of urban planning?

2. Theoretical Foundations

2.1. Urban development

Urban development covers infrastructures for education, health, justice, solid waste, markets, street pavements, and cultural heritage protection. These constructions usually form part of specific sector programmers, including capacity-building measures. Urban development processes are greatly affected by the structural transformation of societies. Over the past decade, societies have witnessed changes that were unprecedented in recent history: the collapse of political and economic systems, new integration policies, globalization of the economy and the decline of the nation-state, mass migration, governmental retrenchment, and social restructuring. Structural changes in societies manifest themselves distinctly in urban areas and every generation needs to engage in the discourse on a country's built politics, the sustainability of urban form and design, and the ecological footprint of major cities and suburban areas. Urban geography deals with the analysis of the complex dimensions of urban social, economic, cultural, and political processes, patterns, and structures, and urban planning processes to build up or retain local comparative advantages while retaining cities as livable urban places and securing their sound social and environmental development for future generations (Fioretti et al., 2021).

2.2. Integrated management systems

Establishing a dialectic correlation of harmonized liberation between transition management and urban planning may offer a capable future scheme for learning to escort urban alterations towards something better with a common language for network power, interactive policy, and more public engagement with training and education (Akbari Motlaq, 2019). Management and development of human resources are increasingly becoming important due to the new place and role of humans in all social processes and the management of those. Motivation and employee satisfaction become the basis of occupation of modern human resource management because only the construction of a quality motivational system can help the organization to increase its competitive ability and value of the company. In

today's globalized economy, firms are facing ever-increasing market challenges (Ardito et al, 2019). Management system integration combines management system functions in a single multifunctional effective system with dynamic benefits. Specific management systems can be taken into consideration during the integration process enabling functionality beyond existing standards. There are several aspects to consider during the process of management system integration but the most important ones are implementation strategy, integration methodology, audit integration, and the level of integration. The first aspect concerns the implementation sequence applied to the management system as

organizations have implemented management standards in varying sequences or levels of the organization (Ikram et al., 2020).

The implementation of the Integrated Management System (IMS) is a strategic and operational decision for an organization, which contributes to efficient functioning in terms of Quality, Environment, and Occupational Health & Safety (OH&S). In fact, there has been a tendency to implement IMSs covering the ISO 45001 (or OSHAS, 18001), ISO 14001, and ISO 9001 standards, where this integration can render the process more efficient and effective, reducing bureaucracy and saving money (Ramos et al, 2020).

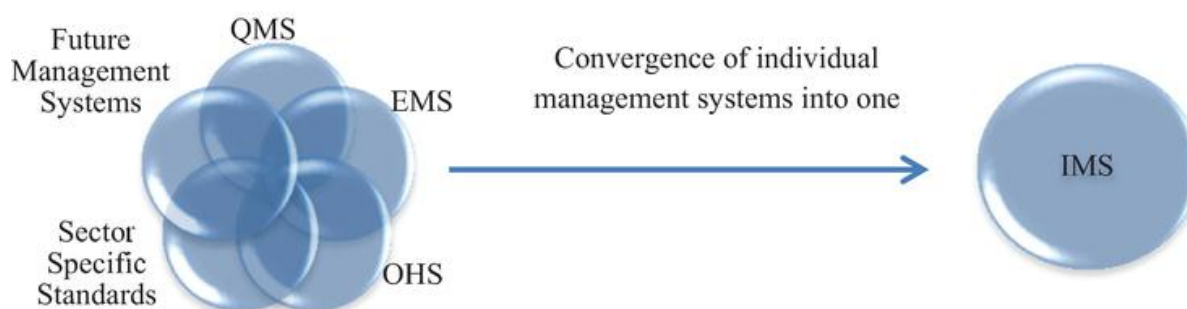


Fig. 1. ISO 9001, ISO 14001, OHSAS 18001

The implementation of Integrated Management Systems has become a prerequisite for any organization looking to transform itself into a competitive and more sustainable enterprise. However, these efforts have been not successful for some organizations, and there is an opportunity to explore what it takes to have an effective IMS implementation (Ikram et al, 2020).

2.3. Integrated Urban Development Management System

Urban Development Integrated Management System, optional for cities, has started to be considered a strategic tool for cities seeking success and adopting innovative approaches. It would rather be a more rational solution to provide a holistic view to all cities, which is to integrate them all. As integrated management systems can be shaped according to the needs of the cities, they involve different management system standards. Therefore, there is no common model defined for said integrated standards. These systems offer a management philosophy for the processes to be successfully managed and to achieve desired results. The effects of integrated management systems on urban development can be categorized into six categories of management, people, market, production, environmental and occupational health, and safety. Integrated management systems provide cities with a management philosophy that enables processes to be successfully managed and to achieve desired results (Burhan, 2017).

3. Research Methods

The present research is an applied, descriptive-analytic study. The studied components and indicators are presented in Table 1.

The required data and variables were extracted using library study on the concepts related to integrated urban management, and identifying the components and indicators of integrated urban management, as well as field study. In the present study, it was decided to apply the Delphi technique to analyze the research findings. So, a questionnaire was developed based on the Likert scale. Using the questionnaire, strengths, weaknesses, opportunities and threats were evaluated. The statistical population includes urban and regional planning specialists in Bandar Abbas and totally, 40 specialists, as samples, were asked to filled out the questionnaire. To analyze economic, managerial-legal, etc. components, the SWOT analysis was applied. Finally, using a qualitative research method, an integrated urban management pattern was presented.

3.1. Components and indicators of integrated urban management

According to the different definitions of integrated urban management and review of previous studies and opinions of urban experts on the research subject, all the dimensions and indicators are extracted from the definitions of integrated urban management and the most important of them are selected and presented in Table 1 to be used in SWOT analysis to provide strategies.

Table 1
Components and indicators of integrated urban management

Components	Indicators
Coordination	Existence of coordination between the key decision-making centers of the organization
	There is coordination between the centers that approve the programs
	Existence of coordination between joint actions and executive activities between the organizations in charge of urban affairs
	Existence of coordination between organizations in charge of urban affairs
Good Governance	The quality of the system of suggestions of the employees of the organization
	The quality of the citizens' suggestions system
	Existence of meetings for exchange of knowledge and experiences
	Making the organization's goals, plans and financial statements available to citizens
	Provide functional information, in a timely, objective and transparent manner
	Citizen participation in the design of projects, programs and actions
	Report the performance of the organization to the citizens
	Report the performance of the organization to the competent institutions
	Report on the organization's performance to non-governmental investors and business organizations
	Existence of accountability mechanisms for citizens
	Accountability of the organization to its stakeholders
	The importance of the organization to enforce rules and regulations in decision-making and enforcement
	Provide facilities to employees to be able to deal with problems
Equifinality	Existence of long-term goals in line with the organizations in charge of urban affairs
	Existence of common long-term goals among the organizations in charge of urban affairs
	Existence of a set of actions and executive activities in line with the vision of the organization
Unity of Command	Existence of an extra-organizational planning and decision-making center for this organization and other organizations In charge of urban affairs
	Existence of a center for study and design before executive plans and operations
	Existence of an extra-organizational leadership center to organize the dispersion of urban affairs management
Cohesion	Existence of solidarity between the managers of the organizations in charge of urban affairs, in relation to executive actions
	Existence of solidarity between managers and employees of this organization
	Existence of solidarity between this organization and other organizations in charge of urban affairs
	Commitment of employees to the executive affairs of the city
Laying the groundwork	Existence of legal infrastructure
	Existence of appropriate communication infrastructure
	Appropriateness of information infrastructure status
	Provide all facilities to employees to be able to deal with problems
Interaction	Existence of interaction between this organization and other organizations in charge of urban affairs
	Creating conditions for interaction with citizens
Organizational structure	Existence of job and work diversity in the organization
	Employee participation in organizational decisions
	Existence of clear reporting lines and boss-subordinate relationships
	Existence of predefined and determined methods of doing work
	Strict monitoring of compliance with regulations and directives
Systemic perspective	Making important decisions in the organization using the public discussion process
	Existence of a holistic view in dealing with complex urban issues in the organization
	Existence of a common view between the work actions of the organizations in charge of urban affairs
	Proximity of views and goals of organizations in charge of urban affairs
	Alignment with the long-term goals of the organizations in charge of urban affairs

4. Discussion of Findings

Bandar Abbas City is located in Hormozgan province, and adjacent to the Persian Gulf. With its historical background and economic prominence, it is considered one of the most important ports in southern Iran. Its area is 27316 square kilometers. This city is surrounded by Hajiabad city on the north, Minab and Rudan cities on the east, Bandar Lengeh city on the west, the Persian Gulf and Qeshm Island on the south (Honarkhah, 2019).

The city of Bandar Abbas, due to its location on the northern shores of the Strait of Hormuz, has the characteristics of a coastal city. The distinctive feature of coastal cities is their physical development along the coast. Therefore, Bandar Abbas is a linear city. All port activities (commercial-recreational-fishing piers) are concentrated on the west side of the city, and the east coast is merely a recreational beach, with estuaries acting as physical dividing lines throughout the city. From east to west, respectively, within the city limits, are the Captain Palm (Damahi), Fishery, Khorgorsuzan, Seyed Kamel, and Soro (Gohro) estuaries. Considering the discharge of these estuaries, their construction within the urban texture has been completed by Bandar Abbas Municipality. Fishery, and Gorsuzan estuaries and part of Seyed Kamel estuary, and in some parts of the city, their natural route have been blocked and diverted to new routes.

In Bandar Abbas, about 37% of the city is covered by land uses that do not have a functional and essential role

in urban quality (sea, river, railway, military, desert, and brain land). About 35% of the entire city is covered by residential, commercial, and service land-uses, 21% by the road network and finally, 66.6% by urban public service uses. The city of Bandar Abbas has a linear-grid structure due to the limited development because of the existence of the Persian Gulf on the south and the highlands on the north. There are 148263 residential units in the city, of which 81074 are apartment units and 67189 are non-apartment units and most of the residential units have an area of 81 to 100 square meters (N= 42896 units). SWOT analysis is a useful tool for strategic planning process (Nikjow, 2021). Using this technique, an important study is performed to find gaps by analyzing strengths, weaknesses, opportunities and threats (SWOT) (Khan et al., 2021). By examining the information from the comments of professors, specialists and experts in the field of urban management, internal and external factors affecting integrated urban management in Bandar Abbas City were identified and included in the evaluation matrix. In this study, the number of internal factors was determined to be 52, of which 14 factors were identified as strengths and 38 factors as weaknesses. First, the strengths of integrated urban management in Bandar Abbas and then the weaknesses are placed in this matrix. Moreover, 29 effective external factors were identified, out of which 9 factors are opportunities and 20 factors are threats. Table 2 examines the internal factors influencing the integrated urban management in Bandar Abbas.

Table 2
Evaluation of internal factors (strengths) affecting integrated urban management in Bandar Abbas

No.	Strengths(S)
1	Institutionalizing the promotion of citizenship culture and special attention of the municipality to it
2	Institutionalizing the balanced development approach in urban areas with the orientation of equitable distribution of resources
3	Existence of beautiful seas and beaches and the potential of connections with Arab countries and the maritime economy and seafood
4	Existence of relative trust and popular base of the municipality
5	The approach of municipal managers to use participation in urban projects and provide resources and reduce ownership
6	Positive determination of city managers to make a change in the way of city and municipality management and the establishment of integrated and coordinated urban management
7	Existence of potentials in the city in terms of potential sources of income for various projects
8	Existence of suitable spaces for tourism, sea, beaches and areas around the islands, especially Qeshm, commercial market, wharves and international airports.
9	History of cultural capacities and customs
10	Existence of the Islamic Council of the city and its legal capacities
11	Increasing the level of reasonable expectations of citizens from the municipality in providing services
12	Public interest in the reconstruction and construction of old and dilapidated structures due to the existence of infrastructure and economic efficiency and social conditions
13	Existence of suitable ground and air infrastructures with other parts of the country and abroad
14	Existence of investment and immigration potentials

Table 3
Evaluation of internal factors (weaknesses) affecting integrated urban management in Bandar Abbas

No.	Weaknesses (W)
1	Lack of integrated and coherent urban management
2	Involvement of various organizations and organs in urban development management
3	Lack of systematic mechanisms for evaluating motivation and performance management
4	Low stable income sources and instability of major existing income sources
5	Existence of complex, uncoordinated and traditional work processes in administrative affairs
6	Partisanship in decision making and lack of heterogeneity and sufficient interaction between different areas
7	Insufficient attention in using new management methods in project management
8	Lack of full use of all capacities, especially the potential economic capacities of the city
9	Lack of full use of investment capacities and public participation
10	Lack of amount and variety of healthy recreational spaces and inadequacy in their distribution
11	Lack of a comprehensive plan for quality and level of service delivery and fair distribution in various urban areas
12	Low desire and lack of attention to the category of education and learning and low average level of education of employees
13	Lack of existence and lack of development of coordinated and continuous systems of statistics and information of budget
14	Low level of responsibility acceptance and risk-taking at some levels
15	Failure to apply criteria and policies in order to maintain the urban landscape in accordance with Iranian-Islamic architecture
16	Insufficient use of the legal capacities of municipalities
17	Kennedy in the realization of electronic and famous municipality
18	Insufficient information of the people about the services and activities of the municipality
19	The municipality's small share of tourism revenues
20	Lack of public parking in the central part and busy areas of the city
21	Unbalanced distribution of urban services in different areas of the city
22	Lack of implementation of urban development plans
23	Lack of attention to maintaining the identity of neighborhoods and lack of proper attitude in identifying new neighborhoods
24	Disorder of the appearance and physical appearance of the city
25	Insufficient attention to the executive quality of small projects
26	Lack of network infrastructure and suburban and inner city roads
27	Lack of integrated urban database
28	Lack of integration in education management, engineering and enforcement of urban transport and traffic laws
29	Insufficient information of the people about the rights and duties of citizens and municipalities
30	Lack of attention to buildings of historical value and release by the owners and their lack of homework
31	Lack of necessary and effective care for the repair and maintenance of historic buildings
32	Lack of spatial information from urban facilities
33	Lack of special management of historical and cultural context
34	Lack of proper commercial use of municipal lands within the city
35	Existence of extensive worn-out tissue and lack of comprehensive and codified program and supportive and incentive policies
36	Distance from the city with livability, creativity, intelligence, and resilience
37	Insufficient use of potentials and economy of Oman and the Persian Gulf
38	Failure to use the potential and medical needs of other neighboring Arab countries

Table 4
Evaluation of external factors (opportunities) affecting integrated urban management in Bandar Abbas

No.	Opportunities (O)
1	Presence of people with original culture and religious teachings
2	Existence of potential to attract investment
3	Existence of natural attractions, sea and tourism culture in the region and city-islands
4	Existence of grounds for creating garden houses to attract tourists in the long run
5	Attention to the establishment of integrated and coordinated urban management in the management levels of the province
6	Approach of accepting the municipality as a leading and central institution in city management by effective institutions in city affairs
7	Suitable nature is beautiful and pleasant in almost three seasons of the year
8	Utilizing the potential and medical needs, etc. of neighboring Arab countries
9	Making the most of the economic, tourism and communication potential of the sea

Table 5

Evaluation of external factors (threats) affecting integrated urban management in Bandar Abbas

Rows	Threats (T)
1	Failure to achieve integrated urban management
2	Inconsistency between effective devices in city management and interference and ambiguity in the realm of some tasks
3	Inadequate position of the municipality in the management level of the country and setting laws and regulations and making decisions in various authorities on issues related to municipalities without their presence and participation
4	Lack of comprehensive and coordinated policies in urban transportation and traffic
5	Lack of transparency in the ownership of a significant part of the city's lands and properties
6	Failure to provide the appropriate share of budget and resources required by the municipality and the obligation of the municipality to finance the administration of the city by the people
7	Lack of diverse and industrial economy and proper tourism and sustainable economy of the city
8	Lack of coordination and homogeneity of design, architecture and new constructions in accordance with the climate of Iranian-Islamic architecture and the character of a cultural and natural city
9	Lack of comprehensiveness and up-to-date laws and regulations related to the municipality
10	Lack of cultural engineering in the city and lack of a comprehensive roadmap and program
11	Deficiency and weakness in drafting laws, regulations and legal regulations related to the city and e-municipality and smart
12	Increasing irrational expectations of the devices from the municipality
13	Lack of standards, appropriate indicators and criteria in most urban and municipal activities
14	Insufficient supervision by competent authorities in urban construction
15	Lack of comprehensive and stable policies and the number of decision-making centers in the field of tourism
16	Lack of use of new technologies in the city's utility networks and the deterioration of facilities
17	Rapid changes in lifestyle, behaviors and expectations of people
18	The effects of ethnic subcultures on cultural conflict city
19	Lack of knowledge of the people towards the elites and cultural, artistic and religious figures of the city
20	Abandonment of handicrafts and traditional arts and reducing attention and luck to them

5. Evaluation of Internal and External Factors

At this stage, using the information obtained from the questionnaires, the factors have been prioritized according to the advantage and importance of each factor. The measurement and grading criteria for each of the factors were as follows: for each, a range from (very high) to (very low) be presented. Then, based on the information and data collected, as well as the final coefficient obtained, each of the factors of strengths, weaknesses, opportunities and threats were prioritized. Quantitative results of each of the strengths, weaknesses, opportunities and threats show that: according to the experts and

planners, the factor "citizens' increasing expectations of the municipality to provide services", with the final coefficient of 0.23, is determined as the most important strength and "the approach of municipal managers to use participation in urban projects and provide resources and reduce entrepreneurship, with the final coefficient of 0.037, as the least important strengths of integrated urban management in Bandar Abbas. The total final coefficient of strengths is equal to 2.393 , indicating that the integrated urban management in the city of Bandar Abbas is at the level of below average in terms of strengths.

Table 6

Evaluation of internal factors (strengths) affecting integrated urban management in Bandar Abbas

Final rank	Final coefficient	Grading	Initial coefficient	Strengths
13	0.042	1	0.042	S1
10	0.102	3	0.034	S2
4	0.192	4	0.048	S3
12	0.082	1	0.082	S4
14	0.037	1	0.037	S5
3	0.276	3	0.092	S6
8	0.129	3	0.043	S7
5	0.144	4	0.036	S8
6	0.136	4	0.034	S9
7	0.136	4	0.034	S10
1	0.46	2	0.23	S11
2	0.46	2	0.23	S12
9	0.105	3	0.035	S13
11	0.092	4	0.023	S14
	2.393		1	Total

According to the experts and planners, among the weaknesses, the factor "insufficient information about the rights and duties of citizens and municipalities", with the final coefficient of 0.296, is determined as the most important weakness and the "lack of public parking in the central part and the busiest points of the city", with a final coefficient of 0.001, as the least important weakness affecting integrated urban management in Bandar Abbas.

The total final score of the weakness factors is equal to 2.69, indicating that the integrated urban management of Bandar Abbas is at the level of above average in term of weaknesses. Therefore, according to the total final coefficient obtained from internal factors (strengths and weaknesses), it is found that the amount of strengths is greater than that of weaknesses.

Table 7
Evaluation of internal factors (weaknesses) affecting integrated urban management in Bandar Abbas

Final rank	Final coefficient	Grading	Initial coefficient	weaknesses
32	0.02	2	1.01	W1
2	0.174	3	0.058	W2
25	0.048	4	0.012	W3
31	0.021	1	0.021	W4
27	0.043	1	0.043	W5
3	0.168	4	0.042	W6
9	0.09	3	0.03	W7
26	0.046	2	0.023	W8
16	0.08	4	0.02	W9
21	0.06	3	0.02	W10
24	0.048	4	0.012	W11
4	0.153	3	0.051	W12
8	0.102	3	0.034	W13
5	0.136	4	0.034	W14
34	0.01	1	0.01	W15
12	0.081	3	0.027	W16
13	0.08	2	0.04	W17
23	0.048	2	0.024	W18
17	0.078	3	0.026	W19
38	0.002	2	0.001	W20
29	0.025	1	0.025	W21
37	0.004	1	0.004	W22
35	0.008	4	0.002	W23
10	0.084	4	0.021	W24
14	0.08	2	0.04	W25
33	0.012	1	0.012	W26
30	0.025	1	0.025	W27
18	0.075	3	0.025	W28
1	0.296	4	0.074	W29
28	0.026	1	0.026	W30
36	0.006	2	0.003	W31
11	0.084	3	0.028	W32
20	0.064	2	0.032	W33
6	0.108	4	0.027	W34
22	0.052	2	0.026	W35
7	0.108	2	0.054	W36
19	0.072	4	0.018	W37
5	0.08	4	0.02	W38
	2.697		1	Total

According to the experts and planners, among the opportunities, the factor "utilizing the medical potentials, etc. in the western neighboring countries", with the final coefficient of 1.53, is specified as the most important factor and the factor "presence of people with the main culture and religious beliefs", with the final coefficient of

0.042, as the least important factor affecting integrated urban management in the city of Bandar Abbas. The total final score of opportunity factors is equal to 2.877, indicating that integrated urban management in Bandar Abbas is at the above average level in terms of opportunities, as listed in Table 8.

Table 8

Evaluation of external factors (opportunities) affecting integrated urban management in Bandar Abbas

Opportunities	Initial coefficient	Grading	Final coefficient	Final rank
O1	0.042	1	0.042	9
O2	0.034	3	0.102	5
O3	0.048	2	0.096	6
O4	0.16	3	0.48	2
O5	0.037	4	0.148	4
O6	0.092	4	0.368	3
O7	0.043	1	0.043	8
O8	0.51	3	1.53	1
O9	0.034	2	0.068	7
Total	1		2.877	

According to the experts and planners, the factor "the effects of ethnic subcultures on the city and cultural conflict" with a final coefficient of 1.2 is considered the most important threat factor and the factor "failure to achieve integrated urban management", with a final coefficient of 0.01, as the least important factor. The threat has been identified in the integrated urban management in Bandar Abbas. The total final score of the threat factors is equal to 2.877 and the final results show that the integrated urban management in Bandar Abbas is at the level of above average in terms of the threat factors.

Therefore, according to the sum of the total final coefficients of external factors (opportunities and threats), it is found the threats posed by the external environment for integrated urban management in Bandar Abbas are less than the opportunities, indicating the existence of appropriate capacities and opportunities in this city. Table 9 is also shown in Figure 1 to complete the results of the analysis of internal and external factors affecting the integrated urban management in the city of Bandar Abbas.

Table 9

Evaluation of external factors (threats) affecting integrated urban management in Bandar Abbas

threats	Initial coefficient	Grading	Final coefficient	Final rank
T1	0.01	1	0.01	20
T2	0.058	3	0.174	4
T3	0.04	2	0.08	11
T4	0.04	4	0.16	5
T5	0.043	1	0.043	14
T6	0.042	3	0.126	7
T7	0.03	4	0.12	8
T8	0.051	2	0.102	9
T9	0.02	1	0.02	19
T10	0.02	2	0.04	17
T11	0.03	3	0.09	10
T12	0.051	4	0.204	3
T13	0.034	4	0.136	6
T14	0.034	2	0.068	12
T15	0.01	3	0.03	18
T16	0.027	2	0.054	13
T17	0.04	1	0.04	16
T18	0.3	4	1.2	1
T19	0.1	3	0.3	2
T20	0.02	2	0.04	15
Total	1		3.037	

Determination of the strategy

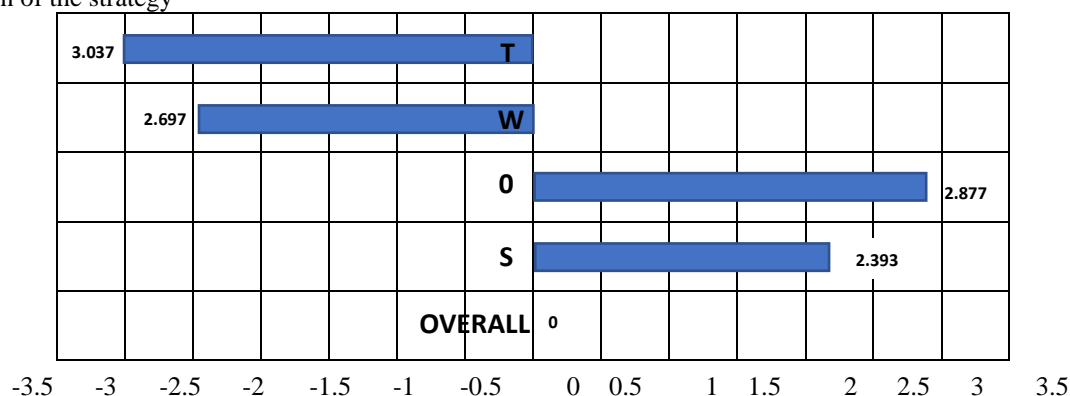


Fig.1. The final result of the analysis of internal and the external factors affecting the integrated urban management in Bandar Abbas

6. Strategies

In order to integrate urban management in Bandar Abbas,

the following strategies can be presented, as listed in Table 10:

Table 10
Proposed strategies

Offensive Strategies (SO)	Conservative strategy (WO)	Competitive Strategy (ST)	Defensive Strategy (WT)
SO 1 Encourage trans-local development according to existing service potentials	WO 1 Optimization of land use	ST 1 Sustainable urban management policy and planning	WT 1 Establish a secure communication network
SO 2 Use of sustainable facilities for activities required by Bandar Abbas	WO 2 Laying the groundwork for creating appropriate educational systems in the city of Bandar Abbas	ST 2 Involvement of institutions in the continuous establishment of the vocational training process	WT 2 Expansion and functional development of social services in Bandar Abbas
SO 3 Improvement and improvement of infrastructure networks	WO 3 Setting bottom-up solutions in the process of spatial organization	ST 3 Preparing the ground for providing housing in accordance with the needs of the residents of Bandar Abbas	WT 3 Social, economic and physical improvement of Bandar Abbas
SO 4 Direct and immediate intervention of non-governmental organizations in dealing with problems	WO 4 Establish an easy pattern of access to urban services and equipment	ST 4 Encourage people to help themselves	WT 4 Collaborate to meet identified needs
SO 5 Establishment of local management system,	WO 5 Increasing the level of public participation due to ethnic homogeneity and the existence of kinship relations between the residents of Bandar Abbas	ST 5 Maximum use of unused and barren lands	WT 5 Strengthen and develop areas commensurate with women's participation
SO 6 Shaping legal support in the field of property	WO 7 Help increase financial strength		WT 6 Provide access to renovation and improvement loans

The following are some strategies for integrated urban management in various fields:

- Office of Research and Information Technology
- Implementation and establishment of evaluation system and performance management and alignment of other measurement systems with it
- The dominance of program-oriented culture in the municipal organization
- Accelerate the transformation of the administrative system and achieve organizational growth and excellence
- Expansion, influence, integration and institutionalization of the planning system in Bandar Abbas Municipality
- Special attention to management and software infrastructure in the municipality
- Implementation of new management and engineering systems appropriate to the municipality
- Expanding the integrated project management and control system in a timely and accessible manner, creating a bed and creating coordinated planning infrastructure and an urban unit.
- Integration of program and budget statistics and information system and performance appraisal

- Agile, proportionate and rationalizing the structure of municipal organizations
- Strengthening and implementing mechanisms of unity of procedure in performing municipal and public affairs
- Increase and adapt the level of knowledge, expertise and skills of employees
- Transforming the budgeting system into operational budgeting
- Culture building and establishment of a comprehensive statistical system
- Expand the use of new educational methods
- Analytical approach to statistics and information for use in the decision-making process
- Integration and alignment of the inter-organizational network of the municipality with the approach of good urban governance
- Maximize the use of existing scientific and research capacities
- Continuation of reforms and improving the efficiency of the organizational structure of the municipality
- Establishment of intelligent evaluation system
- Promoting the spirit of study, research and learning among employees
- Optimal use and maximum use of available statistical and information resources
- Innovation in methods of presenting statistics and information
- Spatial information development
- Institutionalization of economic, cultural, environmental attachments, etc. for plans and projects
- Applied strategic approach to studies and research, strengthening supervision, leadership and application of results
- Reducing the municipal organization and reducing entrepreneurship
- Dissemination of a culture of decision-making based on study and research and the use of experiences
- Institutionalizing a culture of continuous improvement
- Moving towards the implementation of the management system of the freight and urban passenger transport
- Empowering contractors and consultants
- Municipal services
- Promoting knowledge-based productivity and technology and smartening municipal services
- Review of the structure and tasks of the urban services complex with an efficiency approach and the realization of coordinated management and the urban unit
- Financial administrative field
- Promoting and growing the culture of honoring the client
- Empowerment, meritocracy, and increasing the productivity of human resources
- Moving towards the establishment of an intelligent accounting system
- Strengthen municipal property information management
- Improving methods and processes in the use of municipal equipment and facilities
- Review and modify property management policies with a cost reduction approach
- Increase employee satisfaction through equitable development of welfare services
- Supervise the proper flow of affairs related to the municipality
- The field of urban planning and architecture
- Develop and implement mechanisms for unity of procedure in performing municipal and public affairs
- Explaining the positions, duties, responsibilities and authorities in order to clarify matters and appropriate responsibility in the hierarchy of the field of urban planning
- Social and cultural affairs
- Participation and movement for the development of cultural engineering in the city
- Strengthening attitudes and applying socio-cultural considerations in all urban activities and preparing cultural annexes for important projects
- Strengthening and disseminating Islamic values in Bandar Abbas Municipality
- Civil field
- Optimization and modification of traditional structures. Assignment and implementation of construction projects
- Public Relations
- Promoting the approach of transparent interaction between citizens and the municipality
- Inspection and response to complaints
- Rightful response to clients in accordance with the Complaints Response Code
- Pathology and providing solutions and corrective suggestions to improve the organization
- Creating the right conditions for meritocracy using policies of encouragement and punishment
- Informing the duties and mission of this management and citizens
- Creating a logical and constructive interaction inside and outside the organization in order to achieve the management of the urban unit
- Investment affairs and partnerships
- Strengthen the appropriate position and structure for investment and partnerships

7. Proposed Model of Integrated Management Structure of Bandar Abbas

A model means a designed mechanism in which the hierarchy of decision-making, implementation, and monitoring of the strategic plan of Bandar Abbas is specified. This model expresses the position of each department in the decision-making hierarchy with

respect to tasks, responsibilities, and communications. This model has been achieved by

using qualitative study, interviews, and strategies provided.

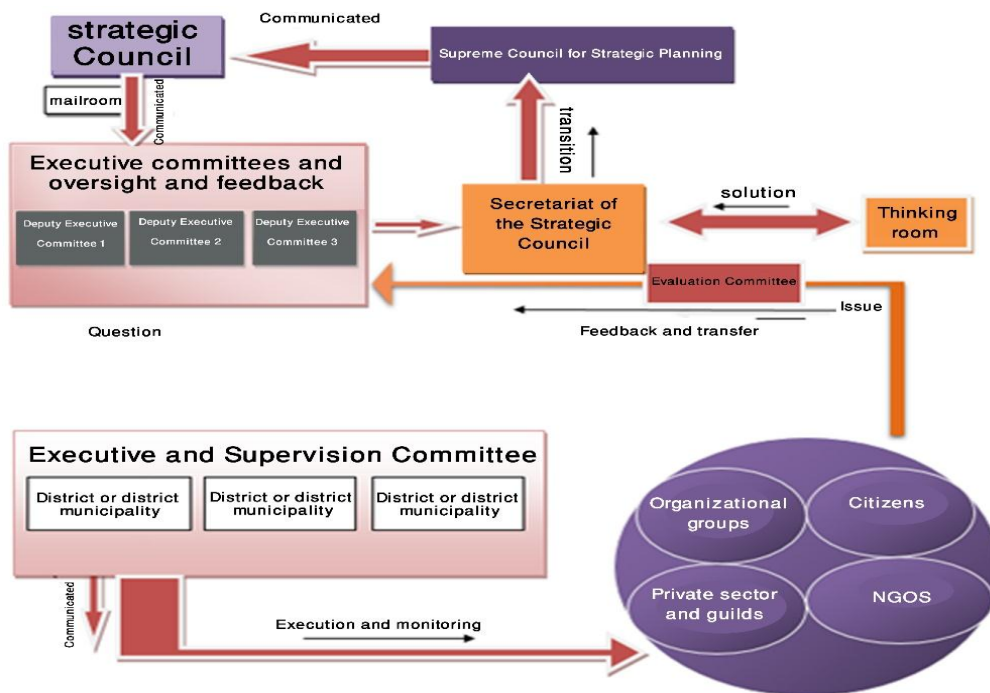


Figure 2- Proposed integrated management structure pattern for Bandar Abbas city

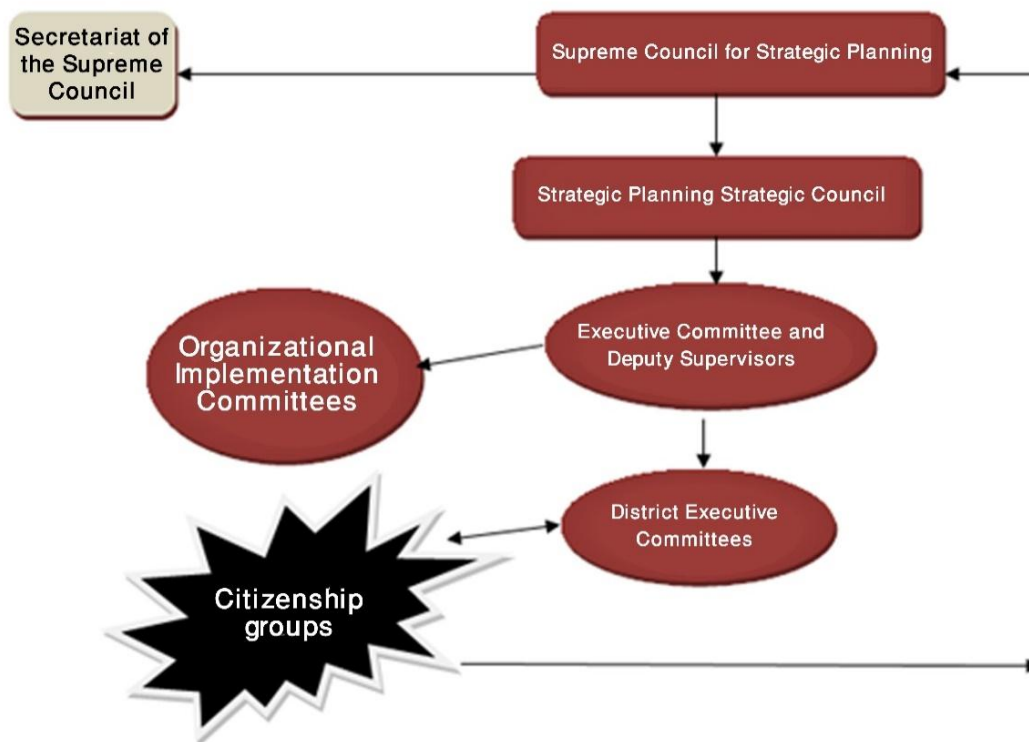


Fig. 3. Proposed hierarchical structure of Bandar Abbas strategic planning

8. Conclusion

In this study, integrated urban management policies and strategies in Bandar Abbas metropolis were investigated in social, cultural-demographic, economic, environmental-physical, managerial, institutional, and legal dimensions according to the experts' opinions using

the Delphi technique. the most important strength was "citizens' increasing expectations of the municipality to provide services". The most important weakness was the "lack of awareness of citizens about citizenship rights and municipalities' duties". The most important opportunity was "the possibility of using medical, etc. potentials in

western neighboring countries". The most important threat was "the influence of ethnic subcultures on the city and cultural conflicts". According to this analysis, the most important priority is to develop and institutionalize good urban management practices and to move towards integrated urban development management. Also, research shows that the intended goals related to urban development as well as comprehensive and ever-increasing development can be achieved by identifying the effective factors and indicators in the realization of integrated urban management, maintaining the position of the efficient management system, and interacting with other institutions and municipal bodies. There are numerous studies on urban management but what distinguishes the present study from the previous ones is the investigation of factors affecting the realization of integrated urban management and the provision of strategies.

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