



Adopting the Indicators of Rural Governance in Realizing the Coordinated Management of Rural Development in Giulan Province

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Abstract


Purpose- The administration and policy-making have long been a principle to impact the sustainable development of rural areas. One of the most critical factors that ensure the achievement of an organization's goals is the structure design of the organization. The present research examines the influential factors in the organizational structure of rural development management in Giulan Province. The study analyzed the role of rural governance indicators and inter-organizational coordination in realizing the coordinated management of rural development. Ultimately, it proposed an executive strategy to realize the coordinated management of rural development planning in Giulan Province .

Design/methodology/approach- Based on Morgan's table, a sample size of 81 individuals with roles like specialist, expert, manager and employee of different organizations in Giulan Province, professors and graduate students of geography and rural planning were randomly and systematically selected. Data collection was done using a researcher-made questionnaire. The professors confirmed the validity of the questionnaire, and the reliability was determined with Cronbach's alpha, with a value of 0.82 .

Finding- This research is an applied study in terms of the purpose; In terms of nature, it is descriptive-analytical and quantitative-qualitative in terms of methodology. The data obtained from 37 items were analyzed using SPSS statistical software to provide solutions based on seven leading indicators of rural governance and five indicators of inter-organizational coordination. The research findings show that the model based on rural governance indicators and inter-organizational coordination mainly consists of coordinating, obliging and responsive indicators to realize the coordinated management of rural development planning .

Practical implications- To this end, the establishment of a "coordinated management council for rural development planning of Giulan Province under the supervision of the governor" is proposed.

Keywords: Rural governance, Coordinated inter-organizational management, Rural development, Giulan Province.

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1. Introduction

Rural geography is a geographical field that investigates contemporary social and economic phenomena in rural areas. Over 30 years of history, rural geography has produced research theories and methods by a large group of researchers. Social space is a common topic in this field, focusing on social conflicts, relations between humans and nature, demographic changes, etc. Also, an important issue for rural geography is the definition of "rural areas". According to the literature, in various definitions, the rural area is a physical, social or economic space. Therefore, this confirms that there is no single definition of this space. However, in a more traditional and accepted definition, a rural area is a physical space with relatively low population density, scattered settlements and extensive land use (Bansky, 2002).

Rural areas play an essential role in national development because the sustainable development of the land depends on the stability of the rural system as a subsystem of the regional and national land systems. Moreover, the consequences of a failure in the development of rural spaces will not be restricted to rural areas; instead, it will include urban areas and a region (Jahan al-Dini et al., 2022).

In recent years, the emergence of new forms of governance in rural areas has led to new research topics in rural studies. One of the main factors of these changes is the increasing involvement of local citizens in economic, social and environmental strategies. Non-political local, national and international actors have also become an integral part of this transformation, and the new arrangements have created new spaces for different and new types of power (Molaei Hashjin & Haj Alizadeh, 2018)

In Iran, the government had to submit the bill to appoint the organizations for the "Government's obligation for balanced rural development" to the parliament within three months. While after more than a decade, it has not taken an executive form, and the villages still face many problems due to the lack of responsible organizations. Due to the current sectoral and centralized planning system, executive entities design and implement their plans without coordinating with other organizations. As a result, the programs neither prioritize the villagers' needs nor are there not field evaluations

for their performance and effectiveness. More delay in organizing the country's rural development affairs and forming a powerful organization imposes a massive cost on the country regarding financial irregularities and waste of public resources. (Islamic Parliament Research Center of Iran, 2016).

The country's administrative system structure makes organizations rely on one another and carry out many activities with cooperation. When this inter-organizational coordination does not occur or is delayed, the outcome will not be achieved, or the outcome will not be completed or satisfactory. Therefore, we cannot correctly analyze rural management on the micro-scale unless the macro scales of decision-making are investigated. There is also a middle level of changes and transformations of the organizational structure related to the rural society of Iran, which is connected to the macrostructure and surrounds the society.

Management in the real sense does not exist in the country's rural management system at the lower levels because the management system needs arbitrary powers and tools, which delegate authority to higher levels and creates decentralization of the system. An overview of the previous studies suggests that rural development management's primary issue is solving structural, institutional and organizational problems.

More than 30 executive institutions, administrations and organizations are directly related to the villages and provide services to the villagers. A coordinating department between these organizations is still being determined. However, at least in underprivileged provinces far from the center, including Guilan Province, we know there is no coordination among organizations. Because each organization and executive provide their services separately, there is practically no coordination between them. Management, like other sciences, uses an ever-changing stock of knowledge. Therefore, strategic management is necessary for success in any organization. So which device should be the strategic planner of other executives of rural management?

The Department of Environment, Forestry, Rangeland and Watershed Organization, Ministry of Agriculture Jihad, Housing Foundation of Islamic Revolution, the Deputy of Rural

Development, Ministry of Cultural Heritage, Handicrafts and Tourism, Law Enforcement Force Office, Ministry of Interior are among organizations related to rural affairs. The number of organizations in the public sector can be a

strength. Nonetheless, a challenge has been created for rural management in the country due to parallel duties, confusion in the scope of authority, and the need for horizontal communication between different organizations. (figure 1).

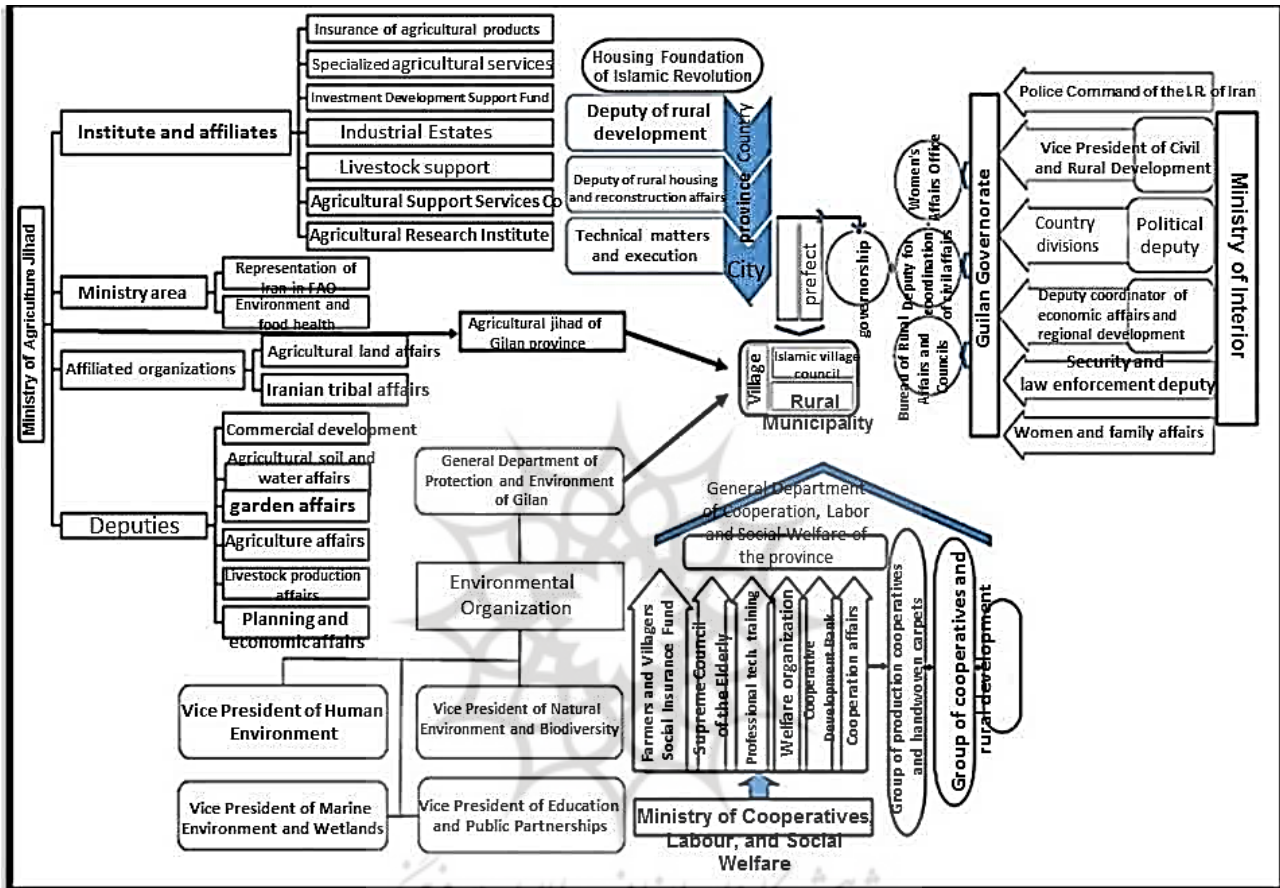


FIGURE 1. The executive and political process of rural affairs in five organizations related to rural management in Gilan Province

In this situation, there are many decision-makers and policymakers in the management of rural development. As a result, there is a sector and program-oriented view, which makes it impossible to expect significant progress in rural development. The formation of rural councils and institutions is due to the multiple tasks and lack of accurate, correct and timely implementation of rural projects.

Some of the challenges of the rural management of Gilan Province are as follows:

1. Absence of a common and coordinated point of view in the operationalization of up-scaled plans in the rural area.
2. Imbalance of development (social, economic, infrastructure) of rural and urban areas

3. Lack of integrated and coordinated management between the executive administrations and the existence of interference and parallel work.
4. The low level of knowledge of rural management in the village's executive structure and local management and the lack of training to improve the knowledge.
5. Absence of comprehensive, integrated, coordinated and centralized rural statistics and information system in Gilan Governorship.
6. Weakness of online information network, efficient and effective new technologies in rural areas such as agriculture, livestock, education, handicrafts and rural products, as well as publicizing successful plans and projects for Commercial and manufacturing.

7. Unbalanced distribution of financial resources and capital in rural areas.
8. Lack of attention to villages with a population of fewer than 20 households as the most vulnerable areas.
9. Lack of traditional architectural patterns appropriate to the climate of rural areas. Migration of land grabbers and non-native people from other provinces and the destruction of natural resources and landscape
10. Lack of plans and programs for the rural heritage of the province (sports, music, clothing, traditions, etc.).

The Deputy of the Islamic Parliament Research Center investigated some basic tasks in the macro strategy documents, the permanent laws and the Sixth Development Plan for rural development. In addition, this center reported the occurrence of delays, violations and fundamental omissions by the institutions (2021), which is another evidence of the problems and challenges in rural development management in Guilan Province. Some part of the report is as follows:

1. The complaints of the administrative organization from the implementation of the task of part "3" paragraph "b" of article (27) of the law of the sixth plan in the management of rural and nomadic areas.
2. The omission of the Planning and Budget Organization in clarifying the budgets related to rural and nomadic affairs, contrary to part "2" of paragraph "a" of the article (27) in the law of the sixth development plan.
3. The omission of the government (Ministry of Economic Affairs and Finance) to reduce the duration of issuing permits for village economic enterprises to a maximum of 15 days, despite the stipulation of Part "3" Clause "A" of Article (27) in the Law of the Sixth Development Plan.
4. The omission of the Minister of Agriculture from acting on Articles (1) and (2) of the Law on the Formation of the Ministry of Agriculture approved on 27/12/2000 SH.
5. Illegal act against the law by the vice president in appointing the trustees of village affairs in the form of a circular letter.
6. Violation of the Supreme Administrative Council in the implementation of Part "3", Clause (B) of Article (27) in the Law of the Sixth Plan on the Integration of Agricultural, Rural and Nomadic Affairs.

At the end of the investigation of the deputy of the Islamic Parliament Research Center, some points were asserted as follows: The examination of the performance of the government regarding the tasks related to rural and nomadic development in the macro strategies, permanent laws and the law of the sixth development plan, significantly articles (26) and (27), showed that for most of the tasks, no appropriate implementation acts had been taken. On the other hand, sometimes executive bodies have issued rules that are against the approved laws. Some of the most important tasks related to the law of the sixth development plan, which the government has not taken, will be noted in 2 separate sections under the headings of "omission" and "diversion and violations".

Regarding the reform of the organizational structure for rural development, management is pivotal in the country's management of the law. This research aimed to provide a suitable model based on rural governance indicators and inter-organizational coordination to realize the coordinated management of rural development planning in Guilan Province. The study results provide the basis for the progress and development of villages with scientific planning in creating coordination between rural service organizations, which is obtained by reorganising executive departments of Guilan Governorship.

2. Research Theoretical Literature

Comparing the conceptual, operational, traditional and experimental literature suggests that for strategic planning for coordination, merely theoretical research should be replaced with a combined plan. This plan can accelerate the actions and facilitate inter-organizational coordination and rural governance to achieve the goals of the rural development vision plan in Guilan Province. To this end, deploying efficient, result-oriented coordinator managers is a must. Poor coordination and parallel work have made it challenging to divide tasks between the managers, which leads to inconsistency and lack of responsibility. "integration of rural development management" has been long studied by researchers, and a brief of them is listed and explained in Tables 1, 2 and 3. The idea of forming a "Ministry of Nomadic and Rural Affairs" is dominant among academic researchers. However, our study tries to investigate the issue of coordination between institutions and organizations in charge of rural affairs according to the existing conditions and management structures of the country and Guilan

Province. We use the combined concepts of rural governance and inter-organizational coordination.

Table 1. The strategic plan for the transformation of the administrative system according to the concepts of good rural governance

Source: Karegar Shorki, 2006: 190

Row	The title of the strategic plan	Concepts and main components	Rural good governance concepts
1	Making appropriate size for the government	Outsourcing the activities Partnership with the non-governmental sector Creating a database for information and statistics of the administrative system	Participation Consensus (group decision-making)
2	Transformation in organizational structure	Consolidation of the provincial units Transfer of duties and delegation of authority Organizational reforms	Participation
3	Transformation in management systems	Performance evaluation system Administrative system improvement against corruption Clear rules for appointing and changing managers	Responsiveness Responsibility
4	Transformation in recruitment systems	Contractual employment Occupational support promotion plan Recruiting and maintaining high-educated human resources Recruitment facility	The central role of the law
5	Training and improvement of human resources	New system of training employees and managers New employee evaluation system Recruitment test	Participation Community building
6	Process improvement for administrative technology development	Digital government Creating a website Information technology training Simplifying processes Establishment of quality management systems Standardization of services Organization of official spaces	Responsiveness Accountability
7	Protecting the dignity	Informing Documenting and modifying work practice Asking people's opinion Using Interactive voice response	Transparency Accountability

Table 2. Theoretical foundations of inter-organizational coordination

Source: Bigdelo & Rahnavard, 2017; Mulford, 1979; Jennings, 1994; Sidman & Gilmour, 1986; Jennings & Ewalt, 1998; Wood, 2010; Ahsan, 2010; Singh, 2011; Salmon et al., 2011; Ogulin et al., 2012.

Row	Source:	Factors affecting inter-organizational coordination
1	Mulford (1979)	1) Managers' positive attitude 2) Organizations having similar and common interests 3) Understanding that coordination is necessary 4) Managers' awareness of their organization's dependence on others 5) Geographical proximity of organizations
2	Jennings (1994)	1) technical issues 2) ineffective communication 3) different priorities of the organizations 4) regarding coordination to be not compelling on performance 5) lack of motivation 6) rudimentary support 7) lack of some boundaries
3	Sidman & Gilmour (1986)	1) common goals 2) following the ordinary legal system 3) agreeing on standards 4) consistent professional outlook 5) the possibility of helping others

Row	Source:	Factors affecting inter-organizational coordination
4	Jennings & Ewalt (1998)	1) separate mission 2) competition for resources 3) conflicting legal powers 4) different customers
5	Terawatanavong & Paladino (2003)	1) trust 2) commitment 3) customer orientation 4) entrepreneurship
6	Wood (2010)	1) Lack of information sharing 2) Lack of trust and unwillingness to work together 3) Power and ability imbalance 4) Competitive pressures 5) Lack of risk and reward sharing 6) Incompatible goals
7	Ahsan (2010)	1) Division of work 2) Informal communication 3) Resources 4) Organizational culture (shared trust and norms)
8	Singh (2011)	1) Commitment of senior management 2) Organizational elements 3) Mutual recognition 4) Information flow 5) Relationships and decision making 6) Attention and reaction
9	Salmon et al. (2011)	1) Organizational barriers 2) Information management 3) Communication 4) Situational awareness 5) Equipment 6) Cultural issues 7) Training
10	Moshtari & Gonsalves (2012)	1) direct: Commitment, trust, and special relationships between investors 2) Indirect: opportunistic behaviors, short-term tendencies, strategic communication and operations, ability to manage relationships
11	Ogulin, selen & Ashayeri (2012)	1) IT Capability 2) Rules and Regulations 3) Relationship Alignment 4) Operational Performance

In the field of rural development and development, especially rural management, there are various executive bodies with parallel and similar tasks. Nowadays, the existence of various administrative bodies to fulfil the duties of the relevant department in the villages is inevitable due to the

diversity of rural activities. It is expected that all affairs of villages should be done under an integrated form of rural management because rural development is a multi-departmental category (Molaei Hashjin, 2012-a).

Table 3. Theoretical frameworks regarding good rural governance and inter-organizational coordination

Row	Year	Author(s)	Title	Findings
1	2011	Zarei, Safarnia, & Abbasi	Analysis of inter-organizational cooperation in organizations related to crisis management in Fars Province (pre-crisis phase)	Increase in agencies of governance, events management, organizational independence, reciprocity and trust, and inter-organizational cooperation to prepare for natural disasters.
2	2012	Roknadin Eftekhari et al.	Presentation of an Appropriate Rural Good Governance Model in Iran	Good rural governance in most of the studied villages could have been in better condition. Because of the lack of balance or coexistence between the actors "government, market and civil society", the villages' structural system emphasised a mechanical approach instead of a humanistic approach and elite planning instead of participatory planning.
3	2017	Bigdelo & Rahnavard	Measuring inter-organizational coordination and identifying factors affecting it in public organizations	The research was carried out to measure the degree of inter-organizational coordination and to identify the influencing factors in the public organizations of Karaj County. The influencing factors on inter-organizational coordination were categorized as follows: 1. Willingness to cooperate, 2. Regulation of inter-organizational relations, 3. Mutual understanding and mutual interests, 4. Alignment and interdependence, 5. Legal agreement. The linear regression analysis showed that among the mentioned factors, the willingness to cooperate factor and the inter-organizational relations adjustment factor have an effect on inter-organizational coordination.

Row	Year	Author(s)	Title	Findings
4	2017	Moarefi, & Mohammadi.	Explaining the appropriate structural model for the management of the Iranian rural development system	The country's management system is centralized, so participatory and local management has been less noticed. Since in the centralized system, resources are distributed from top to bottom, so only a few of the resources reach the villages. As a result, rural development has yet to be realized as it should be due to the lack of coordination between different organizations. As a result, rural areas have problems such as poverty, unemployment, the gap between the village and the city, and the migration of villages to the cities.
5	2019	Heidari Sareban	Evaluation of rural local management pattern based on good governance indexes, Case Study: Meshkin Shahr	Most of the indicators of good governance, such as social participation, accountability, efficiency and effectiveness, legality, justice and equality, consensus, and transparency in the rural areas of Meshkinshahr city, have had a good status.

Table 4. Indicators and characteristics of good governance from the point of view of international organizations and institutions and experts

Source: Azimi Amoli, et al. 2011

Row	International organizations/national institutions/experts	The indicators
1	ODA1 (Foreign development management)	Legitimacy and competence of the government, accountability, respect for human rights and compliance with the law
2	United Nations Conference on Human Settlements	Being responsive and inclusive, participatory, the rule of law, transparency
3	Chanadrsekara & Wijayaratra, (2004)	<ul style="list-style-type: none"> - Creating and strengthening democratic structures - Transparent, responsive, intelligent and cooperative development - Attention and response to people's requests - Establishing economic policies to facilitate the development - Respect for human rights and the rule of law
4	Kaufmann et al. (World Bank) 2000	Freedom of speech, political stability, effectiveness, quality of law and regulations, the rule of law, corruption control
5	U.N.D.P (2000)	Accountability, consensus, participation, central role of the law, justice and equality, accountability, transparency
6	Hutter & Shah (2000)	Citizen participation (CP) - political freedom, political stability, Government-oriented (GO) - judicial efficiency, administrative efficiency, low corruption Social development (SD) - human development, equitable distribution Economic management (EM) - return on earnings relative to the rate of GDP
7	United Nations Environment Program (2005)	Participation in Council elections, mayor elections, civil associations Effectiveness Income sources, consumer satisfaction Equity: Charter on citizens' rights, the percentage of women in the council Accountability: audit, declaration of assets and income, responding to citizens' complaints Security Prevention of crimes, conflict settlement
8	Mehta (2002)	Accountability, responsibility, innovation in management, partnership between private and public sectors, interaction of citizens with local government, decentralized management, networking, human resource development

To sum up, the model of good governance in the world has been utilized because of problems such

as centralized management, lack of trust in the government, lack of attention to civil society

¹ ODA=Overseas Development Administration.

associations and institutions in the management of society, shortage of power networks in society, reduction of government downsizing, no election for choosing roles, the lack of people's participation in the process of planning, decision-making and implementation, poverty and deprivations, especially in rural areas, the lack of attention to the capacity of local communities and local supervision, the widespread migration of rural people to cities, especially young workforce, top-down and bureaucratic planning method, lack of respect to individuals rights in the process of sustainable development, etc. Therefore, people's power should be formed in sustainable regional development to govern and realise in rural environments (Azimi Amoli et al. 2013).

3. Research Methodology

3.1 Geographical Scope of the Research

The location of this research is Guilan Province, one of the country's northern provinces, whose capital is Rasht. Caspian Sea and Azerbaijan from the north, Ardabil from the west, Zanzan and Qazvin Province from the south and Mazandaran Province from the east are adjacent to Guilan Province. The area of Guilan Province is 14,044 square kilometers, and according to the 2016 census, its population was 2,530,696. This province has 17 Counties. The population density in this province is the third highest in Iran, with 177 people per square kilometer.

Rasht has 46% of the total population of the province, and it is the most populated city in the north and the 11th in Iran. According to the population and housing census of 2015, the total rural population of Guilan Province is 927,660. 457,543 are women, 470,117 are men, and the number of literate people is about 679,309.

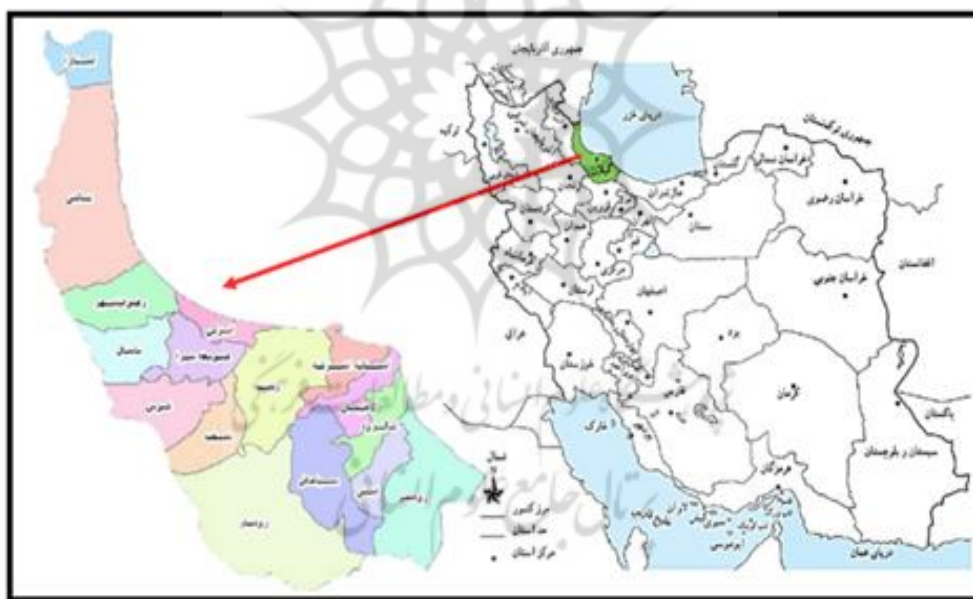


Figure 2. Location of the study area in the country

3.2. Methodology

According to the research topic, which requires the necessary knowledge, experience and knowledge in the rural and organizational management of rural Guilan Province, the statistical population under study was limited to 100 people. Based on Morgan's table, a sample size of 81 individuals with roles like specialist, expert, manager and employee of different organizations in Guilan Province, professors and graduate students of geography and rural planning were randomly and systematically selected. Data collection

was done using a researcher-made questionnaire based on a Likert scale. The measuring scales formed a 5-point ordinal scale (very high, high, medium, low, and very low), and the respondents could select their opinion about the statements. The professors confirmed the validity of the questionnaire, and the reliability was determined with Cronbach's alpha, with a value of 0.82. Also, the research is consistent with three philosophical schools: 1-classical, 2-neoclassical, and 3-structuralist. Also, it uses theories of empowerment, participatory development, capacity development, institutional

development, and modern rural theories. This research is an applied study in terms of the purpose; In terms of nature, it is descriptive-analytical and quantitative-qualitative in terms of methodology. The study was carried out in two forms a library research method and field surveys. The data were obtained from 30 items to examine the research hypothesis: "Executive solutions extracted from rural governance indicators are effective in managing the coordination of rural development planning in Guilan Province." The items are based on 8 indicators of rural governance (participation, lawfulness, group agreement and interactions, accountability, justice, accountability, efficiency, effectiveness and transparency) and 5 indicators of inter-organizational coordination (collaborative decision-making, integration of operations, control and monitoring, relationships and communication, formality).

4. Research Findings

In Guilan Province, the situation of rural management has been almost the same. In the

current situation, out of the total number of inhabited villages in the province, 1425 villages have rural municipalities, which includes 98.3% of the villages with more than 50 households. These villages cover about 86% of the rural population of Guilan province.

This province's interweaving of rural and urban settlements is very evident. This close relationship between villages and cities led to a new management model, so in terms of social structure and culture, villages are not much different from cities. There are four groups or classes of rural settlements in the coastal, plain, foothill and mountain settlements, but about 81% of the rural population of the province is in the coastal-plain zones. While the coastal-plain zone occupies about 35% of the area of the province, the foothills-mountainous zone occupies about 65% of the area province. Also, about 91% of the districts, 92% of the rural districts and 56% of the province's villages are located in the coastal-plain zone.

Table 5. The latest political division of Guilan Province (until March 2020)

Source: Extracted from the country divisions in the Ministry of Interior, 2021

Province	Number of counties	Number of cities	City with municipality	District	Rural district	All villages	Other settlements
Guilan	17	53	60	46	113	2910	630

Villages with supervisory management (Islamic councils) and executive management (full-time rural municipalities) are villages with more than 1500 people. 98.3 percent of villages with more than 50 households have supervisory management and part-time executive management. Therefore, there is a need to provide executive management to cover 1.7 percent of villages. Villages without supervisory and executive management are all villages with less than 20 households in the province. It contains about 30.6 percent of the inhabited villages of the province, with 824

villages. Meanwhile, about 66% of the villages in this group have between 5 and 20 households, and 34% of the rest have less than 5 households.

From 2004 to 2011, 1489 rural municipalities' establishment permits were issued, including 5.95% of all permits in the country, and Guilan Province ranks fourth after Khorasan Razavi, Mazandaran, and Fars provinces. The distribution of the issued permits shows that 58.97% of the rural districts of Guilan province were in 2004, and 41.3% of the rest were from 2005 to 2011 (Molaei Hashjin & Haj Alizadeh, 2018).

Table 6. Distribution of rural municipality in Guilan Province between 2004-2011

Source: Organization of municipalities and rural affairs, Deputy of Rural Municipalities Affairs, 2014

Description		1383	1384	1385	1386	1387	1388	1389	1390	Total
All the Country		14034	2010	2502	1716	1400	673	1218	1463	25016
Guilan Province	Number	878	26	134	100	141	65	1	144	1489
	Percent all the county	6.26	1.29	5.36	5.83	10.07	9.66	0.08	9.84	5.95
	Percent in the province	58.97	1.75	9.0	6.72	9.47	4.37	0.07	9.67	100

4.1. General characteristics of respondents

The survey results show that 59.3 percent of the respondents are men, and 40.7 percent are women. Regarding age, 35.80 percent are 41-50, and 27.16 percent are 20-30. The place of birth and residence of most of the respondents were in the city. Also, regarding education degrees, about 48% had a doctorate, 30% had a master's degree, and 21% had a bachelor's degree. In terms of the field of study,

about 16% were in geography, and rural planning, about 15% of the fields related to agricultural management, and the rest were in other fields related to rural affairs. The study tried using a combination of higher education levels, expertise and related jobs in the rural area. The respondents were from organizations, opinions, academic domains, and scientific centers in Guilan Province (Table 7).

Table 7. General characteristics of the respondents

Title		Frequency	Frequency Percentage	Title		Frequency	Frequency Percentage	
Gender	Male	48	59.3	Field of Study	Natural resources	8	9.87	
	Female	33	40.7		Agricultural management	12	14.81	
Age	20-30	5	6.17		Biology	8	9.87	
	31-40	22	27.16		Geography and rural planning	13	16.05	
	41-50	29	35.80		Civil engineering	3	3.70	
	51-60	25	30.86		Social Sciences	4	4.94	
Education	Bachelor degree	17	21		Management	5	6.71	
	Master's degree	25	30.90		Agricultural Extension Education	11	13.5	
	Doctoral	39	48.10		Agronomy and plant breeding	3	3.70	
Job Position	Manager	8	9.87		Change Management	5	6.71	
	Supervisor	15	18.52		Information technology	3	3.70	
	Consultant	5	6.17		Place of birth	City	59	72.8
	Staff manager	6	7.41			Village	22	27.2
	Technical officer	14	17.28	place of living	City	74	91.4	
	Technical Assistant	5	6.17		Village	7	8.6	
	Member of the village council	28	34.57					

The research hypothesis was related to two parts, including "Inter-organizational coordinated management" and "Rural governance". The rural governance component had variables of participation of items (1 to 8), the lawfulness (9 to 17), responsiveness (24 to 25), transparency (22-23), group agreement and interactions (18 to 19), efficiency and effectiveness (40-38), accountability (21-20). Furthermore, the inter-organizational coordination component had variables of collaborative decision-making (57 to 59), integration of operations (45,48,60,61,62), control and monitoring (46,47), relations and communications (44,52), formality (53,63).

The frequency of respondents regarding the situation of rural management in Guilan Province in the two components of rural governance and coordinated inter-

organizational management, there are two points which can be used to confirm the hypothesis:

The items of the "inter-organizational coordination" component were set based on the existing challenges and problems of rural development management, and the answers received from the respondents are aligned with the findings of existing studies. The respondents chose mainly option 4 for indicators of "collaborative decision-making, integration of operations, control and monitoring, relations and communication, and formality". The rural people of Guilan Province highlighted the need for inter-organizational coordination in the structural framework of the rural management system of Guilan Province.

Table 8. Items related to the indicators of the inter-organizational coordination component

		Description	1		2		3		4		5		Total	
			Very low		Low		Medium		High		Very high		Frequency	Percent
			Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent		
Collaborative decision-making	57	To what extent is the inequality in the distribution of financial resources and investment facilities allocated by the government among villages a factor in the slow rural development process in Guilan Province?	4	4.94	5	6.17	19	23.46	28	34.57	25	30.86	81	100
	58	To what extent is the expansion of coordinated management for rural development planning an influential factor in the progress and development of rural Guilan?	7	8.64	2	2.47	23	28.40	33	40.74	16	19.75	81	100
	59	If coordinated management of rural development planning is realized based on rural governance indicators, to what extent will the construction and rural development of the province speed up?	9	11.11	8	9.88	17	20.99	35	43.21	12	14.81	81	100
Integration of operations	45	To what extent do the cooperation, participation, coordination and alignment of related civil and rural development agencies of Guilan Province affect realizing social, economic and spatial justice and sustainable rural development?	10	12.35	13	16.05	22	27.16	22	27.16	14	17.28	81	100
	48	Can an organization like the "Rural Affairs Office of the Governorship of Guilan", with its legal authority, play the role of coordinator in implementing rural policies and programs?	7	8.64	6	7.41	18	22.22	32	39.51	18	22.22	81	100
	60	After accepting the existing obstacles in managing rural development planning in Guilan Province, to what extent can effective steps be taken in realizing coordinated management and sustainable rural development of the province?	7	8.64	13	16.05	20	24.69	32	39.51	9	11.11	81	100
	61	By accepting the existing institutional parallel works in the management of rural development in Guilan Province, to what extent can effective steps be taken in realizing the coordinated management and sustainable rural development in Guilan Province?	7	8.64	12	14.81	16	19.75	32	39.51	14	17.28	81	100

	Description	1		2		3		4		5		Total		
		Very low		Low		Medium		High		Very high		Frequency	Percent	
		Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent			
62	After accepting the existing institutional inconsistencies in the management of rural development planning in Guilan Province, to what extent can effective steps be taken in realizing the coordinated management and sustainable rural development in Guilan Province?	5	6.17	11	13.58	23	28.40	29	35.80	13	16.05	81	100	
Control and monitoring	46	The effect of employing young and specialist workforce in the rural development management, planning and executive structure of Guilan Province to achieve sustainable development goals.	11	13.58	25	30.86	35	43.21	8	9.88	2	2.47	81	100
	47	To what extent has the "Rural Affairs Office of the Governorship of Guilan" been effective in establishing coordination and follow-up approvals, implementing policies, fair budget allocation and facilities and functions of the rural sector of the province?	9	11.11	12	14.81	28	34.57	25	30.86	7	8.64	81	100
Relations and communications	44	To what extent is the participation, coordination and alignment of organizations and different civil and rural development departments of Guilan Province effective in achieving spatial justice and sustainable rural development?	11	13.58	20	24.69	16	19.75	21	25.93	13	16.05	81	100
	52	Evaluation of the speed of rural development and the lack of coordination between the executive missions and tasks and operational plans of the executive organization in Guilan Province.	4	4.94	4	4.94	16	19.75	40	49.38	17	20.99	81	100
Formality	53	Evaluation of the sector-ordinated approach and management in the duties and missions of the executive organizations of the rural area of Guilan Province.	3	3.70	7	8.64	13	16.05	35	43.21	23	28.40	81	100
	63	After accepting the existing obstacles, parallel work and inconsistencies in the management of rural planning in Guilan Province, to what extent can effective steps be taken to realize coordinated management and sustainable rural development of the province?	5	6.17	6	7.41	12	14.81	37	45.68	21	25.93	81	100

2. Items related to "rural governance" are based on the following indicators: participation, lawfulness, group agreement and interactions, accountability, justice, accountability, efficiency, effectiveness and transparency. They are derived from studies and field research on the challenges of rural management in Guilan Province. The respondents were dissatisfied with the current state of rural management with the good rural governance in Guilan Province. 38.28% of the respondents are dissatisfied with the performance of the officials

and managers of rural affairs in reporting performance to the people and creating transparency by choosing the "very little" option. In general, the responses on the inter-organizational coordination indicators ranged from moderate to high, whereas for rural governance indicators, most of the responses ranged from moderate to very low. Therefore, rural management in Guilan Province is facing challenges in implementing the "rural governance" indicators.

Table 9. Items related to the indicators of the rural governance component

		Description	1		2		3		4		5		Total	
			Very low		Low		Medium		High		Very high		Frequency	Percent
			Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent		
Participation	1	How do you evaluate the participation of the rural community in rural development (participation)?	13	16.05	15	18.52	32	39.51	14	17.28	7	8.64	81	100
	8	How do you evaluate the cooperation of the institutions in charge of rural affairs of the province in realizing the principles of sustainable rural development in all environmental-ecological, social-cultural, economic, institutional-managerial and physical-spatial dimensions (participation)?	20	24.69	29	35.80	28	34.57	4	4.94	-	-	81	100
Lawfulness	9	How do you evaluate the institutions, organizations and departments' awareness of laws, regulations, rights and rural affairs (lawfulness)?	18	22.22	28	34.56	26	32.09	9	11.11	-	-	81	100
	17	Evaluation of the performance of the rural affairs headquarters of the province toward the fair distribution of facilities and services and realizing the justice of the rural area of Guilan (lawfulness).	17	20.99	35	43.21	24	29.63	5	6.17	-	-	81	100
Responsiveness	24	To what extent are the rural institutions and organizations of the province accountable for their performance?	32	39.51	24	29.63	19	23.46	5	6.17	1	1.23	81	100
	25	How "responsible" are the organizations related to the management of planning, construction and rural development of the province in the correct implementation of their policies and functions?	26	32.10	34	41.98	20	24.69	1	1.23	-	-	81	100
Transparency	22	Evaluation of officials and managers in charge of rural affairs reporting the performance to the people with "transparency".	31	38.27	22	27.16	25	30.86	3	3.70	-	-	81	100

	Description	1		2		3		4		5		Total		
		Very low		Low		Medium		High		Very high		Frequency	Percent	
		Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent			
23	How "transparent" are the organizations related to the planning and construction management and rural development of the province in implementing their policies and functions?	28	34.57	33	40.74	16	19.75	4	4.94	-	-	81	100	
Group agreement and coordination	18	Evaluation of the coordination of rural executive organizations in actions, services, and legal affairs approved in rural areas (group agreement and interactions).	15	18.52	33	40.74	27	33.33	6	7.41	-	-	81	100
	19	Evaluation of the alignment of officials and executives of rural development and reconstruction in fair allocation of funds and facilities and paying attention to rural needs (group agreement and interactions).	20	24.69	37	45.68	24	29.63	-	-	-	-	81	100
Effectiveness and efficiency	38	Evaluation of the actions of the executive bodies in the rural area regarding capacity building, empowerment, responsibility, education, self-sufficiency, self-management and self-reliance of villages.	11	13.58	24	29.63	16	19.75	23	28.40	7	8.64	81	100
	40	To what extent do you evaluate the experience, skills, expertise and education of the officials and executives in the various departments of rural development affairs related to the rural geography of the province (efficiency and effectiveness)?	15	18.52	16	19.75	19	23.46	22	27.16	9	11.11	81	100
Accountability	20	The level of "responsibility" of officials and executives of various rural development agencies of the province.	25	30.86	29	35.80	22	27.16	4	4.94	1	1.23	81	100
	21	The level of attention, commitment, compassion and responsibility of the provincial bodies related to rural construction and development.	22	27.16	24	29.63	31	38.27	4	4.94	-	-	81	100
	32	Evaluation of the actions of the executive bodies of the province in the rural area regarding the empowerment of villages.	17	20.99	39	48.15	21	25.93	4	4.94	-	-	81	100
	36	Evaluation of the actions of the executive bodies of the province in the rural area regarding the self-governance of the villages.	20	24.69	32	39.51	25	30.86	4	4.94	-	-	81	100

4.2. Effective executive bodies in the rural management of Guilan Province

The organization of Forests, Range and Watershed Management is under the supervision of the Ministry of Agriculture with the mission of preserving and maintaining the lands and natural environment. Other organizations which work to help villagers are the department of Environment responsible for the protection and maintenance of

natural resources, the Ministry of Interior, with the deputy of rural construction and development responsible for political issues of the village, the Housing Foundation of Islamic Revolution with the deputy of rural development which implements rural guide and rural housing renovation projects, and the Ministry of Cooperatives, Labour, and Social Welfare with the deputy of rural development and cooperatives. Unfortunately, in

the last few decades, Rural Guide projects in Guilan Province are primarily carried out from an urban-oriented physical point of view without engaging with local culture. Consulting Engineers are carrying out projects instead of The Housing Foundation, so urban patterns dominate rural areas. According to the research results, one of the primary measures in rural development management is to overcome structural, institutional and organizational problems. Perhaps a current problem of rural development is the mindset which sees the village as a service consumer rather than an economic enterprise. As a result, rural services were expanded, and rural production and the economy were neglected. For a long time, bank loans with enormous interests were granted to the villagers to solve their daily problems, that kept the poor rural community in debt for many years. This budget should have been spent on investing in the creation of small rural economic enterprises, job creation and production.

The Board of Ministers, in August 2016, approved a proposal from the Program and Budget Organization in Article (7) to support the development and creation of sustainable employment in rural and nomadic areas using the resources of the National Fund. If the organizations provide information to the researchers, evaluation research of the implementation of this law in Guilan Province can have significant results. According to available statistics, the agricultural sector constitutes a significant part of the rural

economy but not the whole economy. Another part of the economy is outside the agricultural sector, which requires the diversification of economic activities in the village. However, all the sectors are related to each other, and it takes energy to coordinate them. By integrating all activities related to rural development, investments can be concentrated in the economic sector, and income creation will greatly help rural development. Successful countries in rural management have integrated rural management, agriculture and natural resources in the form of a ministry or organization. Rural issues in Guilan Province, with great geographical dispersion, can not be addressed by a sector or program-oriented view. After forty decades of rural planning, we still have to face rural poverty and deprivation. Organizations such as the Agriculture Ministry, the Housing Foundation, the Department of Environment, the Deputy of Rural Development and nearly 40 different institutions, organizations are involved in rural development activities, which are not even effective or accountable. Therefore, actions should be taken for coordinated management of rural areas of Guilan Province.

According to the findings, the chi-square test was statistically significant in all the items, so with 95 percent certainty can claim that the indicators of inter-organizational coordination and rural governance are effective in achieving coordinated rural management in Guilan Province.

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Table 10. Chi-square test and average of ranks based on indicators of rural governance and inter-organizational coordination

Indicator	Item	T-test statistic	Sig.	H ₀	H _a	Mean rank
Participation	1	21.654	0.000	0	Confirmation	1.69
	8	19.790	0.000	0	Confirmation	1.31
Lawfulness	9	10.500	0.000	0	Confirmation	1.47
	17	23.444	0.000	0	Confirmation	1.53
Responsiveness	24	41.654	0.000	0	Confirmation	1.52
	25	29.272	0.000	0	Confirmation	1.48
Transparency	22	21.667	0.000	0	Confirmation	1.59
	23	24.926	0.000	0	Confirmation	1.41
Group agreement	18	21.667	0.000	0	Confirmation	1.59
	19	15.852	0.000	0	Confirmation	1.51
Effectiveness and	38	13.506	0.000	0	Confirmation	1.48
	40	15.852	0.000	0	Confirmation	1.52
Accountability	20	40.420	0.000	0	Confirmation	1.93
	21	19.593	0.000	0	Confirmation	2.07
	32	30.951	0.000	0	Confirmation	2.01
	36	20.975	0.000	0	Confirmation	
Collaborative decision-making	57	30.790	0.000	0	Confirmation	1.96
	58	37.951	0.000	0	Confirmation	2.22
	59	30.296	0.000	0	Confirmation	1.83
Integration of operations	45	17.457	0.000	0	Confirmation	2.78
	48	27.457	0.000	0	Confirmation	3.23
	60	25.358	0.000	0	Confirmation	2.86
	61	22.025	0.000	0	Confirmation	3.06
Control and monitoring	46	44.864	0.000	0	Confirmation	1.33
	47	22.889	0.000	0	Confirmation	1.67
Relations and	44	14.617	0.000	0	Confirmation	1.35
	52	53.383	0.000	0	Confirmation	1.65
Formality	53	43.383	0.000	0	Confirmation	1.49
	63	41.284	0.000	0	Confirmation	1.51

5. Discussion and conclusion

Molaei Hashjin (2012-b), in a paper entitled "the proposed model of rural management in Guilan Province, used theories, experiences, and resources of separated geographical rural areas of Guilan Province to propose a rural management model from the village to the province-level. The model suggests an integrated executive management for small and small villages and neighboring villages and a designated general manager at the village level. Also, Bigdelo & Rahnavard (2017) stated that the principle of coordination is the essence of management. Each of the tasks of management is connected to coordination. In performing continuous tasks, creating coordination at individual, group, intra, and extra organizational levels is a strategic necessity.

Furthermore, public policies need the involvement of various organizations. Therefore, without coordination, the fulfillment of common goals will

face serious impediments. The researchers came to the conclusion that inconsistency is a common phenomenon among the executive bodies at various national, provincial and local levels in Iran, which calls for understanding the underlying factors.

The review of global experiences and wildly successful programs in the coordinated management of rural development in Russia, Turkey, India, the European Union, Malaysia, and Australia, indicates that all programs and active participation of villagers were based on the needs and priorities of society rural, and balance and coordination in the three main governance institutions namely, Government, private sector and civil society. In addition, there are also systematic rural organizational networks, centralization of decision-making and coordination and inter-organizational interaction, joint goal-setting, empowering and capacity-building of

villagers, increasing efficiency and productivity, optimal allocation of resources, transparency and responsiveness of managers and officials.

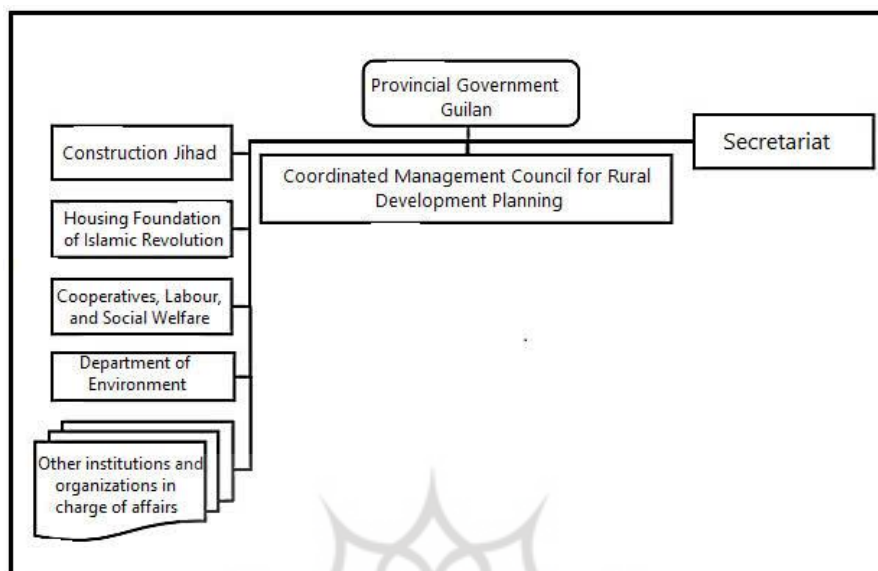


Figure 3. Suggested model

By combining the theories of modern rural management and the experience of local management, it is possible to create a coordinated system of rural management. This management system can adopt a convergent approach and create coordination between service providers and executive organizations in the process of rural development while providing more effective and effective steps toward precise scientific planning in the rural development process of Guilan Province. During the research, it was seen that efforts are being taken to improve the current rural situation. However, due to the lack of inter-organizational coordination and sector-oriented viewpoint, these efforts have not had much impact on rural development.

The inter-organizational coordination management internalized the initiatives, collectivism and unity in rural affairs at all management levels. Also, for achieving optimal and effective results in using rural governance indicators and achieving the goals of sustainable rural development, coordination management components need to be utilized in all the existing legal and organizational capacities. This study suggests that in planning, organizing,

and administrating, we should have five COs: consensus, convergence, co-action, consonance and cooperation. These findings call for revising laws and regulations for rural management and more participation. In addition, the establishment of a council in the form of a "coordinated management council for rural development planning of Guilan Province under the supervision of the governor" is proposed. As a result, the governorship and the governor, as decision makers, executives and political actors of the province, can play their pivotal role in implementing the goals of sustainable rural development.

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Authors' contributions

The authors equally contributed to the preparation of this article.

Conflict of interest

The author declare no conflict of interest.

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راه کارهای مبتنی بر شاخص‌های حکمروایی روستایی در تحقق مدیریت هماهنگ توسعه روستایی در استان گیلان

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چکیده مبسوط

۱. مقدمه

جغرافیای روستایی یک رشته جغرافیایی مستدل است که به بررسی پدیده‌های اجتماعی و اقتصادی معاصر در فضای روستایی می‌پردازد. جغرافیای روستایی با بیش از ۳۰ سال سابقه، نظریه‌ها و روش‌های تحقیق را تولید کرده و گروه بزرگی از محققان را گرد هم آورده است. در حال حاضر بیشترین توجه به فرآیندهای در حال انجام در فضای اجتماعی (با تمرکز مطالعات بر روی تعارضات اجتماعی، روابط بین انسان و طبیعت، تغییرات جمعیتی و غیره) است. یک موضوع مهم برای جغرافیای روستایی، تبیین مفهوم «نواحی روستایی» است. مطالعه ادبیات در اینجا به وجود تعاریف متعدد و متنوعی اشاره می‌کند که بر اساس آن‌ها منطقه روستایی به گونه‌ای مختلف به‌عنوان یک فضای فیزیکی، اجتماعی یا اقتصادی در نظر گرفته می‌شود، به‌موجب آن یک منطقه روستایی فضای فیزیکی با تراکم جمعیت نسبتاً کم، سکونتگاه پراکنده و کاربری وسیع زمین است. حوزه‌های روستایی به‌عنوان قاعده نظام و فعالیت ملی نقش اساسی در توسعه ملی ایفا می‌کنند؛ زیرا توسعه پایدار سرزمین در گرو پایداری نظام روستایی به‌عنوان زیرنظام تشکیل دهنده نظام سرزمین است و پایداری فضاهای روستایی در ابعاد مختلف می‌تواند نقش مؤثری در توسعه منطقه‌ای و ملی داشته باشد و اگر در جریان پیشرفت و توسعه فضاهای روستایی وقفه‌ای ایجاد شود، آثار و پیامدهای آن نه‌تنها حوزه‌های روستایی؛ بلکه مناطق شهری و درنهایت، کلیات سرزمین را در بر خواهد گرفت. ایران نیز دولت می‌بایست ظرف سه ماه، لایحه تعیین متولی "الزام دولت به توسعه متوازن روستایی" قانون سیاست‌گذاری، برنامه‌ریزی و نظارت بر توسعه متوازن روستایی را به مجلس ارائه می‌کند. در حالی که بعد از گذشت بیش از یک دهه شکل اجرایی به خود نگرفته است و کماکان روستاهای کشور به دلیل فقدان متولی پاسخگو، دچار مشکلات عدیده‌ای هستند. به دلیل نظام برنامه‌ریزی بخشی و متمرکز کنونی

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که در آن معمولاً هریک از دستگاه‌های اجرایی بدون هماهنگی با یکدیگر و بدون توجه به نیازهای واقعی و اولویت‌دار روستاییان اقدام به طراحی و اجرای طرح‌های خود می‌نمایند و ارزیابی میدانی از عملکرد و اثربخشی طرح‌های آن‌ها در روستاها وجود ندارد، هر لحظه تأخیر در سازمان‌دهی امور توسعه روستایی کشور و تشکیل یک سازمان مقتدر و جهادی، هزینه کلانی را از ناحیه بی‌انضباطی مالی و اتلاف منابع عمومی به کشور تحمیل می‌کند.

۲. مبانی نظری تحقیق:

یکی از اصول تأثیرگذار بر توسعه پایدار نواحی روستایی شیوه اداره و نحوه سیاست‌گذاری است. از مهم‌ترین عوامل تضمین‌کننده تحقق اهداف یک سازمان، طراحی تشکیلات و ساختار مناسب آن سازمان است. ساختار نظام اداری کشور به‌گونه‌ای است که به دلیل وابستگی سازمان‌ها به یکدیگر، انجام بسیاری از فعالیت‌ها مستلزم همکاری بین دو یا چند سازمان می‌باشد. فعالیت‌های دولت پیش از پیش به یکدیگر وابسته شده‌اند و هماهنگی بین سازمان‌ها برای انجام بسیاری از فعالیت‌ها ضروری می‌باشد و چنانچه به هر دلیل این هماهنگی بین سازمانی صورت نگیرد و یا با تأخیر مواجه شود و یا یک‌طرفه قادر به انجام مأموریت و وظیفه خود نباشد به‌طور کلی نتیجه‌ای حاصل نشده و یا نتیجه حاصل شده کامل نبوده و رضایت‌بخش نمی‌باشد. بدون شناخت سطوح کلان تصمیم‌گیری در کشور قادر به تحلیل درست از شرایط روستایی و وضعیت خرد مدیریت روستا نیستیم زیرا ساختار خرد جامعه روستایی کشور و اعمال قدرت در این جامعه تحت تأثیر سطوح میانی یعنی تغییر و تحولات ساختار سازمانی مرتبط با جامعه روستایی ایران بوده است، این سطوح میانی نیز متأثر از ساختار کلان بوده و جامعه را احاطه کرده است. پژوهش حاضر ضمن بررسی عوامل مؤثر و بازدارنده در ساختار سازمانی مدیریت توسعه روستایی استان گیلان، نقش شاخص‌های حکمروایی روستایی و هماهنگی میان سازمانی را در تحقق مدیریت هماهنگ برنامه‌ریزی توسعه روستایی

اساس قانون برنامه توسعه حاصل گردد، کم‌رنگ و یا تأثیر آن‌چنانی در چشم‌انداز توسعه روستایی نداشته است.

۵. بحث و نتیجه‌گیری:

درک مفهومی مدیریت هماهنگی میان سازمانی، بروز ابتکارها، جمع‌گرایی و وحدت رویه را در امور روستا و در همه سطوح مدیریتی نهادینه کرده و همچنین برای دستیابی بهینه، تأثیرگذار و نتیجه‌بخش در اجرای شاخص‌های حکمروایی روستایی و دستیابی به اهداف توسعه پایدار روستایی و استفاده از مؤلفه‌های مدیریت هماهنگی، تمامی ظرفیت‌های قانونی و سازمانی موجود را بکارگیری نموده و به‌صورت هدفمند و هوشمندانه در جهت روان‌سازی اقدامات جاری مربوط به حوزه روستا ریل‌گذاری می‌نماید. بر این اساس الگوی مطلوب مدیریت روستایی نیز با توجه به مطالعات نظریات و دیدگاه‌های مطرح‌شده در این پژوهش، باید دارای (پنج هم) هم‌اندیشی، هم‌گرایی، هم‌افزایی، هم‌آهنگی و هم‌کاری در برنامه‌ریزی، سازمان‌دهی، اداره، رهبری و کنترل باشد. این یافته‌ها لزوم توجه به بازنگری در قوانین و مقررات مدیریت روستایی کشور و توجه بیشتر به توسعه اجتماعی مشارکت محور را الزامی می‌کند. بنابراین پس از انجام مطالعات و تجزیه و تحلیل داده‌ها و بر اساس نظرهای کارشناسی پرسش‌شوندگان در حال حاضر بهترین پیشنهاد تشکیل "شورای مدیریت هماهنگ برنامه‌ریزی توسعه روستایی استان گیلان زیر نظر استاندار" می‌باشد. استانداری و شخص استاندار به‌عنوان جایگاه حاکمیتی و تصمیم‌گیرنده، اجرایی و سیاسی استان می‌تواند با ایجاد این شورا و نظارت مستقیم بر تصمیمات و عملکردهای عناصر اجرایی مدیریت توسعه روستایی بهترین نقش خود را برای پیاده‌سازی اهداف توسعه پایدار روستایی به اجرا گذارد.

کلیدواژه‌ها: حکمروایی روستایی، مدیریت هماهنگ میان سازمانی، توسعه روستایی، استان گیلان.

تشکر و قدردانی

پژوهش حاضر برگرفته از رساله دکترای نویسنده اول (احمد مین‌باشی)، گروه جغرافیا و برنامه‌ریزی روستایی، دانشکده ادبیات و علوم انسانی، دانشگاه آزاد اسلامی واحد رشت است.

تحلیل و در نتیجه راه‌کار اجرایی در جهت تحقق مدیریت هماهنگ برنامه‌ریزی توسعه روستایی در استان گیلان پیشنهاد نموده است.

۳. روش‌شناسی تحقیق:

مقاله حاضر از نظر هدف کاربردی، ماهیت توصیفی - تحلیلی و از نظر روش‌شناسی کمی و کیفی است و اطلاعات به‌دست‌آمده از ۳۷ گویه با استفاده از نرم‌افزار آماری SPSS برای اثبات نظریه و ارائه راه‌کارهای مبتنی بر ۷ شاخص اصلی حکمروایی روستایی و ۵ شاخص هماهنگی میان سازمانی تجزیه و تحلیل گردید. نمونه‌ای به حجم ۸۱ نفر از متخصصین، مدیران، کارشناسان بخش‌های مختلف امور روستایی استان گیلان، با استفاده از جدول مورگان و به روش تصادفی و نظام‌مند انتخاب و داده‌های مرتبط با متغیرهای پژوهش با استفاده از پرسشنامه گردآوری شد. روایی پرسش‌نامه بر اساس مبانی نظری و مطالعه مقالات و در نهایت پس از نظرات اصلاحی اساتید محترم تأیید و برای پایایی بهتر با استفاده از آلفای کرونباخ با عدد ۰/۸۲ مورد تأیید قرار گرفت.

۴. یافته‌های تحقیق:

نتایج تحقیق نشان می‌دهد که راه‌کارهای مبتنی بر شاخص‌های حکمروایی روستایی و هماهنگی میان سازمانی که به‌طور عمده از شاخص‌های هماهنگ ساز، تعهدآور و پاسخگو محور تشکیل شده است، می‌تواند در تحقق مدیریت هماهنگ برنامه‌ریزی توسعه روستایی مؤثر واقع شوند. با مطالعه و تلفیق نظریه‌های مدیریت نوین روستایی با مدیریت تجربی و بومی می‌توان با ایجاد یک نظام هماهنگ مدیریت روستایی به معنای اتخاذ یک رویکرد همگرایانه در مدیریت برنامه‌ریزی روستا و ایجاد هماهنگی بین سازمان‌های خدمات رسان و مجری در فرآیند توسعه روستایی ضمن فراهم نمودن زمینه‌های پیشرفت و توسعه، گام‌های اثربخش و تأثیرگذارتری با برنامه‌ریزی دقیق علمی در فرآیند توسعه روستایی استان گیلان برداشت. در مطالعات میدانی و مصاحبه‌های صورت گرفته نیز نتایج حاکی از آن است که تلاش‌ها جهت بهبود وضعیت فعلی روستایی از سوی اغلب کارگزاران روستایی انجام می‌پذیرد اما به دلیل عدم هماهنگی میان سازمانی و نگاه بخشی و رفع تکلیف سازمانی نتایجی که می‌باید بر

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