Utilizing participatory urban decision-making model to support smart growth strategies in Baghdad City

Mohammed Qasim Abdul Ghafoor Al Ani[1], Abdelwehab Alwehab[2]
[1] Department of Architectural Engineering, Al Nahrain University
[2] Urban and Regional Planning Center for Post Graduate Studies, University of Baghdad

ABSTRACT

Participatory urban decision making is a crucial component to the success of sustainable urban management where medium and long-range decisions have to be made routinely. Contrary to contemporary trends, Urban development plans in Iraq remain a linear process emanating from top to bottom in an environment of rapidly changing social, physical, and demographic circumstances. Adopting smart growth strategies is needed to transform existing conditions within the City of Baghdad metropolitan area in particular, and the remaining urban centers in general. Incorporating strong Smart Growth policies into urban development plans requires making rational and effective decisions on the municipal level. The mechanism to reach decisions must be calibrated in contemplation of accommodating and sustaining any new strategy. This research aims to explore the best framework to manage Growth in urban centers and investigate a relevant model to apply participatory decision making to reach consensus among multiple urban stakeholders. The research surveyed the opinion of experts in the field to measure the applicability of such model taking into consideration the local specificity of the Iraqi experience. The research has concluded that participatory decision-making requires the careful consideration of local mechanisms and circumstances in order to reverse urban decision making from the status quo policy to a bottom-up approach.

Corresponding Author:

Mohammed Qasim Abdul Ghafoor Al Ani
Department of Architectural Engineering, Al Nahrain University
Baghdad, Iraq
E-mail: mohammedkassim66@yahoo.com   mohammedqasim66@eng.nahrainuniv.edu.iq

1.   Introduction

Urban development plans in Iraq remain a linear process emanating from top to bottom and not adaptive to rapidly changing social, physical, and demographic circumstances. This characteristic has made the response to the needs of exploding growth rates highly inefficient, thus creating an environment where decision makers are generally one step behind toward any attempt to implement smart growth strategies. Furthermore, a lack of an appropriate model to be implemented to guide public officials and the general public or civil society toward the adaptation of relevant smart growth policies remains a real obstacle to the adaptation of such plans. The research hypothesis stipulates that creating consensus among urban stakeholders to adopt smart growth strategies through a participatory decision-making process is increasingly more efficient in creating resilient and livable human settlements.

The primary objective of this research is to explore the best framework to manage Growth in urban centers and the models available to decision makers to reach consensus among multiple stakeholders in order to ensure smooth and successful implementation of such strategies. The re-search also attempts to shed light on the impact of utilizing participatory decision-making model on implementing smart growth principles in Baghdad city.

Such models flourish in an environment where public governance is transparent and participatory. Managing urban Growth through sound governance requires an approach that combines both art and science. Modern urban management may be regarded as a multi approach for residents and public entities to plan and administer urban affairs [34] [31].

A participatory approach is, by default, a crucial component to the success of proper urban planning where medium and long-range decisions have to be made. However, the process of urban decision making is not a stand-alone issue. It is a social and political undertaking that requires certain circumstances to function correctly. Local and prevailing realities vary from one urban center to the other [13]. The interaction of proper urban planning and governance can function better within a framework of an adaptive model that incorporates policy objectives along with decision making that takes into consideration the aspirations of the public [9]. The ways and means to reach good governance encompass a wide range of tools and techniques wherein their totality is the components of proper urban planning through the incorporation of the old fashioned, top-down, comprehensive planning with long term vision based on a participatory approach [26].

1.1. Urban governance and participatory planning

The term governance appeared around the middle of the twentieth century. The main objective of this approach was to form a management and monitoring system for the operation of private companies (corporate governance), and the use of the term was developed to extend to other sectors to act as a monitoring and control tool in government systems [39] [20].

In the mid-1990s, demands arose to reduce the intensity of government interference in the management of urban centers and the involvement of other parties in the management and monitoring process, such as civil society organizations and the private sector, and in cooperation with government agencies. UNDP promoted this trend by encouraging dialogue among stakeholders rather than traditional formulas in urban decision-making [39] [32].

The European Commission has adopted proper management as a principle in operating its institutions, especially those that have direct contact with society. This trend was reflected in all regional and local institutions within the European Union. The white paper defined European governance as the regulations, processes, and behaviors that affect the exercise of authority at European level, particularly from openness, participation, responsibility, efficiency, and coherence [39].

Participatory planning commences with the mobilization phase, followed by setting goals and objectives to activate the modus operandi of the entire process. Vigorous deliberations take place on the metropolitan scale within a collaborative framework.

The importance of consultation among stakeholders at the city level as a whole should be recalled. This event is arranged at the end of the preparation and preparation phase of the participatory process. The main objective of this consultation is to create a common framework for the participatory process and to identify priorities in a consensual manner and on ways to address critical issues identified by stakeholders [15]. The period for consultations takes up to several days, but on average, it takes between three and five days, as needed [12]. A city consultation is built upon the following principles; inclusiveness, continuous process, demand Driven, bottom-up process, cooperation, not confrontation, Conflict Resolution, and flexibility [1]. A key component of good governance is sound decision making. The complexity of urban decision-making stems from the involvement of a multitude of concerns and stakeholders to reach an acceptable outcome [37]. A critical point to facilitate the decision-making process is the achievement at the initial phases of a shared vision between the concerned parties about the essential characteristics of the issues involved in a case in hand. [38] [8].

Modern decision theory was advanced during the 20th century with perspectives from several academic fields. Currently, the art of decision-making is looked upon as a separate and recognized academic interdisciplinary field [18] [27]. There is some theoretical explanation of the process of making decisions. The two primary hypotheses are normative and descriptive decisions doctrines. The distinction between normative and descriptive decision doctrines is, in principle, elementary. Normative decision doctrine is a theory about how decisions should be made, and a descriptive decision doctrine is a theory about how decisions are made. The (should) can be interpreted in many ways. In other words, the normative decision theory is a theory about how decisions should be made in order to be rational [18]. Make informed and rational decisions requires an understanding of the emotional state we will be in at the other side of the experience. Learning how to bridge this gap is essential in making some of the crucial decisions of our lives [7]. In this sense, urban decision making should utilize both the Normative and Descriptive doctrines in order for decisions to be practical and implementable.

1.2. Smart growth and stakeholders' consensus

A wide array of community groups and individuals can be critical players in planning and smart growth activities, including entities who design, build, use buildings, local and regional government officials and staff, planning and utility agencies Real estate/development community, business community, public transportation operators, general public and interest/citizens groups [10]. Residents, people in business, entrepreneurs, and others in a community are invaluable assets in planning for the future of their neighborhoods. They may present an interesting perspective and experiences about their district and how they should develop and flourish. Valuable time and money can be saved if stakeholders are motivated and well informed. Such Conditions will permit local authorities to bring together interested stockholders and ensure their endorsement for any plans [14] [28]. The coordination between urban stockholders will safeguard the process of setting out plans from contradicting goals and objectives. Among these stockholders, the privet sectors emerge as valuable components as a result of its capacity to decide without any obligation to the general public [30].

Smart Growth is defined by the American Planning Association (APA) as: "Smart Growth is the planning, design, development, and revitalization of communities to promote a sense of place, the preservation of natural and cultural resources, and the equitable distribution of costs and benefits of developments. Smart Growth is characterized as development that serves the economy, the community, and the environment". This definition departed the classical concept of Growth or no growth to one of how and where development and Growth should occur [4]. Urban centers have distinctive characteristics; therefore, smart Growth may look different from one city to another. The advantages resulting from smart growth strategies may vary widely from community to community-based on spatial factors such as current development patterns and infrastructure [36] [24].

Smart Growth is not a stand-alone tool or policy, but a set of close-knit fundamental planning foundations that can be combined with unique local and regional settings to accomplish a better development layout [6] [29]. The smart growth principles are not a radical departure from past practices or an attempt to reinvent human settlements. Preferably, the impulse is to borrow the best of traditional neighborhoods and cities traditions [21] [17]. Smart Growth is composed of ten essential principles and benefits of public health. environment economy, and the community [36] [29]. There is a consensus that Smart Growth strives to incorporate mix land uses and take advantage of compact building design as well as furnishing a range of housing opportunities and choices within walkable neighborhoods. The approach also attempts to foster distinctive, attractive communities with a strong sense of place through the preservation of public open space, farmland, natural beauty, and critical environmental areas. Strengthening and directing development towards existing communities, in addition to providing a variety of transportation choices, is among the objectives of Smart Growth. Making the development decisions anticipated, equitable, and efficient is imperative in the successful implementation of Smart Growth. It involves the engagement of residents, businesses, and all other stakeholders early and often to define and implement the community's vision and goals [11].

New approaches to development require a new mindset to deal with the design of neighborhood districts and infrastructure, as well as land use planning [36]. Smart Growth does not function without collaboration among official bodies, real estate owners, the business community, banks, and the residents. The creation of efficient urban human settlements does not come by chance but through consensus and dialogue between all components of these settlements from population groups that possess different visions and needs [3]. To ensure compatibility, the concept of smart Growth can be used to form a frequent basis for consensus and contribute to providing long-term tools for planners and decision-makers to confront urban challenges economically, socially, environmentally and physically [6] [16] [19]. The use of the participatory planning method as a framework to facilitate the application of smart Growth ensures access to balanced urban decisions that are fair to all community segments, even those competitive amongst each other.

Studies have shown that there is a relationship between employing participatory planning and improving public health among members of society through programs that seek to meet the needs of the population of different groups. One of these studies is in the Vancouver Coastal Health's Community Engagement Framework, which is based on conducting consultative practices and also by providing residents with data and information that motivates them to make correct decisions in their lives. In addition, local governments that employ participatory planning can give financial and moral support for capacity-building and partnerships between and with the population, which ultimately leads to improved community health in general [14].

The involvement of citizens and communities is essential to bring about sustainable spatial development [12]. Policymakers should stress the need to get citizens involved and show them that Smart Growth is about choice

in housing, transportation, and lifestyle. Smart Growth comes in all shapes and sizes, and people are ready for it. In essence, smart growth advantages need to be presented in the right way [5].

2. Methodology

Implementing the process of stakeholder engagement in decision making requires developing a Municipal Checklist to probe the specific need of urban centers. This process is considered essential to diagnose the necessary data that will be used in developing a framework for stakeholder participation, taking into consideration the local characteristics of the urban center. This list also contributes to the diagnosis of items that are not appropriate to local conditions in the urban decision-making process. A model to apply the Participatory Urban Decision-Making process can be a useful tool in advancing the process into its next level. Decision makers often need to be supported by mathematical models that combine the summation of data from different sources to reach different outcomes as a result of making a specific decision. Among these models is the so-called sustainable decision-making model known as the Dutch term DUBES, which has been developed to be used as a support tool for decision-making in sustainable urban renewal projects [23]. Another notable model is supported by the United Nations Centre for Human Settlements (Habitat) and is a broad technique implemented in four phases [38]. It is a four-phase Model where the first phase is Preparatory and stakeholder mobilization, while phase 2 is Issue prioritization and stakeholder commitment. Phase 3 is Strategy formulation and stakeholder commitment, and phase 4 is Follow-up and consolidation [33].

Phase 1 The participatory decision-making process consists of several preparatory measures from which the process makes sense and includes all those affected by the decision. The most critical steps in this stage are to identify main issues related to the decision and to identify stakeholders and the nature and characteristics of the City. Moving on to phase 2 issue prioritization and stakeholder commitment which is comprised of three vital stage all focused around the "City Consultation." The main objective within this phase is to work to build consensus and cooperation to develop an institutional framework for programming work. Outputs of this step constitute a clear and practical strategy for arriving at a participatory decision that meets urban development goals. To reach this goal, we must go through four steps: agreeing on work plans, formulating strategies of importance, designing and implementing pilot projects, and integrating plans and projects with the strategic directions of the City.

When moving to the fourth stage of the model, the task is to standardize projects, plans, and projects developed in the previous stage, and to ensure their long-term implementation by setting institutional frameworks for implementation, monitoring work progress, expanding implementation, and applying to similar cases.

Some examples of possible applications of the Participatory Decision-Making model can be both relatively sophisticated and straightforward such as [2] [38].

• Employing the urban participatory decision model in preparing urban development strategies, and experience has shown that plans built from the bottom up are the most successful.

• A partnership between the public and private sectors and attracting investors in multiple sectors of the urban economy.

• Apply the model to identify key priority issues and problems when preparing urban development plans.

• Use public consultations at the urban scale level to derive indicators of the trends and desires of the City's residents and try to reach consensus on critical issues for their inclusion in general strategies.

Sometimes negative results may occur for some of the mechanisms of the participatory decision-making process, including public discussions, which may result in contrary and sharp positions of the parties involved in the process at an advanced stage, which leads to a loss of confidence in the whole process. For this reason, we find that the executive bodies avoid entering into a participatory process and also cause frustration among stakeholders to ensure that their desire will not find them in plans and designs. One of the direct losses of this output is the possibility that innovative solutions that would have made a quantum leap will not be taken into consideration due to the low level of dialogue between the various parties [23].

2.1. Urban growth pattern in Baghdad

Physical planning in Iraq commenced during the 1930s of the last century with the Baghdad city Master Plan prepared the German firm Brecks and Bronoweiner in 1936. However, this momentum has declined steadily due to protracted periods of military and political conflicts. Urban land use plans are usually old and not updated

periodically, which made controlling urban Growth below the required level. Most of the previous plans were formulated according to the traditional frameworks by the government agencies responsible for urban planning. What exacerbates this situation is that urban decision-makers in cities do not adhere to what these plans stipulate and make decisions according to factional interests. "The Mayoralty of Baghdad is responsible for its planning and development control functions. Most significant development decisions in Baghdad ignore existing planning policies. New laws regarding planning and development control are required" [35].

Prior to the change in the political system in 2003, the legislative system was monopolized by the Revolutionary Command Council, which represented the pinnacle of governmental hierarchy, where most of the legislation was aimed at serving the majority of the population. This situation has created the marginalization or freezing of any law that contradicts the legislation of the Revolutionary Command Council and thus disrupts the direction of some urban plans. After the year 2003, the legislative environment changed according to the directions of the decentralized system, which necessitated restructuring the institutions and developing their capabilities in this direction according to a new constitution that was voted on to give the citizen a greater ability to communicate his voice and take his opinion. The restructuring involved the involvement of the public and private sectors in addition to civil society organizations in the process of managing urban land through the concept of local government. The aim of this restructuring is to implicitly take a participatory decision and improve the quality of life for the entire population, especially the vulnerable groups [35].

New strategies are needed in the form of tools and action plans to transform existing conditions within the City of Baghdad in particular and remaining urban centers in general. The basic principle of proper planning should be revisited, and the mechanism to reach decisions must be put in place in order to support the strategies to function correctly. The development plan provides this mechanism depending on the essential demographic surveys and questionnaires for project beneficiaries.

Development Plan means, "A community has a planning process which identifies strategic goals, objectives, targets and evaluation practices, covering land use, transportation, economic development, and social programs, and identifies policies, planning practices and programs to help achieve these goals and objectives." [22]. The community represented by active stakeholders, need to participate in solving problems of the City, which had many difficulties that identify priorities issues of common concern." Agreeing on practical strategies that reconcile short term and long-term gains as well as costs and benefits between different social groups, however, is not easy. It is even more difficult, moreover, to translate agreed strategies into implementable actions" [33].

The mayoralty of Baghdad needs to adopt a new strategy relates to activating participatory decision making, and the adaptation of smart Growth one of these decisions. This process shall enable to reduce potential barriers and ensure that the desired development patterns and policies are efficiently and effectively implemented and monitored over time. In addition to implementing and maintaining the mechanisms of this strategy is to engage regional collaboration and educate and engage stakeholders [36].

2.2. Towards participatory decision making in Baghdad

The sustainability of a project can only be ensured if it has Baghdad's Community support. The concept of public consultation and citizen participation, in addition, to being a fundamental principle of democracy, constitute an essential process for the effectiveness of any planning and development endeavor. It stimulates interaction, fulfilling the responsibilities of informing and being informed, through the following primary goals [25]. Public consultation shall foster the direct involvement of the concerned populations, motivate their engagement, and raise awareness of the public about planning and development related topics, and processes. The process involves educating the public about these issues to increase its capacity to provide informed input and make informed decisions and evaluations. The consultation entails gathering input from the public regarding their opinions, needs and concerns, that will help the Consultant and the Decision-Makers learn more about the community and also better understand what citizens value, believe in, or desire. The process will ultimately engage the public in decision-making and develop responsible civic culture. The City of Baghdad lacks this dimension in the formulation of public decisions, thus needs a new vision and a new strategy in participating all stakeholders in urban decision making. Some measures thought to be crucial and play an essential role in decision making in the mayoralty of Baghdad covers a broad spectrum of issues.

Among the crucial issues are improving the methods of urban management, including urban land management systems by building the administrative capacity of urban leaders and the continuity of training in participatory decision-making mechanisms and understanding and resolving overlapping powers and responsibilities between local, regional and central governments.

Also, the urban improvement of blighted urban areas must be among the priorities of decision makers and the use of innovative mechanisms in reaching this goal, including the partnership between the public and private sectors to develop services and standards of housing units.

Financing is one of the critical issues that contribute to the success of urban management, developing real estate loan programs, encouraging affordable housing, and giving it a priority in financing for land or manufactured housing units. The partnership between the private sector, civil society organizations, and stakeholders is considered of particular importance in this field to provide housing and infrastructure services necessary to improve the level of urban development. It must be emphasized that participatory planning approaches must evolve through legislation and adopt straightforward and transparent procedures for planning, organizing, and monitoring. The institutional aspect must also keep pace with the flexibility required to achieve urban development goals through and through continued financial support and the use of modern systems and mechanisms in providing data to facilitate urban decision-making.

In order to consider and examine UN-Habitat and indicators outlined in (Figure 1), as well as taking into consideration CCDP (City Comprehensive Development Plan, Baghdad 2030), Baghdad Mayoralty needs to build and put forward an initiative as part of the vision development process and recommend the following Stakeholders Organization for the process [25]:

1. A Consultative Committee was constituted of governmental and non-governmental organizations, Baghdad Advisory Council, Municipal councils, and the private sector for guiding and approving the CCDP plan, strategies, action plans, and their implementation.

2. The Senior Advisory Panel would be responsible for follow-up on the project in coordination with the CCDP Team.

3. The CCDP Team Responsible for the coordination of efforts in the preparation and implementation of the plan.

4. A Technical Team to provide technical support and material.

5. Working groups: these will be formulated for the various phases and include Diagnostic Groups, Project Analysis Groups, and Project Implantation Groups.

One of the crucial points in the Participatory Urban Decision-Making process is Follow-up and consolidation in order to implement action plans. So, in this stage, the CCDP policies and strategies will be translated into possible and prioritized programs and projects.

The Objectives are to build an action plan and agenda responsive to the priority issues and concerns of the City. This action plan and agenda, combined with the outputs from the previous phases, is Baghdad Development Strategic Plan. The formulated strategies will be translated into programs and projects. The use of this method contributes to the formation of capital investment plans with clear goals and objectives, which include a set of projects and programs available in light of current financial and human resources and capabilities [25].
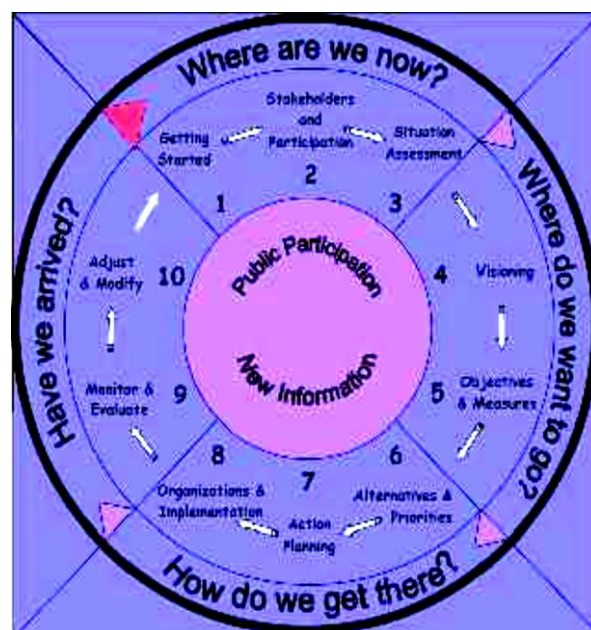

Figure 1. Urban Action Planning Framework [35]

3. Results and discussion

To guide the strategy that will be adapted to utilize participatory urban decision making in Baghdad city, the research has taken into account the four questions and a ten-step process submitted by UN-Habitat in (Figure 1), as well as extracted indicators. The research formulated a questionnaire submitted via Google Forms based on international experiences and, at the same time, taking into account the local specificity of the Iraqi experience. The link to the full version of the questionnaire is:
[40] (https://docs.google.com/forms/d/1jsddy6h7_hmLi-cZyrWB5CsReHuKRFRO80gLLlMpY5M/edit?ts=5932af46)

The questions were directed to a stratified sample of experts with the following characteristics (Figure 2):
- Gender of the respondents: 61.1% are males, and 38.9% are females.
- Occupation affiliation of the respondents:44.5% is from a Governmental institution, 44.4% are from an academic institution, and 11.1% are from the private consulting sector.
- Educational attainment of the respondents: 50% holds a master's degree, 44.4% hold a doctorate, and 0.6% hold a bachelor's degree in allied fields.
- Age of the respondents: 50% are more than 45 years, 44.4% from 30-45 years, 0.6% less than 30 years.
- Years of Experience of the respond-ents:72.2% have more than ten years, 22.2% Less than five years, 5.6% 5-10 years of experience.
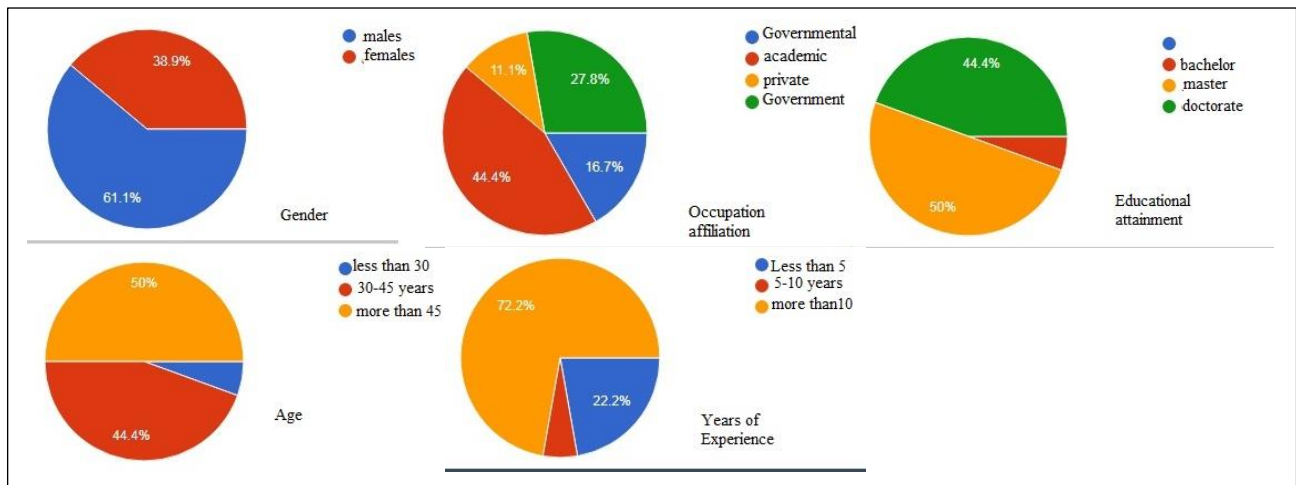

Figure 2. General indicators questionnaire [Authors]

The questions and results of the questionnaire are (Figure 3):
1. One of the characteristics of the urban planning system in Iraq is its centrality and traditional urban administration, do you favor the transition to a decentralized democratic system and participatory urban governance as it is in developed countries?
    66.7% of the respondents favor the transition to participatory urban management and decentralization of decision-making; 22.2 % do not favor this transition, 11.1% said maybe. This result will support the research proposals in the adoption of participatory decision-making.
2. What are the most critical factors in urban decision-making?
    61.1% of the respondents considered specialists to be the most critical decision makers, 16.7% consider executive officers, and the rest are divided between consulting companies and all other factors, while 5.55% gave credit to the participatory process. This outcome contradicts the answer to the previous question.
3. What are the best types of urban development strategies for Iraq?
    The responses showed an almost equal amount of the four strategies in question, 27.8% for both (Linear directional, Branching, Annular) strategies, while 16.7% for Transformational strategy. This result confirms the adoption of several types of strategies for the urban development of the Iraqi situation.
4. What are the essential factors in building urban planning capacities that are necessary to prepare urban development plans?
    50% of the responses were awarded to practical pilot projects that are used in building the urban planning capacities while 33.3% for building scientific institutions, and 16.7% building of engineering institutions. The

answer shows the need for pilot projects which disappear from Iraqi experience and its role in developing urban planning capacities.

5. At what stage should the community be involved in urban decision-making?

44.4% of the responses provided an opportunity for the community to enter and participate in planning and design decision-making since the beginning of the development of ideas. While 33.3% in prioritizing of the proposal, 16.7% in review and feedback, 5.6% in the composition of the strategy. This answer shows the importance of involving the community at the beginning of the project.
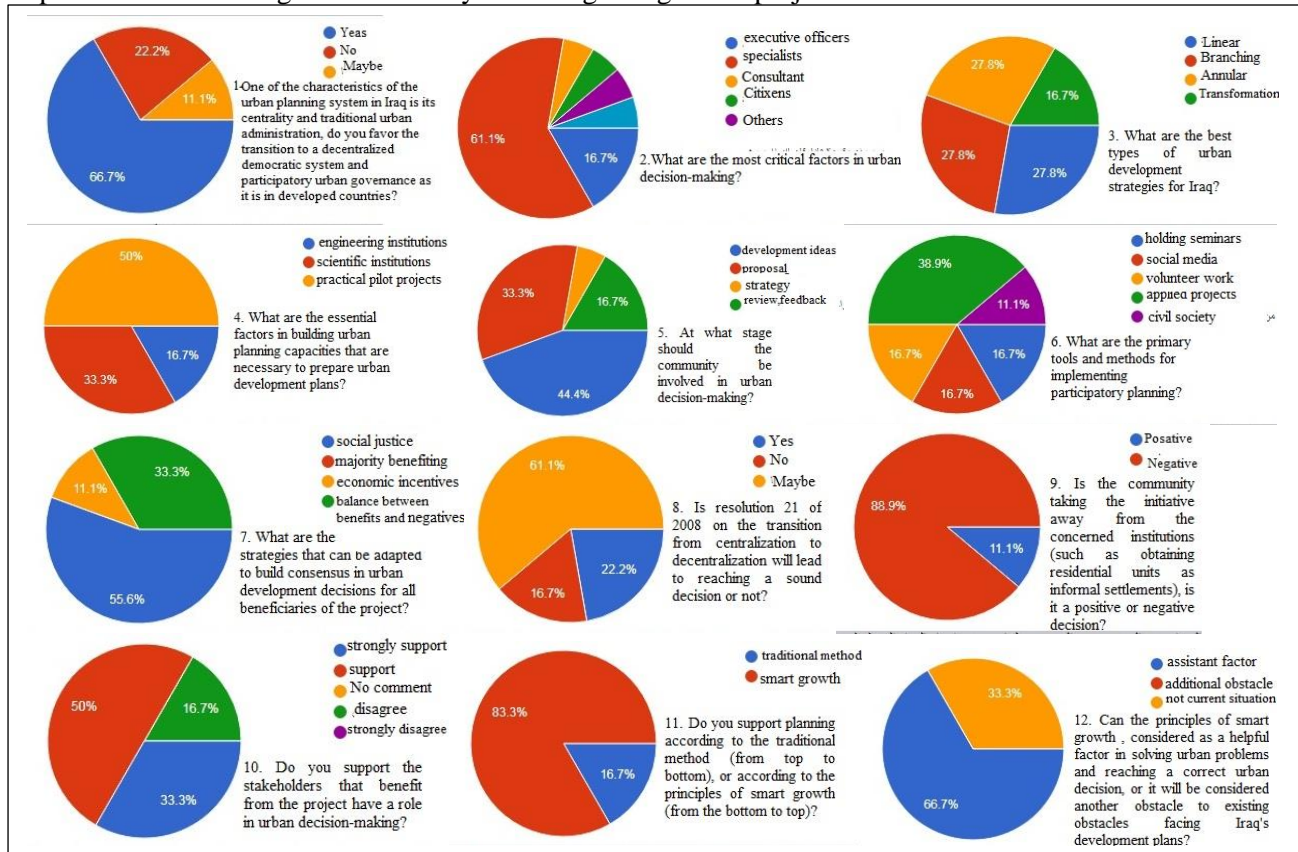

Figure 3. Special indicators questionnaire [Authors]

6. What are the primary tools and methods for implementing participatory planning?

38.9% of the responses were given to real applied projects as the most crucial tool in the application of participatory planning, while 16.7% for (both holding seminars, social media, volunteer work), and 11.1% through civil society organizations. This answer confirms the weakness of the practical side of the Iraqi situation and needs to strengthen and the link between the ideas plans put forward, and implementation on the ground.

7. What are the most critical strategies that can be adapted to build consensus in urban development decisions for all beneficiaries of the project?

55.6% of the responses were given to achieving social justice in building consensus on development decisions, while 33.3% for balance between benefits and negatives, and 11.1% for economic incentives. This is a serious indicator of the absence of social justice for the beneficiaries of the projects in Iraq.

8. Is resolution 21 of 2008 on the transition from centralization to decentralization will lead to reaching a sound decision or not?

61.1% of the answers identified (maybe) the shift from centralization to decentralization is the right decision, while 22.2% said yes, and 16.7% said no. The answer to this question is a reflection of the unclear future of such decisions.

9. Is the community taking the initiative away from the concerned institutions (such as obtaining residential units as informal settlements), is it a positive or negative decision?

88.9% of respondents identified taking the lead by the community away from the institutions concerned is an adverse decision, while 11.1% said favorable decision. This figure is a significant percentage of not leaving

the full freedom of society to take the initiative away from the institutions concerned because of a lack of sufficient culture and appropriate mechanisms to reach the right decision.

10. Do you support the stakeholders that benefit from the project have a role in urban decision-making?

50% of the responses support the role of the stakeholders in decision-making and their involvement in it, while 33.3% strongly support, 16.7% disagree with this opinion. These numbers support research trends after providing the appropriate approach and tools.

11. Do you support planning according to the traditional method (from top to bottom), or according to the principles of smart growth (from the bottom to top)?

83.3% of the respondents support the use of smart growth methods and make the decision from the bottom (beneficiary stakeholders) to the top (decision makers), while 16.7% prefer the traditional method. This answer strength the research proposals.

12. Can the principles of smart growth (including community participation), considered as a helpful factor in solving urban problems and reaching a correct urban decision, or it will be considered another obstacle to existing obstacles facing Iraq's development plans?

66.7% of the responses were given the uses of smart growth principles, including community participation as an assistant factor in decision-making, while 33.3% said not in the current situation. This answer reinforces the research proposals and its importance to solve the planning and design problems of the Iraqi situation after the transition from centralization to decentralization.

4. Conclusion

Strengthening community and stakeholder collaboration in development decisions is an essential principle of smart growth, that change the process of decision making from the bottom to the top. Now a day, Stakeholders have a keen interest and plays a crucial role in urban development. In order to involve them in the process of urban planning, we need to obtain the approval of the community on the work of the planning and make them responsible for this region; Community needs to explain the reasons for planning and how to activate the community and individuals and take their role through it. Also, clarify the benefits for the state, society, and peoples, as they are involved in decision-making through participation in ideas, selection, and evaluation of alternatives. Their role and efforts in training to implement these plans, each according to his specialization and potential. Which will help to create sustainable human and urban development? Community-led participatory planning is a vital ingredient in any local urban and land management initiative. Follow a management strategy that achieves a maximum level of comprehensiveness, including new cooperation between government entities and stakeholders, and a focus on some critical areas for potential growth that will affect the whole city and its metropolitan region. To develop a mechanism for involving stakeholders in the planning and management of the CCDP and develop a training plan including evaluation criteria for project staff to operate and maintain the dynamic GIS-Based Plans of Baghdad city. So, the transition from centralization to a decentralized democratic system needs a new plan and new strategy for stakeholder consultation organization to put in place to provide input and support for the planning and management processes. This process will start with key players in the development of Baghdad city GIS implementation. Resources will generally be categorized into Management, Technical personnel, and Users. As well as the adoption of several types of strategies for the urban development of the Iraqi situation, we need to implement new pilot projects. With the Iraqi situation, it is vital to limit the freedom of society to take the initiative away from the institutions concerned because of a lack of sufficient culture and appropriate mechanisms to reach the right decision.

All such factors will lead to build capacity and involve the community from the beginning of the project until use, in order to achieve social justice and solve the planning and design problems of the Iraqi situation after the transition from centralization to decentralization.

Participatory decision-making requires an environment, culture, and mechanisms that help in the proper transition from centralization to decentralization, in order to reach correct urban decisions, which help in linking residents to the place where they live and use the urban environs. Reaching such a milestone will help planners and designers in making the right decision about urban development in Iraq.

5. References

[1] Ackerlund, Walter Steven, "Exploring Public Participation Decision Making at Superfund Sites: A Mental Models Approach", *University of Montana*, Montana, USA, 2011.

[2] Adrain, J.-C., et al., "Tools to Support Participatory Urban Decision Making", *The United Nations Centre for Human Settlements* (UNCHS Habitat), 2001.

[3] AECOM Enterprises Inc., "Evaluation of Public Private Partnerships", *AECOM Enterprises*, New York, USA, 2012.

[4] Alwie, Theart, "Smart Growth; a sustainable solution for our cities", Stellenbosch, *Stellenbosch University*, 2007.

[5] Alyson L. Geller, MPH, "A Prescription for Livable Cities - Smart Growth", 1410 | Going Public | Geller *American Journal of Public Health* | September, Vol 93, No. 9, 2003.

[6] American Planning Association, "Policy Guide on Smart Growth", Updated Guide Ratified by Board of Directors, USA, 2012.

[7] Ariely, Dan, "Predictably Irrational - The Hidden Forces That Shape Our Decisions", *An Imprint of Harper Co Mins Publishers*, New York, USA, 2008.

[8] Bae, Yooil & Sellers, Jeffery M, "Globalization, the Developmental State and the Politics of Urban Growth in Korea", A Multilevel Analysis, *International Journal of Urban and Regional Research* 31.3 © 2007 The Authors. Journal Compilation © 2007 Joint Editors and Blackwell Publishing Ltd, 2007.

[9] Brinkers, Henry S, "Decision Making Creativity Judgment and Systems", *Ohio State University Press*, Columbus, USA, 1972.

[10] Chatman, Daniel G. et al, "Analyzing the Economic Benefits and Costs of Smart Growth", *University of California*, Berkeley, USA, 2016.

[11] Dalbey, Matthew & Nelson, Kevin, "Communities of Opportunity: Smart Growth Strategies for Colleges and Universities", U.S. Environmental Protection Agency, *National Association of College and University Business Officers*, Washington, DC, 2007.

[12] Damurski, Łukasz, "Online survey as a tool in participatory urban governance - The Polish experience", Other contribution, February- No 3, *European Journal of Spatial Development*, 2011. URL: http://www.nordregio.se/EJSD/article3.pdf

[13] European Innovation Partnership on Smart Cities and Communities, "Strategic Implementation Plan", 2013.

[14] Goffman, Ethan, "Book Review Perspectives - The Smart Growth Manual", by Andres Duany & Jeff Speck with Mike Lydon, *Sustainability, Science, Practice*, & Policy http://sspp.proquest.com, Goffman Fall 2011, Volume 7, Issue 2 89, 2011.

[15] Goldberg, David, "Choosing Our Community's Future: A citizen's Guide to Getting the Most of New Development, Smart Growth America", *Smart Growth America*, Washington D.C., USA, (N.D.).

[16] Gray, Regina C., "Ten Years of Smart Growth: A Nod to Policies Past and a Prospective Glimpse into the Future, Cityscape", *A Journal of Policy Development and Research*, Volume 9, Number 1, 2007.

[17] Hakull, Kent, "Challenges to and Opportunities for Implementing Smart Growth: A Downtown Guelph Case Study", *The University of Waterloo*, Ontario, Canada, 2012.

[18] Hansson, Sven Ove, "Decision Theory - A Brief Introduction", *Royal Institute of Technology* (KTH), Stockholm, 2005.

[19] Katz, Bruce, "Smart Growth: The Future of the American; Centre for Analysis of Social Exclusion", London School of Economics, 2002.

[20] Kim, Tae Byung, "Collaborative Governance for Sustainable Development in Urban Planning in South Korea", *The University of Birmingham*, Birmingham, United Kingdom, 2010.

[21] Kooshian, Chuck and Steve Winkelman, "Smart Growth, Climate Change and Prosperity", *Center for Clean Air Policy*, 2011.

[22] Litman, Todd, "Smart Growth Reforms - Changing Planning, Regulatory and Fiscal Practices to Support More Efficient Land Use", *Victoria Transport Policy Institute*, USA, 2015.

[23] Mayer, Igor, et al, "Collaborative decision making for sustainable urban renewal projects: a simulation gaming approach", *Environment and Planning* B: Planning and Design, volume 32, 2005.

[24] Moon, Sol, "Maryland: SMART, GREEN &GROWING planning guide", Publication No. -05, 2013.

[25] Qateb & Alami, "Baghdad City Comprehensive Development Plan 2030, TECHNICAL APPROACH & METHODOLOGY- APPENDIX A", fourth stage. Baghdad, Iraq: Mayoralty of Baghdad, 2014.

[26] Riddell, Robert, 'Sustainable Urban Planning: Tipping the Balance", Blackwell Publishing Ltd., Oxford, UK, 2004.

[27] Rose, Jonathan & Robert, Wallace, "SMART GROWTH- GUIDELINES FOR SUSTAINABLE DESIGN AND DEVELOPMENT", U.S. *Environmental Protection Agency Council of Governments*, 2009.

[28] Schwartz, Stewart & Custis, Aimee, "THINKING BIGPLANNING SMART", A Primer for Greater Washington's Next Generation of Transit, *Coalition for Smarter Growth*, 2013.

[29] Smart Growth America," Smart Growth Principles; Americans Want Growth and Green; Demand Solutions to Traffic, Haphazard Development", 2000.

[30] Sujit Kumar Sikder et al., "Stakeholders Participation for Urban Climate Resilience: A Case of Informal Settlements Regularization in Khulna City", Bangladesh; *Journal of Urban and Regional Analysis*, vol. VII. 1, 2015.

[31] Ukpolo, Victor, "STRATEGIC PLANNING HANDBOOK AND MANAGERS IMPLEMENTATION TOOLS SOUTHERN UNIVERSITY AT NEW ORLEANS", Strategic Implementation Plan, *Southern University at New Orleans*, 2010.

[32] United Nations Department of Economic and Social Affairs, "Public Administration and Democratic Governance: Government Serving Citizens", *United Nations Publications*, New York, USA, 2007.

[33] UN-HABITAT, "Tools to Support Participatory Urban Decision Making", United Nations Centre for Human Settlements (Habitat), Nairobi, Kenya, 2001.

[34] UN-HABITAT, "The Global Campaign on Urban Governance. Concept Paper. Second Edition, Nairobi", The United Nations Human Settlements Program, 2002. (http://ww2.unhabitat.org/campaigns/governance/documents/concept_paper.doc – accessed 12.04.2009).

[35] UN-HABITAT, "Iraq Urban Sector Strengthening Project- Iraq Urban Sector Project Urban and Land Management in Iraq", Amman, Jordan, 2006.

[36] U.S. Environmental Protection Agency, "Smart Growth - A Guide to Developing and Implementing Greenhouse Gas Reductions Programs", Local Government Climate and Energy Strategy Series, Department of Housing and Urban Development, U.S. 2011.

[37] World Bank, "Public-Private Partnership Reference Guide", *World Bank Publications*, New York, USA, 2014.

[38] Xenidis, Yiannis, "A Proposal for a Model to Support Decision Making in Urban and Regional Development and Management", *Proceedings of the 5th WSEAS International Conference on Environment*, Eco-systems and Development, Venice, Italy, November 20-22, 2006.

[39] Xosé, Somoza Medina, "Governance, Urban Competitiveness and Crisis in Spain", *Journal of Urban and Regional Analysis*, vol. VIII, 1, 2016.

*[40] https://docs.google.com/forms/d/1jsddy6h7_hmLi-cZyrWB5CsReHuKRFRO80gLLlMpY5M/edit?ts=5932af46