



Investigation and determination of the best strategy for sustainable development of nomadic areas of Iran based on the rights of local societies

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Abstract

About 2 percent of the total population of Iran are nomads. Despite the fact that the population of the nomadic community is less than the population of the urban community and the rural community and the products of this society are more than urban's and rural's societies products but their uses of facilities and services are less than urban and rural communities. There are documented reasons for this claim: having over 24 million livestock units (equivalent to 28% light livestock and 4% heavy livestock), producing more than 20% of red meat and producing over 1.5 million square meters of country handicrafts by nomads. This society, with possession of 60% of the geographic space of Iran and 38% of its pastures, plays a very important role from the standpoint of non-operational defense as well as national security in Iran. Also, products of this society, as the first ring of the production chain, support other businesses outside the nomadic areas in the fields of industry, commerce, and services, etc. The set of these capabilities identifies the status of local communities and nomadic areas in Iran's economic, social and environmental equations and emphasizes the need to examine and determine the best sustainable development strategy for these regions and the local community active in it. This article, by studying and identifying the internal and external factors affecting the local community and nomadic areas, by highly applicable scientific and practical method, Called SWOT method, draws the interaction matrix of these factors. In this way, the best strategy for the sustainable development of nomadic areas of Iran, based on the rights of local communities will be defined and presented. Obviously, by adopting the best sustainable development strategy in the nomadic areas of the country, the next step will be to provide the best sustainable development model for the nomadic areas of the country and Local society active in it.

Keywords: Iran, pattern, development, sustainable development, nomadic local society, nomadic regions, strategic management

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INTRODUCTION

The systematic planning for the development of the community and nomadic regions in Iran is not much old, and the history of carrying out service activities for the development of society and nomadic regions is largely limited to the years after the Islamic Revolution¹, especially after the first emigrant nomadic census.

After the census in 1987, a major step was taken to comprehensively investigate and identify the country's nomadic society, and the first fundamental move to a relatively comprehensive study and planning was conducted by the Planning and Budget Organization

upon request and in cooperation with the Nomad Affairs Organization; it had a completely strategic nature; it was decided to develop structural and operational programs while implementing the proposed strategies in the development of the second program.

In terms of planning history, it should be noted that with an overview on the developmental planning process in the country, there is little trace of the nomads in the

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¹ The victory of the Islamic Revolution of Iran on February 11, 1979 led to the change of the monarchy system to the Islamic Republic.

first, second and third programs before the revolution. In the fourth development plan before the revolution, we see the first strategic approach to the nomadic community which has been relatively along with the general impression framework of planners or attitudes toward development, but the role of nomads has been emphasized for the first time.

In the fifth development plan before the revolution, the design for the nomadic community was considered for the first time, and it was decided to create 50 developmental complexes, each covering 2,000 households. The purpose of creating developmental complexes was to gradually convert the economics of emigrant ranchers (nomads) to the life of agriculture and livestock, and the necessity of the participation of representatives and trustees of ranchers was also emphasized in the creation of these complexes.

After the Islamic Revolution, in the first five-year plan implemented, despite the emphasis on the role and importance of the nomads, there were no specific plans for the nomadic community; it was limited to implementation of some scattered sectional plans in the fields of ranching and livestock affairs. The second plan is a milestone in the developmental planning process of the country, in which the nomadic community gains a relatively more distinct position for the first time and, for this community (along with the rural community), a plan is designed with qualitative and quantitative objectives, specific policies and actions. The overall result of the studies was to develop a long-term strategic plan for the development of the nomadic community, providing a good support for mid-term planning.

This research identifies the internal and external environment factors affecting the society and nomadic regions, and develops the strategic plan and pattern of sustainable development of the regions and social organization of the nomads of the country and determines the national pattern of sustainable development in the nomadic areas of the country by analyzing the matrices of the mutual effects of these factors using the scientific and very practical method of analysis and evaluation of the situation. This research seeks the best strategy for matrix integration of the community endogenous strengths (and nomadic areas) as well as the opportunities introduced by the outer space of the nomad social organization to achieve the sustainable development of the social organization.

Concepts

Here, concepts such as pattern, sustainable development, and nomads will be explored.

Pattern

The term "pattern" has been used by anthropologists in a multilateral concept at least since 1871. This free application is still ongoing. On this basis, the pattern has

sometimes referred to behavioral qualities, ideal and behavioral patterns, and sometimes to the principles of cultures (Turner 1999).

Other meanings used in various texts are: model, notion, form and sample, template, design, method and role. This term has been used in many ways. In a simple definition of the pattern, it can be said that a pattern or model is a theoretical and simplified representation of the real world. (Sorin and Tankard 2007).

The Concept of Sustainable Development

Sustainable development is a development that meets the needs of the present time without jeopardizing the ability of future generations in meeting their needs. In this definition, there are two key concepts: the concept of "needs", especially the priority of the basic needs of the poor world; and "limitation", which is imposed by the conditions of technology and social organization on environmental abilities for achieving the present and future needs (Judith 1987).

With emphasis on rural development, sustainable development is defined as: "a comprehensive, balanced and endogenous process, within which rural communities' capacities are developed to meet the basic material and spiritual needs and to effectively control the forces forming the local (ecological, social, and economic, institutional and territorial) housing system" (Iranian Rural Development Institute 2004). Sustainable development can be presented as the management of resources and environment, and the optimal use of scarce resources, as well as the management of the use of renewable sources.

Nomads

The word *Ashayer*² is taken from the root of *Ashireh*. It is from the root of "Ashar" meaning decade (Nomadic Affairs Organization of Iran³). In the Arabic term, it is referred to a related social group (related by the father), whose livelihoods are mostly based on the movement and camels. It also means brothers, descendants, and close relatives by fathers. The Persian word comes from Arabic meaning relatives and descendants and tribe.

Concept and Definition of Strategy

In its today's sense, strategy is the post-World War II achievement and the result of the course and development of planning, and was first used by Alfred Chandler in the book "Strategy and Structure" (Ghaffarian and Kiani 2013).

Although the definition of strategy is expressed and analyzed in different ways and is used for planning, in general, the strategy addresses the process of determining the basic and long-term mission, goals and objectives of the organization and accepting the actions and allocations of essential resources to achieve the organization's goals (Badakhsani and Foruzanfar 2010)

² Arabic (Persian) equivalent for nomad

³ <http://ashayer.ir/index.aspx?siteid=1&pageid=215>

Definition of a company's strategy includes the management game map for achieving a position in the market, directing its operations, attracting and satisfying customers, successful competition, and achieving the goals of the organization (Thompson and Gamble 2015).

According to Mintzberg, the strategy of the organization's behavioral plan and pattern is to determine the future position and provide an overview of how the goals can be achieved (Nazemi 2004).

Sustainable Development Pattern

Sustainable development pattern is the most recent developmental theory and pattern that has been considered in various areas, especially in rural and nomadic societies.

The concept of sustainable development has emerged since the 1980s following the critique of modernization conventional theories (classical theories), and factors such as environmental awareness, the interaction between economics, knowledge, lifestyle, etc. were among the most important reasons for the emergence of this strategy (Pugliese 2001).

The sustainable development approach, which has devoted most of its political, social and cultural efforts to natural resource planning and management, has a special emphasis on the role of local institutions and regional management of economic growth along with the preservation of environmental values. This model is newer to understand and explain the development plans (Tavakoli 2004).

Sustainable development is a continuous, increasing, and comprehensive process that, while utilizing environmental resources moderately, minimizes the environmental and ecological losses and reduces inequalities by creating economic and geographical equilibrium and ultimately considers the benefits of the future generations (Tavakoli 2004). In other words, fulfilling the needs of the present generation without jeopardizing the ability of future generations to meet their needs (Sinaey 1995).

The most important principles of sustainable development include:

- Sustainable environmentalism (Vander Ploge 2000),
- The Importance of Local Knowledge and Technology (Feldmen1995),
- Participatory development (Steinmann 2003),
- Emphasis on the role of women (Mears 1977),
- Emphasis on environmental diversity (Ashley 2002)
- Organization Localism (Parkash 2003)

In general, studies show that sustainable development is based on social, cultural, and economic ecological principles. Cultural and social sustainability ensures the increase in the people' control on their lives and is consistent with the culture and values of the

people affected by it and preserves and strengthens the identity of the community.

Ecological sustainability ensures that development will be compatible with the preservation of key environmental processes, biodiversity and its resources.

Economic sustainability ensures that the development has economic efficiency and resources are managed in a way that they can support future generations (Rezaei 2003).

The goals considered for sustainable development are divided into three sections: the economic section with the goal of further development and efficiency; the social sector with the goal of equality and poverty reduction; and the ecological sector with the goal of preserving natural resources.

These goals have the following mutual relations:

- Economic and social objectives: distribution of income, employment and targeted assistance
- Economic and ecological objectives: environmental assessment, valuation, introversion
- Socio-ecological objectives: public participation, consultation, pluralism (Kazemi 2013).

Nomads' Sustainable Development Pattern from the Perspective of the Rights of Local Communities

The sustainable development pattern in nomadic development plans was emphasized at the international level at DANA conference on "Emigrating Communities and Natural Resources Conservation" in April 2002. The conference has been reviewed to show the necessity of considering the rights of indigenous and local communities, protection policies and programs, and its impact on the lives of nomads, which was finally emphasized in the conference statement:

"Pressures from population growth, unsustainable consumption patterns, climate change, and global and national economic power have jeopardized both the conservation of environmental resources and the lives of local and indigenous communities, nomads have been discriminated, and the pace of change in the world weakens the lives of these societies, and their lives are threatened as index societies. However, the emigrating strata still play a significant role in ecosystem stability, genetic and species diversity."

The five principles agreed upon at this conference for the development and organization of nomadic societies include:

- Principle 1: Rights and Empowerment;
- Principle 2: Trust and Respect;
- Principle 3: Identification of different systems;
- Principle 4: Adaptive Management;
- Principle 5: Collaborative Management (Organization of Industrial Affairs of Iran 2001: No. 29 and 30).

Organization plan will be important if considered with the environmental approach, because this resource can

be better reserved and maintained by reducing the number of livestock and eventually transferring nomadic rangelands to the Organization of Forests and Pastures of the country and implementing ranching projects in them. And, most importantly, it changes the attitude of nomads towards rangeland, and ultimately it can be considered as a measure to develop and promote natural resources (Soltani 1999).

Since the life of the nomadic community is dependent on natural resources, organization plans and creation of agricultural jobs for many nomad ranchers not only realize the distributive objectives of this strategy, but also prevent the destruction of natural resources and ultimately lead to sustainable development and rational exploitation of resources (Soltani 1999).

Regarding the development and organization of nomads or the development of other local communities, sustainable development implies the following four-dimensional relationship:

Knowledge + Development + Environment + Economy = Sustainable Development

In short, the sustainable development approach to nomadic development and organization suggests that the production of nomads that have their own social formulation should not be easily manipulated without communication with the native-local social formulation. The development and organization of nomads should include the following points:

- Ecological considerations
- Local knowledge considerations
- Institutional considerations
- Social-participatory considerations
- Sexual considerations
- Economic considerations
- The lack of manipulation of the nomadic production method (Tavakoli 2004).

It should be noted that there are different views and theories regarding the methods of organization and settlement of nomads in the country; they are summarized in **Table 1**.

Explaining the Relationship Between the Sustainable Development of Nomadic Society and the Sustainable Development of Nomadic Regions in the Country

There is no organization in the vacuum, in other words, any organizational activity occurs principally in a specific environment. This environment about nomadic social organizations, natural resource arenas are in the form of two poles of migration (transhumance), shortcuts and the traditional paths of migration (the roads), which in general are interpreted as the nomadic regions of the country. Due to the unique lifestyle of the nomadic society, there is a close relationship between the life and the nomads' activities and the nomadic regions. Obviously, the development of the nomadic society

(which consists of the constituent units of the nomadic social organization) is consistent with the development of nomadic regions (which consist of the natural resources of the country and their place of work, activity and life). In other words, the decline in the developmental indices of the nomadic regions of the country will coincide the decline in the developmental of the nomadic society of the country. But the important point in this regard is the concept of sustainable development for the nomadic society and nomadic regions at the same time. Undoubtedly, a development for nomadic social organization is deemed to be sustainable when it coincides the development of nomadic regions. Therefore, determining the best sustainable development strategy for nomadic regions of Iran based on the rights of local communities will be able to create the best conditions for the strategic management of these regions to formulate a sustainable development pattern for these areas.

The only situation that may be doubtful is the state in which some cases of the nomadic regions development (e.g. environmental development) limit the nomadic society development (e.g. economic development). This situation does not reject the claim of coordination and the accompaniment of the development of nomadic societies and the development of nomadic regions in the context of sustainable development, and specifies the formulation of a strategic plan that determines the equilibrium of these restrictions in confrontation with each other; it is the exact purpose of this research and is consistent with the themes of sustainable development, a balanced situation under which each type of development is upgraded to a degree and quality that will ensure the occurrence and survival of the other in the present and future periods.

To access such an equilibrium, it is important to recognize some upstream important documents related to the life of the nomads such as vision, the general and specific goals for the sustainable development of the Iranian nomadic community (which are used as executive guarantees of the plans). For this, some of the most important documents in this area have been presented as follows:

Upstream Documents Confirming the Plan and Pattern of Sustainable Development of Nomadic Regions of the Country

In the planning and decision-making process for the development of a strategic plan for the nomadic regions and societies, some related and approved upstream documents and laws can play a binding role in the formulation of the plan and the aspect of executive guarantee for strategic plans and projects:

- a) Approved laws such as:
 - Statute of migrating ranchers

Table 1. The views and theories affecting the organization and settlement of the nomads of the country

Attitude	Influenced by the development pattern	Effect on nomadic society
Renovation and Modernization Urbanization	Renovating	Urbanization was a developmental factor; in other words development is synonymous to urbanization. Therefore, nomadic society was considered a barrier to the formation of modern society. According to the modernization school, emigrating nomadic societies cannot be developed. Nomadic settlement leads to better education, better economics, better health, etc. Therefore, providing the conditions for the settlement of nomadic society is a step towards a modern society. Then, nomadic settlement plans were introduced. In Iran, the influence of this thought was in the Pahlavi era, and the result was compulsory settlement of the nomads leading to the collapse of the structure of the village and the nomads.
Settlement	Almost all the theories	Moving societies, including nomads, are less likely to have access to various social services, and the continuation of this process will lead to backwardness and distance between living standards and settled societies.
Social justice	Providing the Basic Needs	The orientation of this view was on the basic needs, reduction of poverty and focus on the target groups. Therefore, the nomadic society was focused in the form of development projects and services. Many services to the villages of the country and especially the nomadic society are consistent with the strategy of providing the basic needs. The nomadic society was focused after the victory of the Islamic Revolution and the change in the value system of society and the emphasis on the eradication of deprivation and attention to the poor. According to this strategy, in order to provide better education and health facilities to nomads, they should be settled, so the nomadic settlement and organization plans were carried out to enjoy the facilities and services. But the remarkable point in this strategy is the broad dependence of the nomadic society on the government in many areas and issues arising from it.
Social changes	Classical (Reduction-oriented)	In the modernization period, factors such as material and technological innovations, dissemination of innovations, economic processes, thoughts and ideas, modernization, acculturation, and political processes led to social changes in the nomadic society of the country.
	Contemporary (Integration-oriented)	Settlement of nomads in order to promote the level of development in all its dimensions, because in today's conditions of Iran and the world, nomadic society has lost its development power (potential) under the tribal system, and any effort to preserve it requires continuity of backwardness and imposition of increasing material and spiritual costs on people, especially women and children deprived of liberty and civil rights.
Migration	Renovation	Immigration is considered as a positive issue and one of the factors of economic growth, because it considers the development of economic growth. Therefore, developmental plans have growth and urbanization orientation, and less attention has been paid to nomadic societies.
	Influenced by the development pattern	Effect on the nomadic society
	Dependency	Immigration is compulsory and because of the lack of development, it has structural, spatial, occupational, and housing constraints. With the dominance of this view, the nomadic society has been focused to reduce immigration through the provision of developmental services.
	Systemic	The systematic approach to immigration is focused in terms of the viewpoint of dependency, the backwardness of the nomadic society from the development and the gap between this society and the settled societies. On the one hand, and the modernization of the settled societies as attraction on the other. According to this view, the attractions of the urban communities on the one hand and the lack of development of the nomadic society on the other hand in the economic, social and environmental aspects compared to urban and rural settlements have provided the nomads with the desire to settle and immigrate. Therefore, nomadic settlement planning is essential for development.
Environmental protection	Sustainable development	Environmental policy focuses mainly on maintaining and protecting resources. Regardless of those who depend on these resources, it will have effects on the poor, and the result of the work will be unsuccessful. Given the fact that the nomadic society of the country is in direct relation with nature and natural resources and, in fact, the survival of this society has depended on the interaction with the environment for thousands of years, the environmental point of view has paid much attention to it. According to the environmental point of view, livestock surplus on the nomadic rangelands on the one hand and the destruction of many trees and bushes for fuel on the other lead to environmental degradation; so they should be settled to prevent the degradation of pastures, and in fact this view has a limitative behavior to the nomadic society.
Sustainable development	Sustainable development	This approach suggests autonomy, self-help, capacity building, empowerment and participation of the local community and emphasizes the integration of ecological systems with socio-economic systems. According to this view, "pressures from population growth, unsustainable patterns of consumption, climate change, and global and national economic power have endangered the conservation of both environmental resources and the lives of local and indigenous communities; the nomads are discriminated and the pace of change in the world ruins the lives of these societies and their lives are threatened as index societies. This view focuses on the nomadic societies with the aim of considering the rights of local and indigenous communities. It puts emphasis on the settlement of nomads or the organization of their migration to promote the level of social, economic and environmental life, and the spirit dominating this thought reflects the point that by the help of the local knowledge of the local community and using the potential of the nomadic regions and without the fundamental manipulation of production methods with the participation of the local community, a lasting development can be created.

- Decisions of the Nomadic Supreme Council whose secretariat is located in the Iranian Nomadic Affairs Organization.

- Approvals of the Revolutionary Council and the Islamic Consultative Assembly

- Nomads organization bylaw approved in 2005

- Five-year economic, social, and cultural development plans

- Approvals of the government infrastructure commission

b) Strategic plan document and preparation at national and provincial level

c) Islamic Republic of Iran's 20-Year Vision Plan Document on the horizon of 2025, announced by the supreme leader of the revolution on November 4, 2003, to the heads of the three powers. Undoubtedly, the nomadic society of Iran, along with the urban and rural community, is included in the paragraphs of this document, especially the part stating that Iranian society in the horizons of vision would have such characteristics:

“health, well-being, food security, social security, equal opportunities, proper income distribution, a strong family institution, away from poverty, discrimination and enjoyment of a favorable environment”

Terms, such as health, well-being, and social security refer to social development; proper distribution of income and being away from poverty are the goals of economic development, and enjoyment of a favorable environment shows the environmental development.

Inspired by the Islamic Republic of Iran’s 20-Year Vision Plan Document on the horizon of 2025, and considering the talents and abilities of the nomadic society and regions in the province and the opportunities ahead, the 20-year vision of this society is expressed as follows:

With the grace of Allah Almighty and the attention of the officials of the holy system of the Islamic Republic of Iran, the nomadic society in the 20-year vision of the country:

- Is an organized society, enjoying a fair share of the resources, facilities, public and infrastructural services, basic needs and equal opportunities compared to urban and rural communities in economic, social, educational, cultural, political, and security fields.
- Is a society with preserved and documented Iranian-Islamic culture and customs
- Is a dynamic society with a known and documented native knowledge
- Is a society with a literacy rate of 100% in the population under 60, possessing the necessary skills in production
- Is a society having sustainable employment, along with the promotion of productive activities
- Is a productive society with diversified sources of production and income and effective in meeting the basic needs of the country
- Is a society with complete social and judicial security and safe against the risks of natural disasters along with strengthening the environmental equilibrium
- Is a society with an income proportional to its contribution to national production, at the average level of per capita income of the country
- Is a converged society with a coherent, efficient and participating local management, with a life based on cooperation and partnership.
- Is a society developing in accordance with its prerequisites and its prestigious position and history while preserving and protecting human rights and dignity.

- Is a society away from poverty and corruption, having appropriate housing at least in one of the ecosystems poles.

d) The legal duty of the Iranian Nomadic Affairs Organization in the form of objectives and missions as a state-owned institution pursuing the nomad’s affairs

Inspired by the 20-year vision document of the nomadic society of the country, the responsible system has provided the following objectives.

- Providing social justice by eliminating deprivation from nomadic regions and modifying existing inequalities between nomadic societies and urban and rural societies.
- Organizing and promoting the nomadic quality of life with respect to social, economic, cultural, and environmental requirements.
- Cultural engineering⁴ and preserving Iranian Islamic identity and nomadic spiritual heritage

Major Strategies of the 20-year Vision of Iran⁵

The 20-year vision document of the nomadic society and the derivative goals are the foreground of the presentation of the major strategies of the vision plan for nomadic regions and society:

- Organizing nomadic migration based on the local management system within the ecosystem.
- Increasing nomadic production capacities using appropriate technology and their indigenous knowledge and skills.
- Strengthening the constructive interaction of nomads with the environment and environmental resources and the sustainable and balanced relationship between livestock and pasture in nomadic ecosystems.
- Promoting indices of human, economic, social and cultural development of nomadic society to the average rural indices of the country.
- Diversifying economic activities in nomadic societies by utilizing the capabilities, facilities and talents of nomadic regions in order to create, improve and develop employment, increase income and help maintaining population in the ecosystems.
- Organizing and fixing the rights of exploitation of rangeland by the nomads, giving the management of nomadic rangelands to the nomads for proper management under the supervision of related organizations.
- Using appropriate technology and non-polluting energy sources in order to increase the quantity and quality of products and improve the quality of

⁴ The secretary of the Cultural Engineering Council, the Supreme Council of the Cultural Revolution (Mohammad Eshaghi) defines cultural engineering as (Nov13, 2012): “The process of re-designing, reforming and promoting the relationships of the cultural, social, political, and economic systems of the country based on the engineered culture, according to the national and global conditions and requirements.”

⁵ A document for the vision of Iran’s development in various cultural, scientific, economic, political and social fields. This vision has been implemented since 2005 in the form of four five-year development plans. 2025 is the horizon of the vision.

life of the nomadic society by maintaining the balance and sustainability of the environment.

- Creating, developing and strengthening the public organizations in order to attract more participation of the nomads in the process of decision-making, implementation and exploitation in economic, cultural, social and local management fields.
- Establishing, strengthening and matching the administrative-executive structure of the relevant agencies and providing a fair share in proportion to the population and the extent to which nomads enjoy public resources and services and facilities by executive, judicial and law enforcement agencies.
- Developing formal and non-formal education including technical, skills development tailored to the needs of the nomadic society.
- Strengthening tourism attractions of the nomadic society, taking into account the natural, social, and cultural capacities of the nomads, and trying to institutionalize and exploit them in proper way.
- Developing the coverage of supportive institutions of social insurance and health services and insurance of products in nomadic society.
- Providing social security within the ecosystems with the participation of nomads.
- Using appropriate technology to improve the adaptability of the nomadic life to environmental factors and inhibiting the damages caused by natural disasters in the territory of ecosystems with regard to necessity (prevention of flood, drought, desertification, and other events) and providing sustainable safety for nomads against natural threats and obstacles.
- Conducting research and using scientific findings and studying the susceptible areas in the nomadic ecosystems in order to support the settlement of volunteer nomads and organize the migration.

An overview of all the above items and the scrutiny in its important phrases suggest the development of thought and the promotion of the perceptions of planners in the field of nomadic regions and nomadic life in the country, because a concept close to the concept of sustainable development can be extracted by understanding these concepts and integrating them together.

Identification, Explanation and Analysis of Internal and External Factors Affecting Nomadic Societies And Regions in Order to Formulate a Strategic Management Plan of by the Iranian Nomadic Social Organization

In order to determine an appropriate strategy for the sustainable development of nomadic regions of the country, the above-said alternatives and the factors of the internal environment (weaknesses and strengths) and external environment (opportunities and threats) effective in the nomadic society and regions are tarified, classified and carefully loaded in the relevant tables, and then using the scientific and precise methodology for analyzing and evaluating the position, known as SWOT⁶, the proper strategic plan for the sustainable development of nomadic areas is specified. The list which is a combination of strengths, weaknesses, opportunities, and threats, has provided 79 relevant items⁷. The list was shared with 87 scholars who directly were dealt with the issues of the nomadic society and regions, or planned and provided services to this society, and after the analysis of the resulted information by statistical methods in each group, 10 items became significant and were used as the basis for the continuation of the process of the development of pattern and the strategic plan for nomadic society and regions development. In other words, 10 items were introduced for the strengths, 10 items for the weaknesses of the regions and the nomadic social organization, 10 items for the opportunities ahead of these regions and the related society, and 10 items for the direct or indirect threats from out of the nomadic society and regions. In the next step, based on the statistical methods and determination of the coefficient of importance and severity of each factor, each item score was determined. Creating matrixes of the analysis of internal and external factors mentioned above, the strategic window of the nomadic social organization of the country was drawn in a schematic form, but based on the relevant scientific and statistical methods. According to the current status of nomads and nomadic regions of the country, this window states the best organizational pattern and strategic plan for the society and nomadic regions of the country:

1. SO: a strategy based on strength-opportunity (offensive strategies) (i.e. how to use the internal strengths of the nomadic regions and society to exploit the opportunities ahead), or

2. WO: a strategy based on opportunity-weakness (conservative strategy) (i.e. how to exploit the opportunities ahead of the nomadic regions and society to resolve its internal weaknesses)

⁶ **SWOT**: Strengthens, Weaknesses, Opportunities, Threats

⁷ A question raised in interviews or questionnaires to achieve statistical variables. The items of this research are the result of hours of expert work, the results of which are included in standard questionnaires. The extent of their impact on the sustainable development of nomadic regions has been investigated from other experts in this field with the help of the Likert scale.

Table 2. Internal Factor Analysis Matrix

Score	Factor severity	Importance coefficient	Description	Code	External factors
0.276	4	0.069	The existence of the Iranian Nomadic Affairs Organization with specialized personnel and organizational structure at the levels of the city, province and country in order to pursue affairs related to the nomadic regions and society.	S1	
0.260	4	0.065	The existence of unions, cooperative companies and nomadic organizations with the appropriate capacities in the provision of services, and support of nomads.	S2	
0.236	4	0.059	Settlement of nomads in large areas with a significant distribution, especially in strategic border regions, having 1:4 of the country's livestock with racial diversity and knowing nomadic livestock as a genetic reserve of livestock in the country.	S3	
0.092	2	0.046	Indigenous knowledge and skills of the nomads in livestock and pasture affairs and their relative advantage in the production of healthy livestock and protein products and some handicrafts.	S4	
0.117	3	0.039	Conducting direct organizational studies in nomadic areas of the country, identifying the sources of production and employment for the organization of migration and, the nomads' settlement if they tend.	S5	Strength point
0.174	3	0.058	Women will play a key role in the existence of a cultural structure with genuine values accepted by the nomads of the country, which will strengthen the sense of cooperation and commitment to the participation of this society in collective affairs.	S6	
0.043	1	0.043	Nomads are the symbol of the ancient lifestyle (cultural heritage); they protect the authentic national-local values	S7	
0.090	2	0.045	Establishing necessary infrastructures and the relative growth of some service and access indicators in nomadic areas	S8	
0.044	1	0.044	The role of nomads for passive defense, especially in the border and marginal regions of the country.	S9	
0.462	3	0.054	Nomadic society has a high percentage of young people who are ready to work with an appropriate level of participation in the process of decision-making, implementation and operation of organizational plans.	S10	
0.248	4	0.062	The elimination of the traditional management system for rangelands and the lack of effective military replacement for the conservation and sustainable exploitation of the country's rangelands, especially in nomadic areas of the country.	W1	
0.114	2	0.057	The compulsory school dropout of nomadic children due to cultural poverty or lack of motivation and talented force for providing formal and informal education services in nomadic areas of the country	W2	
0.220	4	0.055	Weaknesses in infrastructure, low investment rates and resource efficiency, and the lack of diversification of products and occupations in nomadic areas.	W3	
0.096	2	0.048	Weakening the commitment to tribal system, weakening social structure and the positive effects	W4	
0.126	3	0.042	Weakening the nomadic cooperatives network in terms of financial sources, service facilities, related specialist forces, and the reluctance of the nomads to increase capital due to the lack of confidence in more benefit.	W5	Weakness
0.074	2	0.037	The shortage or absence of financial statements for the access of nomads and nomadic to financial facilities of banks, financial and credit institutions, etc.	W6	
0.147	3	0.049	The traditional system of activity and production in nomadic areas, which increases labor and production costs and reduces the income of nomadic households; this has a negative effect on the sustainable development of these areas.	W7	
0.042	1	0.042	The young generation of nomads do not welcome nomadic production activities, leading to an increase in unemployment rate in these areas and intensifying the migration process and the withdrawal of active human capital from nomadic areas.	W8	
0.078	2	0.039	Low quality of educational programs and, in some cases, inconsistency of promotional, technical and vocational trainings with the real needs of the nomadic regions and society in the target area.	W9	
0.094	2	0.047	The remoteness and impassability of areas that limit access to infrastructure and service facilities.	W10	
$\Sigma=2.733$	-	$\Sigma=1$	Total coefficients of importance of internal factors		

3. WT: a strategy based on the weakness-threat (defensive strategies) (i.e., how to act; when the internal weaknesses of the nomadic regions and society increase the possibility of harming external threats. This kind of strategy can be named as a pattern defensive strategy, and nomadic society strategic plans)

4. ST: a strategy based on strength-threat (competitive strategies) (i.e., how to use the strengths of the nomadic society to thwart the factors that threaten the nomadic regions and society).

Drawing a "Strategic Window" for the development of the Iranian social organization and nomadic regions based on the results of the above matrices (i.e., the total scores obtained from the multiplication of coefficients of importance by the severity of the factors affecting the nomadic regions and society) from among the four strategies (conservative strategy, offensive strategy, defensive strategy, and competitive strategy) the

emergence of sustainable development in nomadic regions and the local society active in it as a result of an offensive strategy.

CONCLUSION

If in the part of the analysis of the factors affecting nomadic regions and nomadic social organization, and using the strategic window of social development organization and nomadic regions of the country, the best strategy is proved to be the offensive strategy resulting from "matrix integration" of the society endogenous strengths (and nomadic areas), as well as the opportunities introduced from the outer space of the nomadic social organization to obtain the strategy of achieving the sustainable development of this social organization; a strategy that helps to exploit the opportunities for sustainable development of this society

Table 3. External factors analysis matrix

Score	Factor	Importance coefficient	Description	Code	External effect
0.248	4	0.062	The Statute of the Iranian Nomadic Affairs Organization, the capacities of the Nomadic Organization Regulations, approvals of the Nomadic Supreme Council and the State Specialized Committees, and other relevant laws.	O1	opportunity
0.174	3	0.058	The approach to providing social justice, government planning for less developed regions, the presence of nomadic representatives faction and existing capacities of the Ministry of Agriculture	O2	
0.072	2	0.036	The fields of using new technologies and renewable energies and the production of healthy and clean products.	O3	
0.174	3	0.058	Suitable capacities of financial and credit institutions in the plans and activities of the nomadic sections of the country.	O4	
0.129	3	0.043	Suitable capacities to increase the coverage of a variety of health insurance, social insurance and agricultural products insurance.	O5	
0.212	4	0.053	The potential of new irrigation systems, and transferable lands for the development of employment in crop production, gardening and alterant industries as well as other economic activities in the vicinity of nomadic territories.	O6	
0.068	2	0.034	The existence of a state-owned dutiful system for rangeland audits and assignment of range projects to local communities, including nomads.	O7	
0.088	2	0.044	The context of creating and developing business and exchange activities and developing employment through nomadic border markets	O8	
0.090	2	0.045	The existence of scholars and researchers active in the field of nomadic studies and the possibility of presenting proposals and theses and academic dissertations at the undergraduate, B.A, M.A, and PhD levels associated with the nomadic society and regions.	O9	
0.168	3	0.056	Capacities of the Agricultural and Nomadic Investment Fund, Microfinance Fund and Nomadic NGO's	O10	
0.196	4	0.049	Failure to fully realize the objectives and provisions of the laws and programs approved due to the lack of adequate and timely allocation of funds for the fulfillment of legal obligations, as well as the ineffectiveness of some regulations in accordance with the lifestyle of the nomads.	T1	threats
0.144	3	0.048	Unofficial negative attitude of some decision-making and planning and even the executive authorities of the country in the way of nomadic life activities and poor status of nomads in the country's planning system.	T2	
0.195	3	0.065	The high price of production inputs, weak supply of nomadic products and the challenges of the production-consumption chain, the import of red meat and products with corresponding nomadic products, regardless of its impact on the nomads' and nomadic regions' economy.	T3	
0.096	2	0.048	Extreme effects of natural disasters on the nomads and nomadic regions.	T4	
0.228	4	0.057	The lack of special regulations for the nomads of the country according to their lifestyle, in order to take advantage of (technical, banking) facilities and, consequently, weakening the nomadic production financial power.	T5	
0.088	2	0.044	Lack of scientific and research centers, experienced consultants and contractors specializing in nomadic affairs for various reasons.	T6	
0.144	3	0.048	Increasing number of transfers and violations of the real and legal persons to the conventional territories of the rangeland and nomadic regions of the country and the inability of the nomads to fix the violation due to lack of awareness of the rules and regulations.	T7	
0.159	3	0.053	The lack or absence of adequate infrastructures to increase private sector investment in nomadic areas and improve the services to nomadic areas in areas such as fueling, water supply, etc.	T8	
0.088	2	0.044	The destructive impact of the prevalence using some of the new products and communication technologies in the nomadic cultural transformation.	T9	
0.110	2	0.055	Occupation and loss of the nomadic paths, increased problems and risks of migration on the main and sub roads.	T10	
\sum	-	\sum	Total coefficients of the importance of internal factors		

using the internal strengths of the nomadic regions and society. Undoubtedly, this development will be realized based on the nomadic regions and exploitation based on the concept of sustainability of the human resources of this social organization and the basic resources of the areas of activity and life of this vast organization (including green resources, water resources, earth resources, etc.)

The status quo of the Iranian nomadic society suggests that the mere application of an offensive strategy in the formulation of a strategic plan for the sustainable development of nomadic regions of the country without having a "inclusive strategic scenario" will be impossible in proportion to the plan implementation and the current status of the Iranian nomadic social organization and the regions and areas of its activity. The results will be incomplete if implemented, and will not lead to a sustainable development. The forecasting and providing a multi-

state scenario based on the development plan implementation time will exit the plan from the "static status" and turn it into "dynamic status." In other words, the application of strategic management based on the offensive strategy and given the current status of the nomads of Iran, based solely on the comprehensive strategic scenario, will make the nomadic regions and local society active in these areas gradually move from the unfavorable status to the a favorable one in the future. In order to achieve this goal, it is recommended to apply various types of offensive strategies as follows:

Frontal Offensive Strategy

When the resources of the nomadic social organization have no limitations for activity and life, and the nomadic social organization can be well distinguished from other existing societies and organizations. In this case, the method proposed by the organization is a direct intervention and demand. For example, since the human resources is in minority



Fig. 1. Strategic window for the development of the social organization and nomadic regions of the country

compared to the rural and urban society, offensive strategy is less recommended by the Iranian nomadic social organization recommend, but having a total of 24 million livestock units (equivalent to 28% of light livestock and 4% of the heavy livestock in the country) and production of more than 20% of red meat represents a high production and economic potential along with the low population of this social organization, which is impossible to ignore. Due to their physical and heroic qualities, they have other capabilities in the security and defense field that may make them less vulnerable and more efficient during external attacks. Therefore, having such features requires that this social organization act without any considerations or through its own representatives and enter the frontal offensive strategy phase.

Encirclement Offensive Strategy

This method is also recommended as one of the offensive strategy methods when the nomadic social organization, based on its positive internal potentials (strengths), can innovate in various related fields. For example: if the nomadic social organization, due to the working and living in the virgin natural resources areas, unique management method, in terms of tribal social system, very good culture and traditions, etc. while entering the area of tourism activities with titles such as nomadic eco-tourism, etc. can have important role in the national, regional and perhaps international tourism market, it kills 3 birds with one shut. Firstly, with the share assigned in this market, it has in fact generated new sources of income for itself (an increase in income that has an economic development dimension); secondly, with the direct and indirect employment created for the nomadic group active in this sector, in addition to creating a new workplace and protecting the nomadic culture and traditions, two abnormal phenomena of unemployment and unplanned immigration and marginalization have been confronted

at the same time; with the attractiveness of these activities in younger nomads, they lead to happiness of the nomadic social organization and the rise of the life expectancy index (which in turn has a social and cultural development), and since young people are considered to be the most valuable in human resources and the most valuable human capital of any organization, such as economic and social organization, this strategy can be the origin of positive effects for the dynamism of nomadic social organization. Thirdly, as the nomads clearly enjoy the economic and social benefits of this innovation, they respect the arena that helped the prosperity of the potential of this social organization and does its best to protect it (respect, protection, and security shown not so long ago due to the exploitation of natural resources of the pastures, forests, etc., during the life and production of livestock and products derived from it, innovations such as pasture captivation, rangeland redevelopment through mobile pasture seeding by leading livestock, etc.) Behaviors that, in summary, can be interpreted as behaviors in line with the environmental development. It is observed that sometimes by adopting a proper approach to apply the offensive strategy of the nomadic social organization, we can simultaneously achieve all the important components of sustainable development, including economic, social and environmental development. It is a sustainable development for the nomadic social organization.

Flank Strategy

The prior two attack methods provide the context to use this attack method. If sufficient resources including human, financial, manufacturing, etc., are available and using an face-to-face attack and if applying innovations based on the internal strengths of the nomadic social organization (which illustrates the use of the rival's encirclement strategy), the opposite approach which is according to action based solely on development

outside the sustainable development frameworks, will naturally be weakened, and this strategy, presenting the status of the strengths of the nomadic social organization, can marginally lead the views from the extensive or one-dimensional approach to sustainable development. This is considered a flank attack. Conducting nomadic conferences and exhibitions by nomadic scholars can be a great tool for applying this type of offensive strategy. This type of strategy is used limitedly.

Guerilla Offensive Strategy

This type of offensive strategy is used suddenly and irregularly when the current plan based on the extensiveness of plans contributes a relatively large volumes, and the plans based on the inclusive development approach have a decorative aspect due to the existing conditions. The volume of attacks in this strategy is cross-sectional and based on the case and can continue as long as the approach change context and moving towards comprehensive developmental plans can be provided. Mostly, adopting this kind of strategy is crafty and intangible to retaliate the false

beliefs that result from poverty and interest-seeking that promote the thought of expanding programs due to ignorance or interest-seeking does not neutralize the invasive effects of invasive informality, which has a unique surprise feature. For example, in the strategy of extra-territorial media for the intrusion of a kind of thinking, the change of some dominant social behaviors or cultural change in the target land, informal and intangible offensive strategy has been much used.

Bypass Offensive Strategy

This kind of strategy is long-range and forward-looking strategy, and its precise place in the inclusive strategic scenario is long-term plans. This kind of strategy is used for the future attacks based on feedback of the combined application of various types of offensive strategy that was introduced before the "bypass offensive strategy", provided that the next phase of the SWOT analysis and the strategic window resulting from it recommend an offensive strategy again for the strategic plan of the sustainable development of nomadic areas of the country.

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