

# Strategic Planning of Regional Tourism with Sustainable Development Approach; Case Study: Khaf Region

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**ABSTRACT:** One of the confident and practical things to promote urban planners to manage the sustainable regional tourism is to recognize the capabilities and potentials of present tourism in urban and rural centers in order to use of them optimally and also to recognize the existing insufficiency to avoid, plan and reduce the supposed insufficiencies in these two tourism sectors. This study intended to evaluate and analysis the potentials and also insufficiencies of regional tourism in Khaf with sustainable development approach and to provide the regional tourism development plan. The study is a descriptive-analytical in terms of nature and it is an applied one. It is used from librarian and survey methods to recognize the internal and external factors influenced on the regional tourism development of Khaf and to collect related data and information. In survey studies using Delphi method, the perspectives of 50 people elite, experts and local peoples are used. Confirming the factors, the administrative questionnaire is prepared. Its validity is confirmed using statistical population. The Cronbach alpha related to internal and external questions are 0.871 and 0.912 respectively. Then, the internal and external factors are evaluated using SWOT technique, and then they rated using Freedman test. The findings indicated that the final score of internal and external matrix are 4.131 and 4.3 respectively. Therefore, the dominant strategies to develop the regional tourism of Khaf using sustainable development approach are of the kind of strategic offensive (SO). In last, given to results and calculations, six strategies are provided.

**Key words:** Sustainable Tourism, Regional Tourism, Strategic Planning, Khaf

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## INTRODUCTION

The tourism is an ancient phenomenon that existed in urban and rural communities and it became a technical, economic and ecological-social subject gradually and in different stages of history (Ajza Shokoohi et al., 2014). This industry is a multi-dimensional charter that it's each dimension meets some aspects and needs of human life and effects on them (Badri et al., 2011). The tourism as an emerging and smoke-free industry in new era has become one of the main pillars of world trade economy (Entezari and Aghaeipoor, 2014) and also it is provided as the main pillar of sustainable development regarded to its positive features and outcomes (Riahi and Mehr Alitabar, 2014). According to world tourism organization, the income from tourism is rapidly expanding. This could be a big step for urban and rural development with natural and tourism attractions (Entezari and Aghaeipoor, 2014). Of course, exploitation of these biological centers (urban and rural) capabilities and potentials need to comprehensive plans (Badri et al, 2011). Thereby, some planners and policy-makers believed that tourism is raised as a multi-value subject (Chekani Azar, 2014) it is considered as an important approach to achieve the sustainable development regionally. Because, it's environmental degradation is low and it is an endless source. Meanwhile, it should be considered that the sustainability as a fundamental approach is accepted for every development

including tourism development. Also, in scientific discussions, sustainable tourism is raised as a new conception against destructive effects of tourism development. Thus, the preservation of natural environments particularly natural attractions is a priority mission of institutions related to environment (Badri et al., 2011). Tourism acts within framework of spatial patterns. One of the spatial patterns is urban and rural tourism. The urban and rural regions are often considered as important tourist destinations because of their historical and cultural attractions (Chekani Azar, 2014). So that, tourism industry is one of the largest sources of economic growth and job creation in cities and towns. Its rapid growth will have social, economic and environmental changes in there. Therefore, it is seen that the industry with its special features is considered as a dynamic industry with clear future for urban and rural centers (Badri et al., 2011) particularly in terms of recession and when the profit of other economic activities be on the decline. While, it can be a suitable alternation and complement strategy for their development, it can effect on previous income level and provide new job opportunities and social changes in urban and rural communities (Papoli Yazdi, 2007). The urban-rural links are the result of mutual interactions between rural-urban centers in regional areas and are recognized and manifested through different issues (Saeedi and Soltani, 2010). The urban-rural links have main role in setting and expressing development policies with the aim

of poverty reduction and optimal equitable distribution of resources and the emphasized services of development experts (Akbarian Ronizi and Rezvani, 2014).

Iran as a system has many potentials and different ecotourism regions because of its significant scope and also having particular geographical conditions such as diverse nature, different species of plants and animals, and mountainous, desert, forest, coastal and marine landscapes (Entezari and Aghaeipoor, 2014). The different regions in these areas as a sub-system and elements of this different system have such nature in its spatial body. One of the obvious examples of tourism diversity lies in exploration and interconnectedness of urban-rural networks. From tourism development perspective, it can act as a tourism system, that each of the rural centers with more different landscape than urban centers and despite having unique conditions could have complement practical-structural role in regional tourism related to urban and rural centers.

Having different towns, proper distance between towns and central cities, easy and appropriate accessibility, having different resources and many attractive regions, Khaf city is raised as a tourism system and it can meet the different needs of tourists. Thus, we can see the formation of one of the tourism pole in region, its effects, equitable distributions and suitable resources and services in regional level and in turn, the regional sustainable development using optimal spatial management.

The main objective of this study is strategic planning of regional tourism with sustainable development approach in Khaf city. The strategic system has been selected in this study and it tries to recognize strength, weaknesses, threats and tourism opportunities in rural regions and links them strategically related to their urban tourism potentials. In last, this study intended to analyze the existing status of regional system and to reduce some tourism development problems in Khaf city and its towns. Because, the development along with scientific and careful planning could lead tourism in regional level to sustainable development and this need to proper, scientific and optimal management.

### Review of literature

In world development literature, the sustainable development paradigm was considered by experts since 1970s. However, attention to sustainable development started by identification of mass tourism potential effects, considering tourism activities effects on economy, environment and the culture of tourism sites, also uncontrollable growth of mass tourism which lead to depletion and degradation of natural, social and cultural resources, and also devastating effects such as reduced heritage, local and tradition culture, the loss of local identity, increase in crime, crowding and other environmental issues in host sites (Choi and Sirakaya, 2006).

The sustainable development of tourism is a kind of development in which balance, value preservation, ethics quality, economic principles and economic advantages are seen equal and it is attempted to balanced development is replaced by only economic development. In this perspective, the tourism using existing resources is in such a way that it can provide unity and integration, cultural identity, environment health, balance economy and wealth

to local people, while it respond to economic, social, cultural needs and community lawful regulations and also tourists needs (Barghi et al., 2012). Tourism development as a new strategy in terms of rural development in Iran can have an important role in diversification of rural community economy. If the rural tourism can play its roles as well, it can be a creator, stimulus or a developed process to achieve sustainable development in rural regions and also sustainability of local community in all economic, social, cultural sub-branches and itself tourism industry (Sharifzadegan and Moradinejad, 2002). However, we can consider the tourism as a comprehensive strategy to rural development. In this regard, the tourism can come close to sustainable development and in turn to sustainable tourism which it consider all economic, social, body, environment and managerial dimensions of rural and it tries to provide growth and prosperity of rural in all areas in long-term (Mahdavi et al., 2010).

Tourism acts in particular framework of spatial patterns. Urban tourism is one of them. The urban regions are considered as an important tourism destinations because of their historical and cultural attractions. Cities have usually diverse and large attractions such as museums, monuments, theatre halls, sport stadiums and others which can attract many tourists (Timothy and Geoffrey, 1995).

In addition to, many of planners and policy-makers believed that the tourism industry is the main pillar of sustainable development in regional level. Factors such as suitable organizational structure, planning and human resource education, regulations of tourism and fundraising are needed to achieve tourism development in regional level. However, from some expert's perspectives, tourism is one of the main sources of job creation and income in some countries, regions and areas. Likely, tourism industry is the only source of income, job creation and foreign investment acquisition in developing countries in regional level (Chon and Oppermann, 1997). Although, tourism can lead to the restoration and improvement of the living conditions of urban and rural residents, it can make social and environmental irreversible damages in urban and rural areas (Lepp, 2007). Therefore, the capable and coherent management and also harmonization between public and private sectors are needed to achieve sustainable development in tourism industry in urban and rural regions (Madhoushi and Naserpour, 2003).

Several studies are conducted about tourism and sustainable development at home and abroad directly and indirectly. Madhoushi and Naserpour (2003) evaluated the tourism industry barriers in Lorestan province and indicated that there are direct relationship between decision-making centers and underdevelopment of tourism industry, between lack of infrastructure facilities and tourism services and also between marketing weakness and lack of tourist acceptance and tourism underdevelopment in Lorestan province.

Mahdavi et al. (2010) in its research as the strategies of development of rural tourism using SWOT model in small Lavasan in Tehran resulted that vulnerability level of rural areas is high because of tourism and it needs to review and provide suitable policies to remove restrictions and use of rational existing advantages. Moradi and Rahmani (2010) in a paper as the tourism role in urban sustainable development (the case study of Mashhad)

suggested that the major power of tourism in Mashhad is religious tourism which covers all aspects of that city that given to sustainable principles and compliance with standards, it can have dynamism and development for the city in long term. They also suggested that it can play role in economy, social, environmental and cultural life of the city.

Rajabi and Fathalizadeh (2008) in their paper as "study the environmental powers and land forms of Zonoz region in regional tourism development" investigated the capabilities and attractions of Zonoz region and indicated that this region includes different kinds of natural landscapes and attractive land forms, rural and historical tourism that the former has the largest share.

Gaderi et al. (2011) in a paper as "planning strategies of regional tourism using SWOT technique (the case study of Piranshahr city)" used of regional approach and tried to identify the effective factors on tourism development of different regions and to provide tourism development strategies in this city. Their main attention had been given to geographical conditions of this city and possibility of creation of trade free region there and in turn increasing tourists.

Karami and Modiri (2010) also in a study as "to identify the talented regions for tourism in order to achieve regional development (The case study of Kalpourghan)" investigated the tourism role in regional development of Kalpourghan region and its potentials and infrastructures and also they study the feasibility of tourism development in there. They found that using natural and historical potentials of the region and applying appropriate management and providing regional comprehensive plan, they can provide tourism development beds in the region.

Akbarian Ronizi and Rezvani (2014) resulted that rural tourism can increase cultural opportunities for local residents in addition to its other advantages such as job creation, potential income creation for local residents, enhancement of local-regional economy foundations and tax source for managers.

Using careful review of literature related to regional tourism or sustainable tourism in this scale, it is visible that so far the comprehensive study related to rural tourism, their complement roles and their mutual effectiveness is not conducted about sustainable development tourism. This study attempts to analyze and investigate the urban and rural tourism in related to each other with strategic-systematic approach to tourism in sustainable development tourism beds. In addition to, the synergistic or lack of thereof is tested for each of urban and rural tourism as two independent variables about regional development.

### To recognize and refine of the study area emphasizing on regional tourism

The Khaf city with 9796.79 Km<sup>2</sup> is located between geographical circuit 33 degree and 52 minute to 34 degree and 59 minute of north latitude, and 59 degree and 21 minute to 60 degree and 55 minute of east longitude of Greenwich meridian. Khaf city have four central parts including Sengan, Zozana plain and eight villages. This city is restricted to Taybad city from north and east north, to Heydarieh Torbat from north and west north, to Rashtkhar and Ghonabad cities from west and to Ghaen city in south Khorasan from south and it has 123 km common border with Afghanistan. According to the last divisions, this city has five towns namely Khaf river (28444), Sengan (9500), Ghasem Abad (4414), Selami (6581) and Neshtifan (7426) (the map 1).



Figure 1. Spatial view of Khaf city location in province and country (Khod Avand Consulting Engineers, 2010)

From one perspective, we can divide the Khaf city in three parts namely up Khaf, mid Khaf and down Khaf, which each of them have many potentials related to tourism and attracting tourists. Because, this city is located in dry and semi-dry area and it has warm and dry climate in most times of the year, the tourism powers of it are as the followings:

Down Khaf part: The old urbanites this area which are considered as the most important attractions of this area in previous and now, has particular attractions for tourists.

Mid Khaf part (the central part of Khaf): This part is located in the dry and semi-dry area and has clear sky without clouds in most times of the year that it is very appropriate to view celestial bodies. So, building an observatory in this mount and invest on it will provide suitable field to attract tourist. The spatial establishment of this mounts close to city and its stone material has provided suitable conditions to investment and to build artificial waterfall and to create touristic recreational complex there.

Up Khaf part (the Selami, Selami dam and etc.) which has much water source and it is an attractive region to create water sports and to attract and to develop tourism.

## MATERIAL AND METHODS

This study is a descriptive-analytical-correlation study in terms of method and nature, and it is an applied one in terms of objective. The governed approach on this study is strategic-systematic approach, in such a way, in the systematic approach, the different structures (economic, social, environmental, spatial-skeleton, managerial etc.) related to Khaf city and its towns have been known with the aim of explain and determine the capabilities and potentials of urban and rural tourism and it is attempted to provide the strategic plan and pattern toward to Khaf region tourism development. The method of gathering data based on library and survey methods using tools such as interview with managers and tourism experts and faculties. According to this information, the basic knowledge was yield from internal and external effective factors on tourism development of there and then its strength, weaknesses and threats are explained. The statistical population includes Khaf city which to collect data, it is used from 50 experts perspectives (faculties, and PhD students of geography, urban planning, urbanization, socialization, economic and architecture etc. fields) and local aware people using administrative questionnaire. The method of gathering data was documentary in the setting and confirmation of validity and reliability of questionnaire stages and then it was used from survey method. Using Delphi technique and brainstorm of experts in two stages, the identified factors were confirmed and it was used from their expertise and complementally opinions. Therefore, the validity of the final questionnaires was confirmed using expert's opinions and its reliability related to internal and external factors was

calculated using Chronbach Alpha. The output of Chronbach Alpha test is 0.871 and 0.912 respectively. It indicated that they have high reliability. The weight coefficient is dedicated to each of factors after identifying the external environmental factors namely opportunities and threats using the expert's opinions. Then, the scores among 1 to 5 are dedicated to each of the threats and opportunities. In subsequent stage, the weighted score (coefficients of importance degree of each factor in resulted score) is calculated and then the total score is obtained and the environmental features evaluation (EFE) matrix is calculated. The method of internal features evaluation (IFE) matrix is as the same. In such a way that, for each of strength and weaknesses factors, a weight coefficient among 0 (no importance) and 1 (very important) is dedicated using the experts opinions. In addition to, the scores among 1 to 5 (on the base of Likert) are dedicated to each of strength and weaknesses. Then, the weighted score (coefficients of importance degree of each factor in resulted score) is calculated and the total score is obtained.

In this way, it is used from SWOT technique in order to identify urban and rural tourism capabilities in Khaf region systematically and it is used from Freedman test to rate and to determine the effective level of each factor on evaluation process of internal and external factors and in turn regional tourism development. SWOT technique is a suitable tool to identify and measure the situation and to codify the strategies to manage the control of system.

The main message of internal and external strategic analysis (SWOT analysis) is to advance and move forward based on strength, minimizing the weaknesses, providing improvable fields, seizing opportunities and undoing the threats (Chekani Azar, 2014). Therefore, the most common application of it is to provide the rational framework to lead the system issues, different strategies systematically and to collect the strategy lastly. Chart 1 shows the schematic of SWOT method framework.

**Chart 1.** SWOT matrix and how to determine the strategies (Mahdavi et al, 2010).

Matrix SWOT		Weaknesses S	Weaknesses W
Opportunities O	←	Strategies SO	Strategies WO
Threats T	←	Strategies ST	Strategies WT

According to given descriptions, we can codify and determine the dominant strategy for regional sustainable development tourism as below.

Firstly, the internal factors including existing strength and weaknesses and external factors including opportunities and threats related to urban and rural tourism of Khaf are identified using managers and experts perspectives. This stage has three methods.

1. Get to know the managers, their background, experiences and survey visits by writer.

2. Study the literature related to regional sustainable tourism.

3. Use of interview with experts related to geography and urban and regional planning, rural planning, urbanization etc. and also interview with some related

liabilities and local knowledge people by Delphi technique.

## RESULTS

In first stage as the input stage, the opinions of faculties and different experts (tourism, geography, economy, regional development etc.) about strength, weaknesses, threats, opportunities Khaf potentials emphasizing on sustainable development of tourism, coefficient (importance degree of these factors related to sustainable development) and rate (importance degree of these factors related to sustainable development in different towns of Khaf and also urban center) are collected after related investigations and surveys using

Delphi technique. After the calculation of sum of final score, the internal and external factors evaluation matrix is extracted.

### Evaluation of internal and external factors on tourism sustainable development of Khaf region

The evaluation of internal and external environment cause that the managers, decision-makers and planners use of quad factors (strength, weaknesses, opportunities and threats) in the process of codification of goals and strategies in judging stages. The small decisions that are taken about the relative significance of internal and external factors related to tourism sustainable development of Khaf region allows that the goals and different strategies are provided effectively.

### Evaluation of internal factors of tourism sustainable development of Khaf region and their rating

The evaluation matrix is formed after polls of experts using Delphi method. According to calculations, the sum of final scores of internal and external factors related to Khaf tourism given to internal factors evaluation matrix is equal 4.12. It means that tourism sustainable development of Khaf region can use of strength cases to overcome on weaknesses given to different structural, natural, managerial, social, economic, political etc. conditions (Table 1). In subsequent stage, the strength and weaknesses are rated through Freedman test using SPSS software. The output of the test and rating its factors are observed in Table 2.

**Table 1.** Evaluation of internal factors matrix

Factors	Structure	Subject	Weighted score	Rate	Final Score	
Strength	Economy	Having vast areas of arable lands	0.031	4.1	0.127	
		Be favorable the region for investment and tourism planning for use of region potentials	0.034	4.5	0.153	
		The suitable markets in regional level to sale handicraft products etc.	0.033	4.3	0.142	
		Tendency of managers and local liabilities to job creation and income through tourism development	0.032	4.2	0.134	
		The different sources and suitable bed to job creation related to tourism industry	0.037	4.9	0.181	
		Availability of preliminaries for economic development by tourism in long term	0.038	5	0.19	
		Less distance of rural centers (with diverse natural landscapes) from urban centers of Khaf and less cost of travel to town	0.036	4.7	0.169	
	Social-cultural-managerial	Availability the good rural-town roads that reduce the cost of travel	0.029	3.8	0.11	
		Densely populated with large area	0.029	3.8	0.11	
		Having the local management using Islamic council	0.029	3.8	0.11	
		The participation sense among people about the development of tourism plans in this area	0.033	4.3	0.142	
		Having rich local cultural mores and diverse and attractive handicraft industries	0.035	4.6	0.161	
	Environmental	Calm and less noise environment	0.036	4.7	0.169	
		Diversity of natural environments and being original and diverse geographical landscapes	0.036	4.7	0.169	
		Having vast, talented lands to expand the tourism activities compatible with environment in north parts of Khaf	0.029	3.8	0.11	
		Availability of suitable infrastructures to bury the wastes and environmental pollutants in Khaf region	0.028	3.6	0.101	
		Calm environments and far from of sound and industrial pollution in khaf towns	0.034	4.5	0.153	
	Weaknesses	Economy	Low efficiency of agricultural products in the region	0.027	3.5	0.095
			Lack of proper planning in how to use of current potentials	0.028	3.6	0.101
Lack of proper management and planning and participation in use of potentials and economic capabilities of towns			0.028	3.6	0.101	
Lack of knowledge among residents of town about the ecotourism economic advantages and their distributive effects			0.034	4.5	0.153	
Non-participation of local people in economic projects related to tourism			0.035	4.6	0.161	
Social-cultural-managerial		Lack of high quality care and service facilities	0.028	3.6	0.101	
		Ignoring the social and cultural effects raised by tourism	0.028	3.6	0.101	
		Lack of diversity in providing the high quality recreational and residential facilities	0.031	4	0.124	
		Storage of expert forces in managing the tourism in the region	0.029	3.8	0.11	
		Lack of training for local people to use of tourism potentials	0.03	3.9	0.117	
Environmental		Lack of green space and natural jungle in some parts of the region	0.029	3.8	0.11	
		Not suitable the environmental skeleton infrastructures in most towns and some parts of the region	0.029	3.8	0.11	
		Lack of hygiene by tourists in the region	0.029	3.8	0.11	
		Accumulation of waste in populated regions of tourism regions	0.028	3.6	0.101	
		Ignoring the natural sources efficiency from sustained energy	0.028	3.6	0.101	
			1	130	4.127	

Resource: The calculations of writers according to survey studies, 2014.

**Table 2.** Rating mean of internal factors according to Freedman test

Strength	Weaknesses
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Factor name	The score of rate mean	Rate	Factor name	The score of rate mean	Rate
S1	3	11	W1	1.882353	14
S2	3.611111	6	W2	4.411765	3
S3	3.166667	8	W3	5	1
S4	3.055556	10	W4	4.705882	2
S5	4.722222	3	W5	2.823529	9
S6	5.277778	1	W6	2.705882	10
S7	5	2	W7	4.117647	5
S8	2.666667	14	W8	2.058824	12
S9	2.777778	13	W9	3.823529	6
S10	2.833333	12	W10	2.941176	8
S11	3.111111	9	W11	3.235294	7
S12	3.888889	5	W12	1.764706	15
S13	3.388889	7	W13	2.058824	13
S14	4.555556	4	W14	2.352941	11
S15	2.333333	16	W15	4.235294	4
S16	2.222222	17	N= 50, Chi-square=252.927, df=10, Asymp. Sig= 0.000		
S17	2.666667	15			
N=50, Chi-square=268.145, df=10, asymp. Sig=0.000					

Source: The writer's calculations, 2013

According to Table 2 and output of Freedman test and from experts perspectives, the factors including availability of preliminaries for economic development by tourism in long-term in the region, less distance of rural centers (with diverse natural landscape) from urban centers of Khaf and less cost of travel to there and availability of the different resources and suitable bed to job creation dependent to tourism industry, are the most effective factors in tourism sustainable development of Khaf region related to strength factors with weighted mean scores 5.277, 5 and 4.72 respectively. Also, from experts perspectives, the factors including lack of proper managing and planning and base participation in use of economic potentials and capabilities of towns, lack of knowledge among residents of towns from economic advantages of region ecotourism and their distribution effects and proper planning in the region on how to use of the current potentials are the most influential factors of weaknesses with weighted mean scores of 5, 4.70 and 4.41 respectively.

#### Evaluation of external factors related to tourism sustainable development of Khaf and their rating

The external evaluation matrix is formed using Delphi method and after polls of experts. According to calculations, the sum of final scores of external factors related to tourism sustainable development of Khaf region in external factors evaluation matrix is equal 4.3 (Table 3). It means that in tourism sustainable development of Khaf region, the opportunities are superior than threats faced to regional tourism system. The rating of strength and weaknesses is conducted after determination of final score and using freedman test and SPSS software.

The output of statistical test and rating the factors is observed in Table 4. According to table 4 and output of

Freedman test, from the perspectives of experts, the factors including the possibility of attraction of civil and infrastructures funds toward to recreational service activities in the region, state liabilities support from tourism development with job creation approach in the region and identify and investment on the rural handicrafts industry and local and Khaf region souvenirs are the most effective factors related to strength factors in tourism sustainable development of Khaf with weighted mean scores of 8.61, 7.75 and 7.283 respectively. In addition to, from their perspectives, the factors including poor planning and lack of coordination between private and public sectors to investment on the tourism industry development in the region, lack of necessary powers in organizations to attract the foreign investors and expert and experienced forces in tourism section and lack of expert and experiences human resource to encourage the private sector are the most effective threat factors in sustainable tourism development in the Khaf region.

#### The strategies of development of sustainable tourism in the Khaf region

Given to calculations and according to the expert's perspectives, the output of quantitative models of the research suggested that the final score of internal factor evaluation of regional sustainable tourism development is equal 4.12. Also, the final score related to external factor evaluation is an invasive strategy due to the internal and external matrix in the first quarter.

So, it is emphasized on SO strategies in systemic conditions of Khaf region and the strategies tend to move toward that they can facilitate the sustainable tourism development in the Khaf region using given strategies and arrangements.

**Table 3.** Evaluation of external factors matrix

Factors	Structure	Subject	Weighted Score	Rate	Final Score
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			Opportunities			
Opportunities	Economic	Support of state officials from tourism development with job creation approach in the region	0.039	4.6	0.179	
		Identify and investment in rural handicrafts part and local souvenirs and Khaf region	0.042	5	0.210	
		Be suitable the living status of the region people than previous	0.037	4.4	0.163	
		Expanding the recreational facilities next to tourism attractions	0.038	4.5	0.171	
		The possibility of attract of civil and infrastructures funds toward to recreational service activations in the region	0.04	4.8	0.192	
		Holding local festivals and fairs in the region	0.034	4	0.136	
	Social-cultural-managerial	Availability of education facilities for rural residents and citizens related to tourism	0.032	3.8	0.122	
		Being the historical and cultural fields among residents and tourists	0.037	4.4	0.163	
		Being the more motivation to travel among citizens and suburbs people	0.036	4.3	0.155	
		Suitable fields for cultural interactions among residents and tourists	0.034	4	0.136	
	Environmental	Possibility of restore of lost ecosystems	0.037	4.4	0.163	
		absence of parental industries pollutants of environment in next cities	0.04	4.8	0.192	
		Practical attention of local people to protect of environment in the region	0.037	4.4	0.163	
		The strong religious fields to protect of environment in the region	0.037	4.4	0.163	
	Threats	Economic	Lack of job creation industries based on sustainable development in the region	0.037	4.4	0.163
			Non-enforcement of government supportive plans related to tourism programs	0.042	5	0.210
			Poor planning and lack of programming between public and private sectors for investment in tourism industry in the region	0.039	4.6	0.179
			lack of necessary powers in organizations to attract foreign investors and expert forces in tourism section	0.037	4.4	0.163
			Uncontrolled increase the price of lands and rent-seeking and also the price of goods and services in the region	0.04	4.8	0.192
		Social-cultural-managerial	Fading the culture and local tradition of villagers against other cultures	0.031	3.7	0.115
			Lack of expert human resource to encourage the private sector	0.033	4	0.132
Lack of expert and educated forces to identify the tourism attractive phenomena and to identify them to local and non-local tourists			0.033	4	0.132	
Environmental		Lack of suitable supervision on ecosystem in the region by concerned institutions	0.032	3.8	0.122	
		Existing some external natural threats such as desert areas in next provinces and its development as a strategy	0.029	3.5	0.102	
		Destruction of environment and non-rational exploitation of it, increase the water and sound pollution in tourism places by some institutions and private sector	0.028	3.3	0.092	
		Soil erosion and lack of program and enforceable plan in this regard	0.034	4.1	0.139	
		Change of land use in some regional sections influenced by destruction of farming and garden lands	0.033	4	0.132	
		Air pollution because of the effects of extra use of transportation machinery in the urban region of Khaf	0.032	3.8	0.122	
			1	119.2	4.301	

Resource: the writer's calculations according to survey studies, 2013

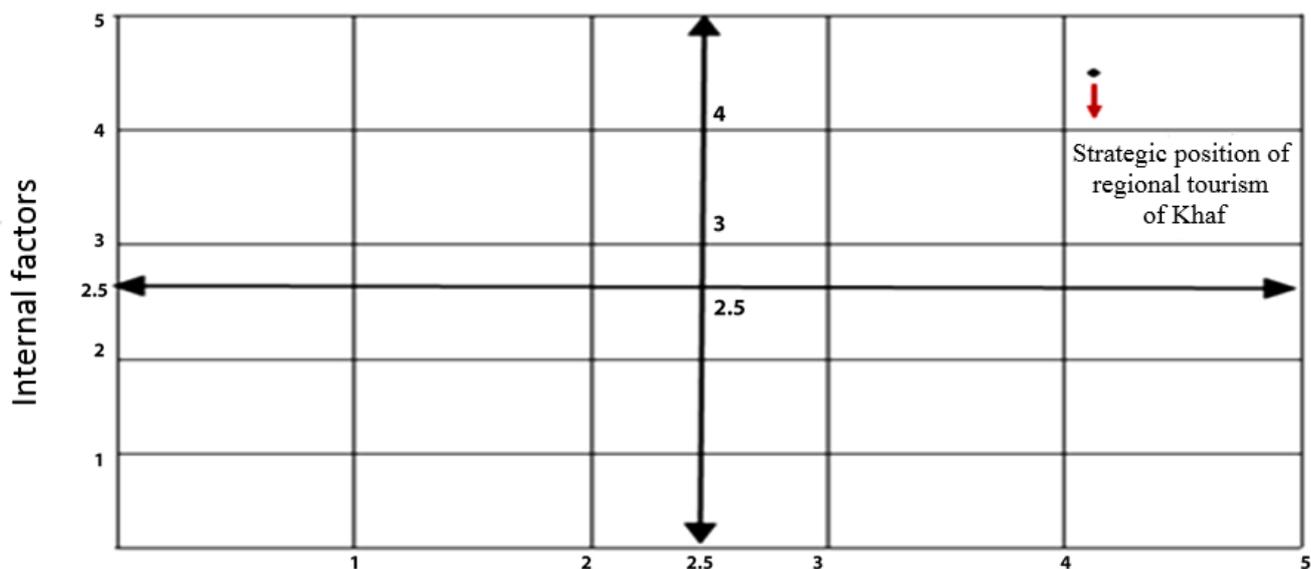
**Table 4.** Rating mean of external factors of regional tourism sustainable development according to Freedman test

Strength			Weaknesses		
Factor name	The score of rate mean	Rate	Factor name	The score of rate mean	Rate
O1	4.521	2	T1	3.444	5
O2	4.468	3	T2	3.111	8
O3	3.085	9	T3	5	1
O4	2.128	14	T4	4.889	2
O5	5	1	T5	3.222	7
O6	2.234	13	T6	3	10
O7	2.553	12	T7	3.889	3
O8	2.766	11	T8	3.611	4
O9	2.926	10	T9	3.333	6
O10	4.255	4	T10	3.056	9
O11	3.191	8	T11	2	13
O12	3.457	7	T12	2.111	12
O13	3.617	6	T13	2.333	11
O14	3.723	5	T14	1.778	14
N=50, Chi-square=186.689, df=9, asymp. Sig=0.000			N= 50, Chi-square=186.201, df=9, Asymp. Sig= 0.000		

Resource: The writer's calculations, 2013

**Figure 1.** the strategic position of regional sustainable tourism development of Khaf

## External factors



Resource: The writer's calculations

**Table 5.** The selected strategies to develop the sustainable tourism in the Khaf region

External factors Internal factors	Opportunities (O1) to (O14)	Threats (T1) to (T14)
Strength (S1) to (S17)	<ul style="list-style-type: none"> <li>• Invasive competitive strategies (SO)</li> <li>• To create the motivation in private and public sector to job creation using rural and urban tourism with holding festivals and handicrafts fairs in the region</li> <li>• To motivate to people to travel to this area than previous given to its close distance to rural centers, being clean from air pollutants and to improve the economic status of them</li> <li>• To develop the recreational and infrastructures services to attract more internal and external tourists.</li> <li>• To codify the strategic-structural plan of topics of tourism attraction in Khaf city denotatively.</li> <li>• To provide the potential measuring in different topics if Khaf region and comprehensive plan of the region emphasizing on internal tourism</li> <li>• To provide the written plan to apply the expert forces in urban and rural tourism part and holding the educational classes with the aim of familiarity of people with works and tourism advantages and to increase their participation in public and private plans of tourism</li> </ul>	
Threat (W1) to (W15)	Overview strategies (WO)	Defensive strategies (WT)

## CONCLUSION

Survey, identify and evaluation of effective factors in regional sustainable tourism development is one of the most important stages in planning and spatial managing of this phenomena.

If the spatial-temporal analysis of regional tourism is associated with rural-urban tourism, these two biological complexes will have dynamic and mutual interaction in a special spatial-temporal interval in their spatial development processes and also consistent with structures and functions appropriate with residents needs in above spatial-temporal interval. The different issues of people, goods and services are flowed between these two places. In such a way that, we can observe some different exchanges among cities and towns, likely in other words,

we can say that due to different causes such as a sudden increase in citizenship changes in four previous decades, lack of scientific orientation in spatial and skeleton managing of city and or mismanagement in suitable regional spatial and others which we can call it "the predominance of urbanization on urban development". The dynamic conditions and functional utility and the procedure of influence of rural on regional system have taken a downward turn. But, there are rural centers with capabilities to attract the travellers and tourists still and we can direct it in the favor of rural centers using optimal spatial management.

The suitable solutions to organize and to meet the existing problems in regional tourism system of Khaf dependent to the extent and intensity of it will be different. So, we should study the problem; recognize its

dimensions, extent and intensity of it in order to provide the appropriate solutions. In addition primary fields, the formation and development of rural and urban tourism is analyzed related to skeleton-spatial, environmental, social-cultural, managerial-structural actions of these two biological centers.

Undoubtedly, we see the experiences and deal records in regional tourism development and its urban and rural tourism with any view, having the sufficient knowledge about effective factors on system structure and performance of the region and rural-urban interactions in different dimensions are of the most inevitable stages in the above problem solving. This study attempts to study the effective factors on regional sustainable tourism development through documentary studies (research, managing experiences and the intervention of rural-urban tourism and urban regional in Iran and other countries) and survey studies using Delphi technique and the experts and other related elites. Meanwhile, it attempts to rate the determined factors through appropriate statistical tests and using administrative questionnaires.

The findings indicated that the dominant strategy on regional sustainable development in the Khaf is of the kind of invasive strategy (SO) given to analysis of internal (strength and weaknesses) and external (opportunities and threats) factors.

The provided strategies given to consistent of strength and weaknesses due to development of regional sustainable tourism in the Khaf are as the followings:

(SO1): to motivate the public and private sector to job creation through rural and urban tourism holding handicrafts festivals in the region.

(SO2): To create more motivation than previous given to near rural centers, being clean from air pollutants and to improve the economic status of the people

(SO3): To develop the recreational and infrastructural facilities to attract more internal and external tourists.

(SO4): to codify the structural-strategic plan from mass topics of tourism in Khaf city denotatively.

(SO5): To provide the plan for potential measuring in different topics of Khaf region and comprehensive plan for tourism in this area emphasizing on internal tourism

(SO6): To provide the perfect plan to apply expert forces in urban and rural tourism and holding the educational classes with the aim of familiarity of local people with effects and advantages of tourism and to increase their participation in tourism public-private plans.

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