

## Realizing the Sustainable Development of Urban Economy in Identifying the Potential Range of City by Using SWOT Technique

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### Abstract

As there is a direct and positive correlation among the potentials, opportunities and expectations and the population living in each place, these factors can have an impact on the characteristics of the people living in that area as well. Therefore, this article was developed as an assessment of urban economic development indicators to identify the potential range of Birjand city and after reviewing the existing situation, the descriptive-analytic method was used to explain the research topic and library and questionnaire methods were used to gather information. The obtained results indicate this fact that human's emanation is in response to growth needs and spaces development. Sustainability of this space and achieving to urban sustainable development require a kind of planning that could establish and select location of economic and social activities in two-dimensional space. However, the type and quality of the city's location changes the importance rang of this attitude to the town. Birjand city as a functional and economic center has relatively wide expanse of its surrounding settlements in terms of the functional radius. This area was generally based on political boundaries of Birjand city that their dependence range will vary based on the distance of areas from Birjand city. Urbanization process guiding in most areas due to the lack of participation of the private sector, because of economic weakness was done out of the region and the role of government and its policies in growth and development or stagnation of social and economic activities have great influence. Also, rural migration has a significant impact on the construction and function of city. The main reason for rural-urban migration was economic factors such as poverty and unemployment, which is caused by unfavorable natural environment and the weakness of technique and capital and lack of proper planning of the state. This area is faced to the expanse level of road communication, commodity exchanges, existing economic and social interaction between Birjand city and surrounding centers of its sphere of influence which during the recent years the dependence rate of these centers to Birjand has been increasing. This paper attempts to assess the economic status of Birjand based on SWOT model which was conducted by using the Delphi method.

**Keywords:** Investment potential, development indicators, Birjand city, technique weakness and investment

### Introduction

According to the goals of the general policies of the system and twenty years visions 1404 of Islamic Republic of Iran, moving towards a developed country, proportionate to their cultural, geographical and historical circumstances, and dependent on moral principles and Islamic, national and revolution values are the main objective. On the other hand, considering the vision document 1404 as a comprehensive national goal, it seems that strategic areas like Birjand city due to the specific geographical political, economic, cultural and social position can be important in promoting

the development of infrastructure base of the vision document (1404) of general policies of system with regional approach. Identifying the development potential as the main predisposing cause of creating comparative advantage is also considered as the other dimension of economic development. Therefore, this study aims to take a scientific step towards regional development by relying on this attitude of the necessity of the regional development's early foundations with identifying the potentials and their analysis and in this way the scientific institutions' thinking is very effective. On the other hand, recognizing the potentials of different parts of an area is to attract the developmental programs (Hoder, 2002). Urban areas as milestones points of human societies are the accumulation center of people and material objects. This type of accumulation and the space occupied and reformed can be considered from various aspects (Madani Pour, 2000). Knowledge and awareness of the structure and economical mechanism of a city and land use are necessity for planning at every level including urban, regional and state and for analyzing. Construction of a city center is determined with quantity and production power, manufacturing activities, income and generally by economic activity of that center. The main objective of economic studies is to be aware of economical combination, the evaluation of the economic viability and the future status prediction of the local economy to predict the regional growth and development context. Accordingly, the basis of studies of its space - physical crystallization development is visualized in appropriate shape (Todaro, 1999). Economic development is a process in which the economic and social foundations of society are changed so that the primary result of this transformation will be the economic inequality reducing and variations in production, distribution fields and consumption patterns of society. Nowadays, economic development is not considered only within the framework of pure economic theory, but according to "Myrdal," economic growth and development is a socio-political and cultural issue. However, there is a difference between the economic growth and development. Economic growth simply implies an increase in production or national income per person in a society and heavily depends on a quantitative numbers, but economic development is more complex process which are closer to concepts such as economic transformation than the concepts of economic growth (Rahnemaei, 1990). One of the most important elements in the production process in the economy is the workforce and employment of the workforce is important for economic policymakers and job creation is considered as the most important goal for them. In Iran, because of its economy structure, unemployment was proposed as an economic crisis at different periods and job creation in various sectors is concerned as a strategy for statesmen in macroeconomic policy. These policy makings have been based on the employment increasing in various sectors of the economy (Jalali et al., 2010). In most countries, especially third world countries, distribution of economic activity and employment in cities are not balanced which means that more economic activities and employment are concentrated in large cities and other cities are restricted of the lack of these facilities. This imbalance in employment leads to the migration to the cities that have more facilities. This situation creates a state of imbalance in the settlement system. Thus, planning and implementation of employment policies need to recognize and consider the changes in the structure of employment during the recent years and predict the trend of these changes in the future (Razaviyan, 2004). Manpower which is one of the main factors in the economic flow cycle and a key factor in achieving sustainable development and if this stimulus to be guided in its right direction, it can create additional value added in all sectors of the economy (Matin Nafas, 2004). In development economics literature, always financial shortage with an emphasis on financial and physical capital, and then with an emphasis on human capital is considered as the most important obstacle to sustainable economic growth in developing countries. On the other hand, the recognition of the potentials of different sectors of an area is to attract the developmental programs. The current status of economic system of Birjand city is influenced by the powers, talents, constraints and

limitations that are associated with it. Therefore, for recognizing the economic characteristics of the city, in addition to examining the status quo, the interaction process of strengths, weaknesses, opportunities and threats of economic facilities of city are evaluated by SWOT model.

### Methodology

This study in terms of data collection method is a descriptive-survey one because there is no possibility to manipulate independent variable and researcher begins to review, analyze the situation and perception and describe the accomplishments associated with the situation. In descriptive part, the data collection tools refers to the information of relevant books, articles, official documents, conducted researches, interviews and other documents and also the information existed in electronic databases and in the survey part, data are collected by questionnaire and interview. Generally, this study is conducted by library-document as well as questionnaire (by experts and specialists). Also, in this study the Delphi technique and SWOT model were used to analyze the obtained data.

### The geographical location of Birjand city

Birjand city is located in the height of 1465 meters above sea level and center of Birjand county, South Khorasan province and at 481 kilometers from the capital of Khorasan and 458 km of Sistan and Baluchestan center and 586 km from the center of Kerman. This city is located in the central desert area of Iran and in terms of the geographical coordinates is placed in 32 degrees and 52 minutes of north latitude and 59 degrees and 12 minutes of east longitude. Birjand city with 31,704 square kilometers is located in the East of Iran (Iran Statistical Center, 2011).

### Birjand economy according to the SWOT matrix

The abstract of total data and economic considerations of area in relation to other natural, demographic and physical components in the SWOT table for the three economic sectors are as follows:

**Table 1. Evaluation and prioritization matrices of IFE internal factors**

Strengths List	Weight	Score	Weighted Score
<b>A. Agriculture sector</b>			
1. Existing aqueduct in the study area for groundwater withdrawals (Discharge of aqueducts is reduced in the status quo)	4.18	2.55	11.797
2. Development of greenhouse cultivation in the study area and its relatively high efficiency in some rural areas	4.90	2.30	9.16
3. Substituting and changing the type of cultivation and cultivating the crops in water scarce region in the warm seasons of the year	4.80	2.53	10.935
<b>B. Industry</b>			
1. The existence of an active industrial town near the center of Birjand-Khosf	3.88	2.38	15.3634
2. The existence of suitable infrastructure for industrial development in the vicinity of the axis of Birjand-Khosf	4.70	2.51	14.946
3. The focus of the main industrial workshop of area in the axis of Birjand-Khosf and relative physical-spatial integration of industrial activities	4	2.29	11.3208
<b>C. Mine</b>			
1. The existence of construction stone mines (including rubble stone, granite and bentonite) in the north of study area (out of bounds line)	4.50	2.43	14.9814

2. The existence of stone cutting workshops around existing mines	4.94	3.11	13.1472
3. Birjand city to be the center of the province and the boom in building activities that will promote these activities.	4.70	3.18	
<b>D. Service</b>			
1. This part has great power in the field of tourism, road transportation and on the way services, catering and commerce (retail and wholesale).	4.24	2.67	
2. Birjand city as the center of the province and development of the different service subsections' activities and expansion of this part will lead to the attraction of more employers in this part.	5.22	2.87	
3. The existence of many monuments natural attractions in the study area, especially the presence of Shaukat Abad Garden collection, next to major transport links and road of Birjand - Zahedan (with functional prediction of national and super-provincial) is considered the major advantages of this sector in attracting tourism.	4.98	2.64	
<b>List of Weaknesses</b>			
<b>A. Agriculture sector</b>			
1. Sustainable Lack of water resources and celestial rainfalls	4.54	-76.2	-5304.12
2. Lack of additional discharge possibility from groundwater resources and negative balance of water house	50.5	-63.2	-465.14
3-Dry climate and high evaporation	76.4	-76.2	-1376.13
<b>B. Industry</b>			
1. Inevitable influence of a part of the unfavorable climate, especially drought and water shortage	80.4	-46.2	-808.11
2. Failure to pay toll to the municipality by large factories (such as Kavir Tire and other factories located in Industrial Town)	80.5	-57.2	-906.14
3. Industries located in the study area are mainly active in the construction industry and in recent years the stagnation governing the construction activities of this city have direct influence on activity of this industry.	70.4	-82.2	-254.13
<b>C. Service</b>			
1. The dependence of a number of the service subsectors to the government and provincial capital city of Birjand reinforces this dependence and will lead to the growth of public sector and reduction of the performance.	5.86	-2.97	-17.4042
2. This section tends to be settled in the Birjand city and unloading areas and rural centers of the study area	4.70	-2.24	-10.528
3. Lack of balanced distribution of public facilities and required services are proportional to the population located in rural centers of the study area	4.3	-2.53	-10.897
Total	100		144.0448

**Table 2. Evaluation and prioritization matrices of EFE internal factors**

List of Opportunities	Weight	Score	Weighted Score
<b>A. Agriculture sector</b>			
Birjand by being provincial capital city develops the public service subsectors' activities and increase the number of people employed in this sector which will creates the procedural income stream for Birjand city and in addition to increasing consumer demand for agricultural products provides groundwork for the development of vegetable crops to meet the existing demand.	5.73	3.24	18.5652
2-The existence of the agricultural conversion industries provides the possibility of agricultural products processing which could affect the production of export agricultural crops of region.	99.4	36.2	7764.11
3. Treated wastewater of Birjand city and booming industry (Kavir Taer, industrial town, etc.) that totally are consumers of the major part of water resources, will provide suitable possibility for expansion of vegetation cover in the at risk areas of desertification, Green Space Development and standards required for agricultural and aquaculture purposes.	65.5	96.3	374.22
<b>B. Industry</b>			
1. The existence of a strong industrial center of Birjand-Khosf and the preparation of the interdisciplinary industrial- production units establishment in the study area	34.5	06.3	3404.16
2- Building stone quarries located in the north of study area (out of the range) has made possible the development of mineral conversion industries.	65.5	21.3	1365.18
3. Access to the main communication network and communicate with other provinces and even other countries has provided the possibility of industrial activities expansion and required investments.	92.4	56.2	5952.12
<b>C. Mine</b>			
1. The existence of different industrial fields around Birjand, especially non-metallic mineral industries which are direct or indirect consumers of mineral products has provided an opportunity for the extraction of minerals.	32.5	21.2	7572.11
2-The centrality of Birjand city in South Khorasan Province and the public service activity development will develop the subsector activities of building and subsequently leads to the development of the around mining and stone cutting activities.	46.5	20.3	472.17
<b>D. Service</b>			
1. Subsections of Business Services (wholesale and retail trade and manufacturing support services with advanced technology of the day) have a high potential for development.	69.4	76.2	9444.12
2. The subsectors of services related to tourism activities namely the transportation, hospitality and residential area services have great ability to attract more capital, increase and maintain the added value of sector and offer employment opportunities.	70.5	30.2	11.13

3. Public services subsectors due to the centrality of Birjand city in developed South Khorasan Province will employ more employers.	58.4	3	74.13
<b>List of Threats</b>	<b>Weight</b>	<b>Score</b>	<b>Weighted Score</b>
<b>A. Agriculture sector</b>			
1. Loss of groundwater resources (existing aqueduct discharge decrement in the area)	55.4	-29.2	-4195.10
2. Restricted possibility of transferring water from outside of the region water sources	48.4	-16.2	-6768.9
3. The high cost of the water transferring from outside of the region unjustified its utilization for agriculture sector economically.	84.4	-34.2	-3256.11
<b>B. Industry</b>			
1. Creating urban employment by industry and traffic generation on city accessing roads	85.4	-78.1	-633.8
2. Brick furnace operations in the North and West of study area causing environmental pollution in the study area.	88.4	-06.2	-0528.10
3. Recently a large number of permits issued for blocks building workshops construction in the west area of city and outside of the shielding scope that some have been constructed. The number of the assignments was to the extent that recently assigning block workshop concession is prohibited in the area around Birjand.	20.4	-14.2	-988.8
<b>C. Mine</b>			
1. The influence of minerals conversion industries from structural weakness of industry sector of country and its negative impact on the activities of the mining sector of region	75.4	-96.1	-31.9
2. Reducing investment in the conversion industries sector and without program issuance of the processed minerals with low added value	77.4	-20.2	-494.10
3. Following the centrality of Birjand city we will encountered to the uncontrolled growth of services and specially public subsection services that the swell of this sector leads to the detriment of other sectors and actually this section will developed to the detriment of the agriculture and industry sectors.	65.4	-51.2	-6715.11
Total	100		8239.162

Source: Authors' studies

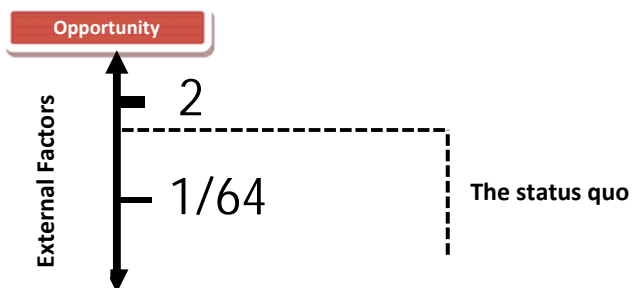


Figure 1. SWOT analysis for the external factors



Table 3. SWOT analysis matrix table

Weaknesses	Strengths	Internal factors External Factors
<p><b>A. Agriculture sector</b></p> <ol style="list-style-type: none"> <li>1. Sustainable Lack of water resources and celestial rainfalls</li> <li>2. Lack of additional discharge possibility from groundwater resources and negative balance of water house</li> <li>3-Dry climate and high evaporation</li> </ol> <p><b>B. Industry</b></p> <ol style="list-style-type: none"> <li>1. Inevitable influence of a part of the unfavorable climate, especially drought and water shortage</li> <li>2. Failure to pay toll to the municipality by large factories (such as Kavir Tire and other factories located in Industrial Town)</li> <li>3. Industries located in the study area are mainly active in the construction industry and in recent years the stagnation governing the construction activities of this city have direct influence on activity of this industry.</li> </ol> <p><b>C. Service</b></p> <ol style="list-style-type: none"> <li>1. The dependence of a number of the service subsectors to the government and provincial capital city of Birjand reinforces this dependence and will lead to the growth of public sector and reduction of the performance.</li> <li>2. This section tends to be settled in the Birjand city and unloading areas and rural</li> </ol>	<p><b>A. Agriculture sector</b></p> <ol style="list-style-type: none"> <li>1-Existing aqueduct in the study area for groundwater withdrawals (Discharge of aqueducts is reduced in the status quo)</li> <li>2. Development of greenhouse cultivation in the study area and its relatively high efficiency in some rural areas</li> <li>3. Substituting and changing the type of cultivation and cultivating the crops in water scarce region in the warm seasons of the year</li> </ol> <p><b>B. Industry</b></p> <ol style="list-style-type: none"> <li>1. The existence of an active industrial town near the center of Birjand-Khosf</li> <li>2. The existence of suitable infrastructure for industrial development in the vicinity of the axis of Birjand-Khosf</li> <li>3. The focus of the main industrial workshop of area in the axis of Birjand-Khosf and relative physical-spatial integration of industrial activities</li> </ol> <p><b>C. Mine</b></p> <ol style="list-style-type: none"> <li>1. The existence of construction stone mines (including rubble stone, granite and bentonite) in the north of study area (out of bound line)</li> <li>2. The existence of stone cutting workshops around existing mines</li> <li>3. The centrality of Birjand city as the center of the province and the boom in building activities that will promote these</li> </ol>	

<p>centers of the study area 3. The lack of balanced distribution of public facilities and required services are proportional to the population located in rural centers of the study area</p>	<p>activities. <b>D. Service</b> 1. This part has great power in the field of tourism, road transportation and on the way services, catering and commerce (retail and wholesale). 2. Birjand city as the center of the province and development of the different service subsections' activities and expansion of this part will lead to the attraction of more employers in this part. 3. The existence of many monuments natural attractions in the study area, especially the presence of Shaukat Abad Garden collection, next to major transport links and road of Birjand - Zahedan (with functional prediction of national and super- provincial) is considered the major advantages of this sector in attracting tourism.</p>	
<p><b>List of strategies (WO)</b></p>	<p><b>List of strategies (SO)</b></p>	<p><b>List of opportunities (O)</b></p>
<p>1. Small and scattered agricultural units and reducing the productivity and production cost compared to the large scale units and water shortage in the area have been adjusted, but the purified wastewater of Birjand city and booming industries (Kavir Tire, industrial town, etc.) that consumers are the major part of water resources which will provide appropriate possibility for vegetation cover expansion in the areas threatened by desertification. 2. Imbalance livestock and pasture and abundance of livestock more than the</p>	<p>1- Relative development of industrial and semi-industrial farms and poultry in the study area and reducing reliance on animal protein production to the pasture in the grassland of poor area (due to imbalance of livestock and pasture in the area) 2. The existence of the major demand and consumption market for agricultural products (such as vegetables, herbs and many kinds of fruits) 3. The production of agricultural products for export can be increased through the development of greenhouse cultivation in rural areas and changing the cultivation type and cultivating the low water</p>	<p><b>A. Agriculture sector</b> Birjand by converting to the provincial capital city develops the public service subsectors' activities and increase the number of people employed in this sector which will creates the procedural income stream for Birjand city and in addition to increasing consumer demand for agricultural products provides groundwork for the development of vegetable crops to meet the existing demand. 2-The existence of the agricultural conversion industries provides the possibility of agricultural products processing which can be influential on the production</p>



<p>capacity of pastures in spite of the relative development and industrial and semi-industrial farms, but this deficiency can be recompensed by allowing the processing of agricultural products that could be influential in the export of agricultural product and also by expansion of the subdivision activities of public services and increasing the number of people employed in this sector and also through the development of the vegetable crops and by changing the cultivation type and cultivating low water consuming crops in this region</p> <p>3. Arid rangelands due to the recent drought, but this weakness will be compensated with the development of vegetation cover in areas that are at risk of desertification through the purified wastewater of city and industries existed in the city and the development of green spaces and by presence of required standards for agriculture and aquaculture.</p> <p>4- Due to the dried climate of region and its high vapor, plants can be cultivated that require less water.</p>	<p>consuming crops in the region.</p> <p>4. Pass of the major industrial center of Birjand city (adjacent to the city), from the study area</p> <p>5. The relative advantage of the existence of a set of industrial fields around the study area</p> <p>6. Increasing share of industry section in employment of the study area, so that the share of this sector in 1996 has been equivalent to 26.5% and in Birjand city was 24.4%.</p> <p>7. Comparative advantage in some industrial fields such as food industry, textile and cellulosic units and non-metallic and mineral industries has provided the groundwork for fundraising.</p> <p>8. The existence of handicrafts-related activities within the area especially carpet and kilim weaving that can be influential in job creation (employment of women) by considering and paying attention to them.</p> <p>9. Despite the existence of suitable infrastructure in the region, the access to the communication network and communicating to other provinces can be provided for the expansion of industrial activities and investments.</p> <p>10- The existence of suitable communication network with the strong infrastructures can provide the building stone quarries located in the north of the region to the other provinces of country.</p> <p>11. The existence of building stone quarries and stone cutting workshops around the existing quarries leads to the development of subdivision</p>	<p>of export agricultural crops of region.</p> <p>3. Treated wastewater of Birjand city and booming industry (Kavir Taer, industrial town, etc.) that totally are consumers of the major part of water resources, will provide suitable possibility for expansion of vegetation cover in the at risk areas of desertification, Green Space Development and standards required for agricultural and aquaculture purposes.</p> <p><b>B. Industry</b></p> <p>1. The existence of a strong industrial center of Birjand-Khosf and the preparation of the interdisciplinary industrial-production units establishment in the study area</p> <p>2- Building stone quarries located in the north of study area (out of the range) has made possible the development of mineral conversion industries.</p> <p>3. Accessibility of the main communication network and communicating with other provinces and even other countries has provided the possibility of industrial activities expansion and required investments.</p> <p><b>C. Mine</b></p> <p>1. The existence of different industrial fields around Birjand, especially non-metallic mineral industries which are direct or indirect consumers of mineral products has provided an opportunity for the extraction of minerals.</p> <p>2-The centrality of Birjand city in South Khorasan Province and the public service activity</p>
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	activities of construction and mining activities.	development will develop the subsector activities of building and subsequently leads to the development of the around mining and stone cutting activities. <b>D. Service</b> 1. Subsections of Business Services (wholesale and retail trade and manufacturing support services with advanced technology of the day) have a high potential for development. 2. The subsectors of services related to tourism activities namely the transportation, hospitality and residential area services have great ability to attract more capital, increase and maintain the added value of sector and offer employment opportunities. 3. Public services subsectors due to the centrality of Birjand city in developed South Khorasan Province will employ more employers.
<b>List of strategies (WT)</b>	<b>List of strategies (ST)</b>	<b>List of opportunities (T)</b>
1. The existence of sand washings and where sands are gathered specially in the west of the study area is considered as the weakness of the workshop activities. Among the critical points can point to the sand washing located in the place of sand picking up in the east of city and at the municipal asphalt factory which although in the present situation it is not representative, but in the future it is a serious threat to the region, but with the establishment of construction industry in this area can	1. The establishment of population centers (rural) areas in groundwater accumulation and output (aqueducts) due to the limited water resources resulted in the transfer of agricultural land use to inferior land and reduced irrigation efficiency and agricultural production. But with the cultivation changing and shifting and cultivation of low water-based products in the region can be effective, especially in the warmer seasons. 2. Despite the high cost of water transporting in the region level,	<b>A. Agriculture sector</b> 1. Loss of groundwater resources (existing aqueduct discharge decrement in the area) 2. Restricted possibility of transferring water from outside of the region water sources 3. The high cost of the water transferring from outside of the region unjustified its utilization for agriculture sector economically. <b>B. Industry</b> 1. Creating urban employment by industry and traffic generation on city accessing roads 2. Brick furnace operations in

<p>benefit of them.</p> <p>2. The relative autonomy of service section and tendency to leave the program framework that by failing to anticipate the procedures for its controlling and leading, region's socio-economic disorganization will happen. But it can be answered by balanced distribution of required welfare and public services tailored to the population of both rural and urban centers in the study area.</p> <p>3. It is better to establish the light industry in this area and invest on industries that corresponded to the climate of region in order to prevent the environmental pollution and also to prevent the assignment of the concession of numerous workshops.</p> <p>4. Rural-urban migration can be prevented through the distribution of public and welfare services and facilities in rural centers and creating jobs even in the form of smaller handicrafts.</p>	<p>the cost of water transporting can be reduced by cultivation type changing and cultivating low water crops.</p> <p>3. Agricultural Land degradation and conversion them to other land uses, but with the relative development of industrial and semi-industrial farms and poultry and reducing reliance on animal protein production in poor areas can be compensated.</p> <p>4. Assigning the competition field to the industry and services sectors</p> <p>due to the resources' limitation and weakness of this section in creating job opportunities and value added in front of other sections in comparison based on water consumption, but the existence of the building stone quarries (rubble stone, granite and bentonite) in north of the study area has resulted in a boom of these activities.</p> <p>5. In despite of several historical works in the region and increasing on the way services, hospitality and on the road transportation and in despite of having high security in the region, positive actions can be taken to attract tourism.</p>	<p>the North and West of study area causing environmental pollution in the study area.</p> <p>3. Recently a large number of permits issued for blocks building workshops construction in the west area of city and outside of the shielding scope that some have been constructed. The number of the assignments was to the extent that recently assigning block workshop concession is prohibited in the area around Birjand.</p> <p><b>C. Mine</b></p> <p>1. The influence of minerals conversion industries from structural weakness of industry sector of country and its negative impact on the activities of the mining sector of region</p> <p>2. Reducing investment in the conversion industries sector and without program issuance of the processed minerals with low added value</p> <p>3. The relative independence of service sector and tending to leaving the framework of program that by failing to predict the procedure for its controlling and leading leads to the disruption of socio-economic position of area</p>
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Figure 2. SWOT matrix of Birjand economy

### **Conclusion**

Based on what was said, the main characteristics of the economic system of city, within the framework of the goal monitoring on the comprehensive plan studies include: the service sector has a dominant role in the city's economic system and also public, social and personal service activities as well as the business services activities have particular importance among the service activities and have determinant role in the economy of the city. Economic units such as production, service and maintenance for the local market as city and town market has a dominant role in the economy of the city in terms of the exchange market of the city's economic system. Small economic units are the units of conventional economic system of the city. The most staff of the city are those who are employed in government agencies and independent employees which reflect the dominance of small units and governmental organizations in the economic system of the city. Small investment and public funding are the most important financing resources of the circulation costs of economic system of the city.

### **Recommendations**

Finally, the general recommendations are proposed about how to use talents and facilities as well as performing various activities appropriate to the advantages of this city in order to complete and realize more comprehensive plan forecasts and to achieve sustainable and comprehensive development as following:

1. Activating the private sector and increasing its role in economic activities.
2. Paying attention to strengthen the agriculture sector and creating link between industry and agriculture
3. Trying to increase the production diversity
4. Education and the promotion of specialized level of manpower
5. Establishing the agricultural, food, packaging, and leather based on the relative advantage of city and its spheres of influence
6. The establishment of the cement industry, terrazzo making, paint making, glaze, refractory bricks, magnesium oxide, rubber making, paper making, copper's pieces based on comparative advantage and its hinterland
7. Establishing and strengthening new and existing training centers
8. Establishing and strengthening new and existing health centers
9. Strengthening the city as a trade center and regional and strong distribution
10. Strengthening the service communication, storage and so on

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