

# Employing the Value-Chain Model to Approach a Community-based Sustainable Tourism Development: The Case of Egypt

Eman Mohamed Helmy\*

## Abstract

One of the recent challenges that face developing nations today is the commitment to meet many of the socio-economic expectations of their communities. Sustainable development has emerged to offer better opportunities to reduce the gap between the "North" and the "South" and to attain a set of economic, social and cultural benefits to local communities while conserving the environment. This paper argues that for tourism in developing nations to be sustainable, the tourism planning mechanism has to be approached from a community-based tourism development perspective which necessitates meeting economic, socio-cultural and environmental goals to enhance the living circumstances of their communities. Such goals should be fully considered while setting the tourism policies, strategies and plans. This also entails developing tourism programs and instrumenting techniques that enable the tourism agency putting the community-led tourism development into practice.

Arguably, a set of criteria has to be considered while incorporating the community-based development approach into the tourism planning process. The paper attempts to employ the value-chain model, which consists of key activities or guidelines that have to be taken into consideration while planning for tourism from a community-based perspective, to measure the tourism planning performance and orient its strategies and programs towards the community-led tourism development approach.

The paper has chosen Egypt, which is a developing nation, to showcase the crucial importance of employing an instrument such as the value-chain model to evaluate the compliance of the tourism planning process with the community-based sustainable development principles. In the past five years Egypt has gone through remarkable political changes as two revolutions broke out by its community demanding more equitable socio-economic benefits. Such change has influenced the country's political agenda and has urged its government to move towards more community-based development schemes. The value chain model has been used to measure the fulfilment of the Egyptian tourism planning process against the community-led approach indicators

and values within the context of sustainable development. The research method has enabled the researcher to reach reliable findings regarding the Egyptian case and to draw a number of implementation models on how the community-based tourism development approach can be integrated into the tourism planning scheme at its different levels and stages.

**Keywords:** Hotels, Guest Satisfaction, Manager, Nainital

## Introduction

Community-based tourism has long been advocated as an integral part of sustainable tourism development and has been introduced in many destination as an alternative to mass tourism (Okazaki, 2008; Guzman et al., 2011). Community based tourism (CBT) views tourism as an economic driver that enables each community member to have equal access to an improved quality of life (Harwood, 2010). Arguably, to approach the "sustainable community-based tourism" framework, important sustainability dimensions have to be more considered such as equity, justice, ethical and governance issues (Dangi and Jamal, 2016). Unfortunately, such principles are still lagging or require much greater attention while planning for tourism development in many developing nations.

Planning for a community-based tourism development is still a focal point especially in developing countries where the relationship between hosts and guests is an unequal one. In such developing destinations, although many of the existing forms of mass tourism are unsustainable, it is still difficult to restrict tourist flows or price out undesirable tourists. Hence, it has been suggested that economic activities should have a local base in order to avoid the adverse negative impacts of the tourism industry (Caalders, 2000) which implies empowering a

\* Associate Professor, Tourism and Hotel Management, Helwan University, Cairo, Egypt. Email: eman.helmy@pua.edu.eg

well elaborated planning system based on community participation. Notably, an increased recognition that this new community oriented approach requires genuine and extensive public participation and relies on the input from a broad range of stakeholders (Grybovych and Hafermann, 2013).

Arguably, empowerment and resident participation are considered essential and a key principle of CBT is that development and use of the community's goods and resources should be locally controlled, community-based and community driven (Dangi and Jamal, 2016:10). However, most studies on community participation in tourism planning only advocate the importance of the concept and/or identify barriers without articulating the required actions or strategies to actually promote community participation (Bello et al., 2016). On the other hand, the diversity of the community affected by tourism activities implies that to implement successfully community-based strategies for tourism development, varied concepts and models are required (Richards and Hall, 2000b: 297). However, one of the major problems facing community-oriented tourism planning and marketing is the lack of local data as most government tourism data is not disaggregated to the local scale so individual destination areas have been dependent on occasional and *ad hoc* surveys (Murphy, 2011).

The value chain approach has been employed by the current research to identify steps and focus on the cumulative activities which should be fully considered while planning for a community-based tourism development (Christian et al., 2011; Song et al. 2013). The paper analyses and evaluates the adequacy of the value chain components in the Egyptian tourism planning process. In this respect, Egypt which is a developing country has been selected to illustrate the benefits that can be attained when a systematic value chain approach can be adopted to incorporate all dimensions and principles of the community-based development into the tourism planning mechanism.

## Literature Review

Two rich knowledge domains have been evolving along interrelated pathways in tourism studies: sustainable tourism (ST) and community-based tourism (CBT) (Dangi and Jamal 2016). In this sense, the purpose of sustainable tourism is to make a balance between protecting the environment, maintaining cultural integrity, establishing

social justice and promoting economic benefits which will help in meeting the needs of the host population in terms of improved living standards both in the short and long term in both developed and emerging nations (Zolfani et al., 2015; Mowforth and Munt, 2003; Tomljenovic and Faulkner, 2001).

'Community' has become a central perspective in the contemporary studies on tourism development as it represents both a primary resource upon which tourism depends, and its existence in a particular place at a particular time may be used to justify the development of tourism itself (Richards and Hall, 2000a; Jackson and Morpeth, 2000). For example, community as an ideology has smoothly been incorporated into the sustainability literature as many commentators emphasize that sustainable tourism should involve people's views and choices on their present and future needs and welfare. Arguably, the decision to exploit natural and cultural resources in order to draw up development policies should come from local communities (Guzman et al., 2011; Bramwell and Sharman, 2000). Hence, place-based communities have become central to the holistic concept of sustainability, which embraces and integrates environmental, economic, political, cultural and social consideration (Richards and Hall, 2000a). Such significance has emphasized the crucial need of approaching tourism development from a community-based perspective.

The concept of Community-based Tourism (CBT) can be found in the work of Murphy (1985), where aspects concerning tourism and developing local communities are analysed, and in a further study by the same author in 2004 (Murphy P.E. and Murphy A.E., 2004). The primary purpose of CBT as a community development outcome is to provide development opportunities that distribute benefits that otherwise do not exist across a community. These benefits include economic returns, while also empowering a community with the skills and resources to develop a sustainable tourism enterprise (Harwood, 2010). Community-based development can be viewed as ample cover to all projects that actively include beneficiaries in their design and management. With this regard, a community-driven development refers to community-based development projects in which communities have direct control over key project-decisions, including management of investment funds (Dangi and Jamal, 2016).

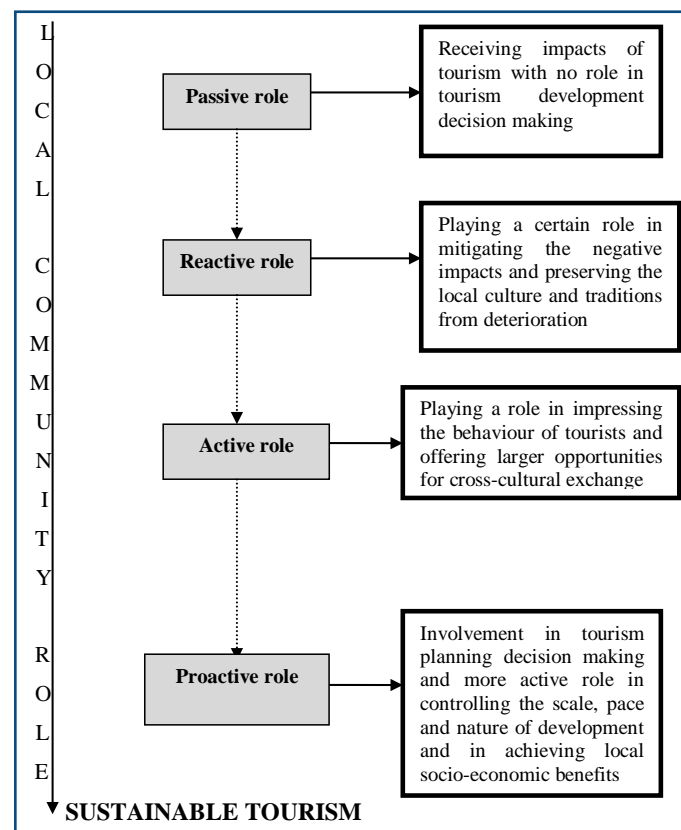
Despite differences in the approaches to CBT, the majority of definitions of CBT in the literature tend to include most or all of the following characteristics: environmental sustainability, community participation, equitable distribution of financial benefits, community empowerment, improvements in standard of living, and community management, control, and ownership of tourism projects (Kontogeorgopoulos et al., 2014). It should be noted that community-based tourism is protected and supported by various international Organizations such as the World Tourism Organization to enable destinations achieving a high quality visitor experience, conservation of natural and cultural resources, development of social and economic and community’s empowerment and ownership (Amir et al., 2015).

Notably, while the discourse of sustainable tourism (ST) is oriented towards long-term sustainability, the literature on community-based tourism (CBT) looks towards local-level responsibilities and practices of tourism development and management (Dangi and Jamal 2016). Meanwhile, CBT as a community development exercise is a long and complex process that has had lower than anticipated rates of success (Harwood, 2010). However, Okazaki (2008) argued that the community-based approach, despite the implementation barriers, is still the best course of action. In this context, he stated a set of reasons for such importance. First, local issues have a direct influence on the tourist experience. Second, the image of tourism is based on the assets of the local community. Third, public involvement functions as a driving force to protect the community’s natural environment and culture as tourism products, while simultaneously encouraging greater tourism-related income (Okazaki, 2008: 512).

Although community-based tourism has been frequently advocated, as discussed above, there have been few directives on how this might be achieved in practice (Okazaki, 2008). Arguably, the community-based tourism goals and benefits cannot be attained without efficient planning at the national level in general and regional and local levels in particular. The planning process enables the community to access information regarding tourism; make informed decision on issues related to tourism; influence the decision making process and to have the skills to participate in tourism enterprises ( Harwood, 2010). The planning framework, indeed, has to take into account the spatial, sectoral, political and temporal parameters of the implementation process (Weaver, 2001).

The literature shows that under the wide ample of sustainable development planning, the model of bottom-up rather than top-down is empowered requiring more local involvement in all issues related to the community development process (see e.g. Harwood 2010; Straaten 2000; Goodall and Stabler 2000). Engagement is the term used to describe a two way communication process between the community and the planning agency and/or the developer. The level of influence that the community has within the planning process can range along a spectrum of no involvement, to one of being empowered with the ability to make and control the outcome (Harwood, 2010).

Within the context of sustainable development planning, the community role in tourism is shifting from a passive into a more active role. Additionally, the community itself is moving from being a receiver of tourism impacts, which represents a reactive position, into a partner in decision-making determining limits to such impacts, which represents a proactive role (Fig., 1). It therefore becomes increasingly important to ensure that those who will have to live with tourism outcomes are involved in every stage of the tourism planning (Grybovyh and Hafermann, 2013: 84).



**Fig. 1: Local Community Role under the Umbrella of Sustainable Tourism Development**

Having the goals of the pro-poor tourism development approach in mind, developing countries are striving to adopt appropriated planning models that enable them implementing the sustainable community-based tourism. Such pro-poor tourism development objectives, as stated in the literature, are: first, availing business and employment benefits; second, addressing the negative social and environmental impacts of tourism such as demonstration effect, commodification of culture and loss of land; third, focusing on policies that remove barriers to local participation in the tourism planning processes and fourth, fostering partnerships between the private sector and poor people in developing new tourism products “(Chiutsi and Mudzengi, 2012; Mowforth and Munt, 2003).

Over the past two decades, researchers and practitioners have given considerable attention to issues of tourism value chain governance. In this respect, various dimensions of tourism value chain governance (namely policy, destination management and marketing, integration of distribution channels and sustainability of the tourism value chain) are examined (Song et al. 2013). The Value chain approach has also been employed by tourism planners while developing tourism in destinations. The Practical Guide for Promoting Pro-poor Sustainable Tourism along the Great Himalaya Trail, Aid for Trade and Value Chain in Tourism and the Tourism Global Value Chain are examples of tourism projects that instrumented the value chain approach (SNV Netherlands Development Organization, 2010; OECD/UNWTO/WTO, 2013; Christian et al., 2011). However, the academic production was behind the development of effective evaluation models to assist the tourism industry measuring and controlling the overall tourism value chain in general and the community-based sustainable tourism in particular. Yilmaz and Bititci (2006) realized such deficiency as they emphasized the need to evaluate the overall tourism value chain through the customer and internal dimensions. Therefore, it becomes critical to measure and manage the overall efficiency and effectiveness of the tourism product and services from a value chain management perspective (Yilmaz and Bititci, 2006).

The current research attempts to develop a value chain model to evaluate the tourism planning process with

regard to the community-based sustainable development approach. To facilitate the evaluation and measurement task, Egypt has been selected as a case study to apply the research methods and reach reliable findings. It is worth mentioning that in the past few years two revolutions broke out in Egypt by its people demanding ‘Livelihood, Liberty and Social Equity’ which has influenced the Egyptian political agenda and has driven the political decision to meet many of the social needs and to seek methods for local communities’ development and welfare.

Although tourism in Egypt has dramatically been affected by the political unrest that took place between 2011 and 2014 and is still impacting negatively on the tourism revenues, it is expected that Egypt will witness a gradual tangible growth over the next five years ( Helmy, 2014). However, Egypt’s Sustainable Tourism Strategy 2020 targets 30-35 million international arrivals and a 30% increase in average tourism expenditure (OECD, 2014). To meet such ambitious targets, Egypt will witness a boom in its tourism development sector that will strive to attract Foreign Direct Investments (FDI) and seeks to develop mega destinations in various regions (Shaala, 2015). Indeed, the community-based development approach has become crucial for Egyptian tourism development in the different zones.

## Methodology

The research aims at employing a value chain model to evaluate the performance of the Egyptian tourism planning process to meet the community based-development requirements and goals. In view of this, the research has proposed a number of criteria or indicators representing the value chain components and steps with regard to the community-based tourism approach. Meanwhile, the tourism planning process has been divided into three main hierarchical levels: policies and strategies, plans and techniques and programs. In this context, the value chain elements have been used as benchmarks and standards of community based development and sustainability to evaluate the Egyptian tourist planning in the different tourism zones (see Fig. 2).

The Value Chain Criteria With Regard to CBT	Tourism Policy & strategies	Planning Plans	Process Programs & Techniques
	-Governance -Co-operation with relevant authorities for crafting socio - cultural preservation policies and developing tourism from a community – based approach.  -Community based development goals and strategies to orient the tourism planning process. Pro-poor empowerment Employment quality Social equity Cultural richness Resource efficiency Community well-being Entrepreneurship	-Incorporation CBT goals and strategies into the national, regional and local plans. -Setting long term as well as short term regional and local plans inspire with CBT. -Articulation among stakeholders (formal, NGOs, private sector and local lobbies) for the implementation of the CBT objectives at the regional and local planning level.	-Social impact assessment techniques (SIA) : Assessing impacts of tourism on communities. <ul style="list-style-type: none"> <li>• Socio-economic impacts of tourism</li> <li>• Socio - cultural impacts of tourism.</li> <li>• Cost/benefit analysis of the social impacts of tourism</li> </ul> -Assessing indigenous people’s perception of tourism <ul style="list-style-type: none"> <li>• Community awareness about tourism.</li> <li>• Community attitudes toward tourism</li> </ul> -Local community involvement in decision-making on tourism development. <ul style="list-style-type: none"> <li>- Mitigating the negative social impacts on the public community/Management activities:</li> </ul> Visitor impact management Instructive cross-cultural education and communication. Reflecting and presenting the cultural environment of each tourist destination through unique architecture, folkloric arts, local handicrafts, cultural events, festivals and pageants etc. <ul style="list-style-type: none"> <li>-Social carrying capacity considerations and limits of acceptable change determination.</li> <li>-Educational programs regarding socio - cultural environment conservation:                             <ul style="list-style-type: none"> <li>• Tourist education and interpretative</li> <li>• Raising the level of public awareness about the positive and negative impacts of tourism on traditions and culture.</li> </ul> </li> <li>- Capacity building                             <ul style="list-style-type: none"> <li>• Entrepreneurial tourism projects</li> <li>• Community based tour operators</li> <li>• Local tour guides</li> </ul> </li> </ul> -Zoning

**Fig. 2: The Value Chain Model to Evaluate the Tourism Planning Process from a Community-Based Perspective**

Numerous secondary data and literature sources have been consulted to identify the value chain steps and tasks while looking at the community-based tourism. In depth interviews were conducted with 54 respondents representing different stakeholders and authorities for tourism development: official tourist authorities, business sector and entrepreneurs, the Environmental Affairs Agency, the Supreme Council of Antiquities, tourist planners/consultants, tourist guides and academics.

Zoning technique has also been employed as four comparable Egyptian tourist zones were selected based on the following classification:

- urban cities having a high population density and broad tourist activities, like Greater Cairo ;

- well-established heritage tourist destinations under pressure due to tourist activities, like Luxor and Aswan;
- regions recently approached by tourism development going through maturity stage of the product life cycle, like Sharm EL-Sheikh and Hurghada and
- regions in the pioneering stages of the product life cycle like Marsa Alam.

Fig. 3 illustrates a map of the selected tourist zones.

### Findings

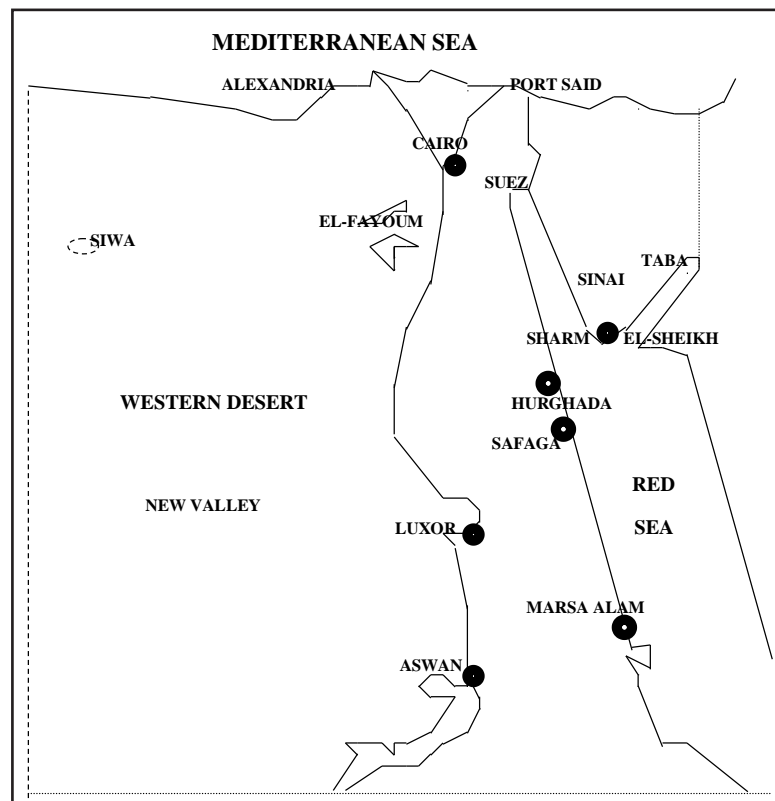
Based on responses of the interviews and their views, findings have been analysed and clustered for presentation at each planning level as follows:

## Policies and Strategies Level

### 1- Governance

According to views obtained, it is found out that the TDA, which is responsible for the development of tourism in regions outside city boundaries, is accountable for conducting research into social issues relevant to indigenous people. For example in such rural and less

developed regions, the TDA: 1) researches demographic characteristics; 2) investigates the current infrastructure services and social facilities; 3) identifies potential jobs to be occupied by the local citizens and the higher skilled jobs that need outsiders; 4) plans for housing facilities and other services that imported personnel will need and 5) works for the provision of all the infrastructure and superstructure facilities that support prospective development.



**Fig. 3: Selected Tourism Zones in Egypt**

However, it is still worth reorienting tourism developers and planners towards ‘community-led tourism planning’, which implies firstly including all tourist destinations whether outside or inside city boundaries and secondly considering all socio-cultural issues such as assessing tourism social impacts, predicting the maximum social carrying capacity and saturation points according to the sensitivity of each community and implementing appropriate awareness programs leading to the mitigation of the tourism negative impacts. Co-operation between tourism planners and other relevant tourism and non-tourism stakeholders, whether formal or informal, should be organised in a productive, systematic way. Fig. (4)

suggests a net-work to approach tourism planning with a community – based concept.

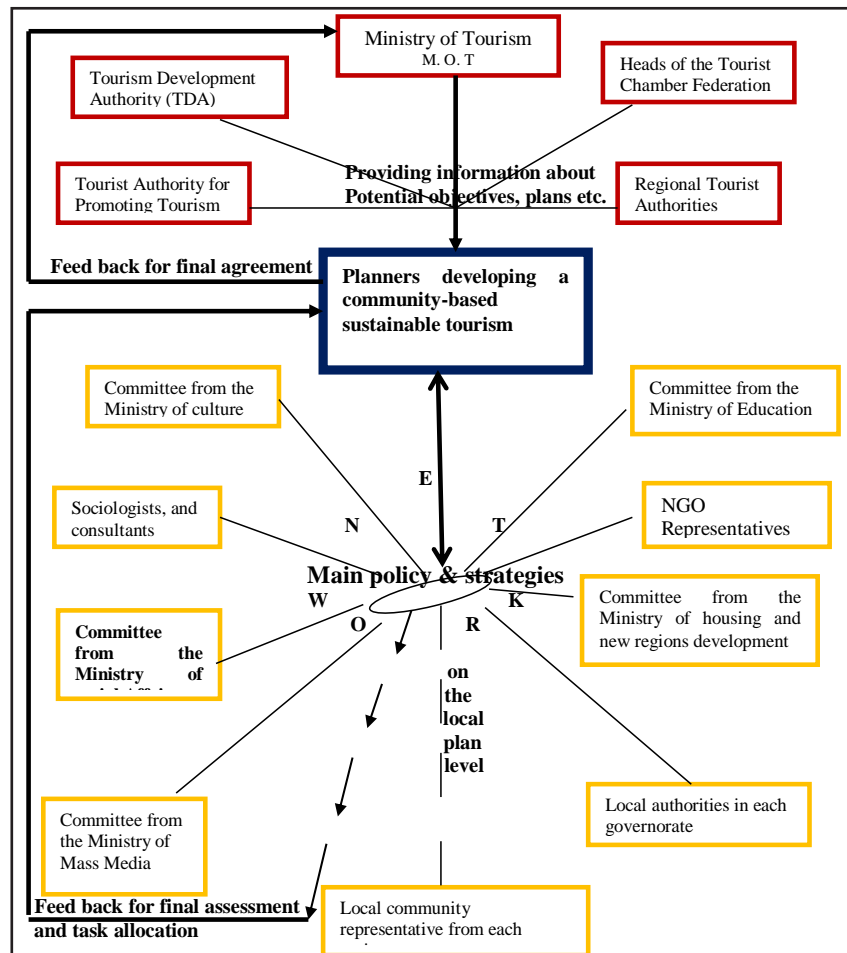
### 2- Community-based development goals and strategies

Although considering socio - cultural goals in the present and future tourist policies has become a crucial issue due to the forecasted increase in the number of tourists and the expansion of tourist development, such goals cannot compatibly be met unless the following factors has been considered:

- The whole Egyptian community consists of varied social classes and in some regional ethnical groups with different demographic and cultural characteristics. Such variances impact not only on the per-

ception of each of these segments about tourism but also on the level of sensitivity of each of them to tourist activities. This makes the task of investigating the socio - cultural impacts of tourism and thus generalising the results quite difficult. This also ne-

cessitates the segmentation of the community under investigation according to specific criteria and implies the implementation of different strategies directed at each of these segments.



**Fig. 4: A Suggested Network to Approach Tourism Planning with a Community – Based Concept**

- Conducting such research, assessments and techniques requires adequate resources in terms of funds, skilled personnel, analytical schemes, and data at the local level which are unavailable at present.
- The work in this domain needs to be co-operative and strategies must be crafted and implemented by different authorities and parties.

Hence, a sub-policy regarding community sustainability needs to be created to launch objectives regarding socio-economic as well as socio - cultural issues of tourism. The strategies and plans of this sub-policy should be integrated into the main community development policy

and strategies. Fig. 5 suggests tourist sub-policy for community sustainability.

**Plans level:**

Community - based development planning at the national, regional and local levels

Regardless the impacts of the political tension on Egyptian tourism in the past five years, the Egyptian tourism plans have to a great extent been able to achieve some socio-economic goals over successive three decades. Within the economic context, tourism have become one of the principal options for combating problems of unemployment, raising average income of citizens and

enhancing their living standards in some regions such as in Luxor, Hurghada and Sharm EL-Sheikh. Most of the regional tourism plans aim at improving the living conditions of the local communities in these regions, either by offering direct and indirect job opportunities or by offering infrastructure and social services such as hospitals, schools, paved roads, airports and a proper sewage system. The tourism plans have also managed creating new communities in less developed regions targeting a balanced distribution of inhabitants among the

different areas. However, the tourism policies still need to consider more efficient entrepreneurial strategies to build capacities and empower indigenous people starting up their own business in tourism which will certainly hit local economic development goals and target community welfare and resource efficiency. Meanwhile, the pro-poor tourism should be approached in the least developed regions to enable the communities in need to benefit from tourism such as some Bedouin tribes, certain villages in EL-Fayoum oasis, the Western Desert communities and the ethnic Nubian communities.

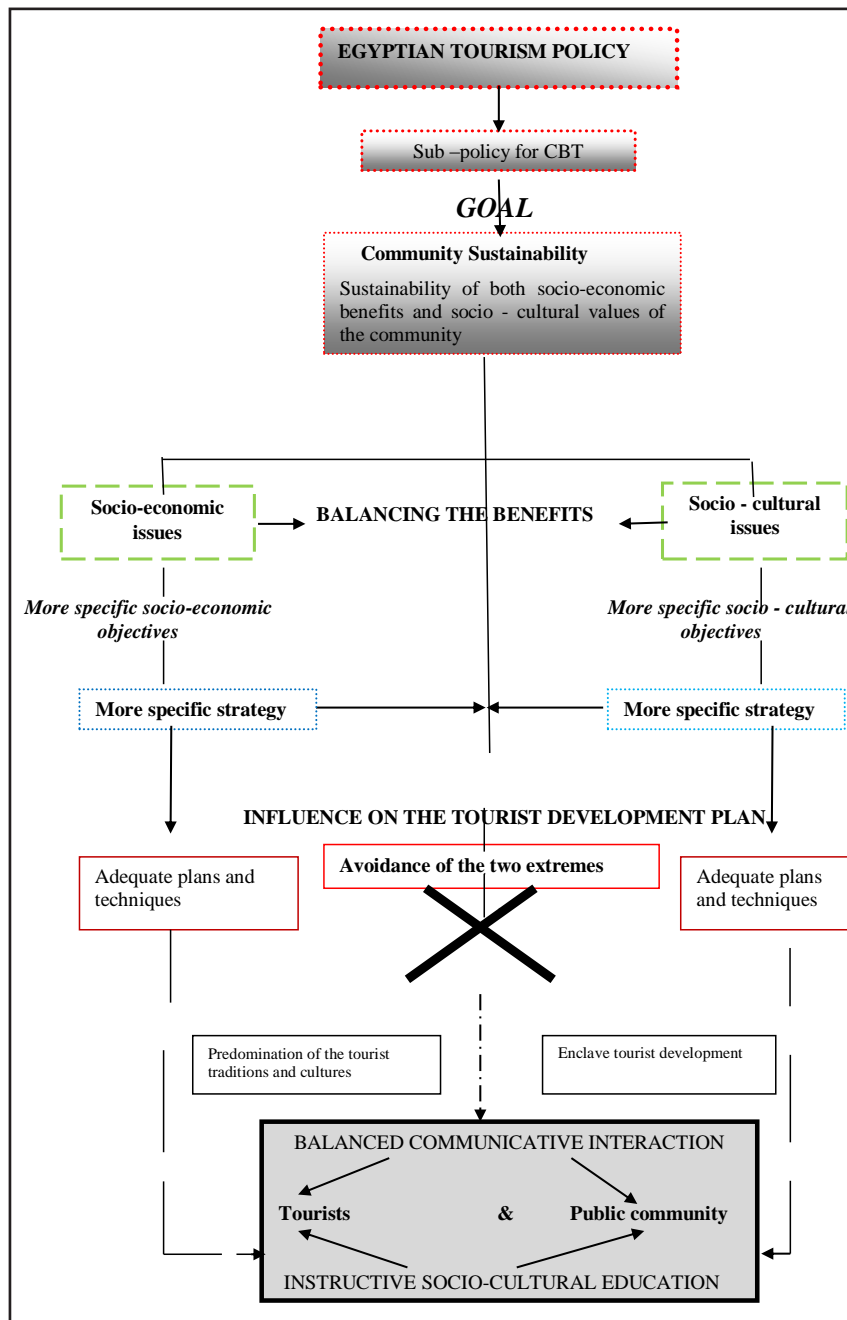


Fig. 5: A Suggested Tourist Sub-Policy for CBT.

On the other hand, the current tourist plans have not managed yet to balance the socio-economic with the socio-cultural issues of tourism as the socio-economic benefits are still the mainstream. Although the social impacts of tourism have not reached a critical stage to be regarded as a threat to the Egyptian community, the future policies should be able to conduct efficient tourist development plans that secure a balanced communicative interaction and cross-cultural education between tourists and local people in general and indigenous in particular. These plans should employ adequate techniques ensuring that tourism at any stage will not lead to enclave development or predomination of the tourist habits.

## Programs and Techniques Level

### 1- Social Impact Assessment Techniques (SIA)

With regard to the Egyptian case, the social impact assessment technique still needs to take into account two differentiated types of impact:

- Impacts resulting from international tourists coming from different cultures and having different traditions which might affect both parties: the indigenous local people and outsiders from the central areas in Egypt employed by tourist projects in the destinations.
- Impacts resulting from imported personnel which might be more severe than those of tourists as such personnel stay in destinations for longer periods and have more daily contacts with indigenous people. Hence, the impact variance between the local indigenous and the imported personnel still need to be studied carefully to help mitigating negative impacts on the local societies. Marsa Alam is a good example, where indigenous are tribes having different culture and even different language from the rest of the Egyptian citizens.

### 2- Assessing Indigenous People's Perception of Tourism

Findings show that research to assess and measure the level of sensitivity of the local community to tourist activities and the strength of their culture and traditions in the face of the negative social impact of tourism is still unattainable. Some views recommend that such assessments should be complemented by preparing the local community for the proposed development and feeding back the results of assessment to the tourist development process in each

area. Such research should monitor the development towards better community - based approach.

### 3- Public Involvement in Decision - Making Process in Tourism Development

Local communities and thus their representatives need to be informed with the different positive and negative impacts of tourism. They should also realise that the neglect or underestimation of the negative impacts of tourism, especially the socio-cultural impacts, may lead to serious social problems. This highlights the importance of employing the technique of informing the public communities with the different blessings and problems created by tourism.

On the other hand, tourist regions suffer superficial knowledge of the community representatives about tourism planning issues. This in turn has led to passive participation producing weak contribution in the process of drafting the plans as well as in the assessment of the applied plans from a social point of view. For the avoidance of such passive participation, the local community is held responsible for electing the most suitable representatives aware of its needs and who can positively share in the proposed tourist developments. This also necessitates the involvement of the different parties in the preparation of the socio-cultural preservation strategy in each tourist area to guarantee an ongoing measurement of local community sensitivity to tourism.

There is also a crucial need to develop a system for compiling the necessary data on community perceptions towards tourism and on sensitivity of the local culture in front of any proposed tourist activity. This should be carried out along with other research such as cost-benefit analysis, social impact assessment.... etc. However, determining a system of how the public community can participate in the tourist development decisions in each region should be regarded carefully as one of the key issues in any future sustainable tourist development. Like many developing countries, this system in Egypt is usually organised at the national level and becomes gradually weaker at regional and local levels.

Indeed, the passive role of the local community at local tourism planning level highlights the accountability of tourist developers and official tourist authorities who should find other methods to discover and measure the community reaction to the proposed tourist plans.

Otherwise a gap will gradually increase between developers and community members. Missing a link between the final decision-makers (the developers) and the community members (the receivers of the tourist development plan) will result in massive problems in the tourist destination (the recipient) of the tourist development plan. Fig. (6) suggests methods to bridge the gap between developers and local communities.

#### 4- Mitigating the Negative Social Impacts on the Community

Findings show that the concepts of ‘visitor impact management’ and ‘instructive cross-cultural education and communication’ still need to be implemented by the regional and local plans which requires co-operation between local authorities and tourist offices in each governorate. However, the preparation of these activities necessitates the involvement of many stakeholders such as tourist planners, investors and tourist project managers in each destination, travel agents who promote tourist groups in these areas and local authority representatives.

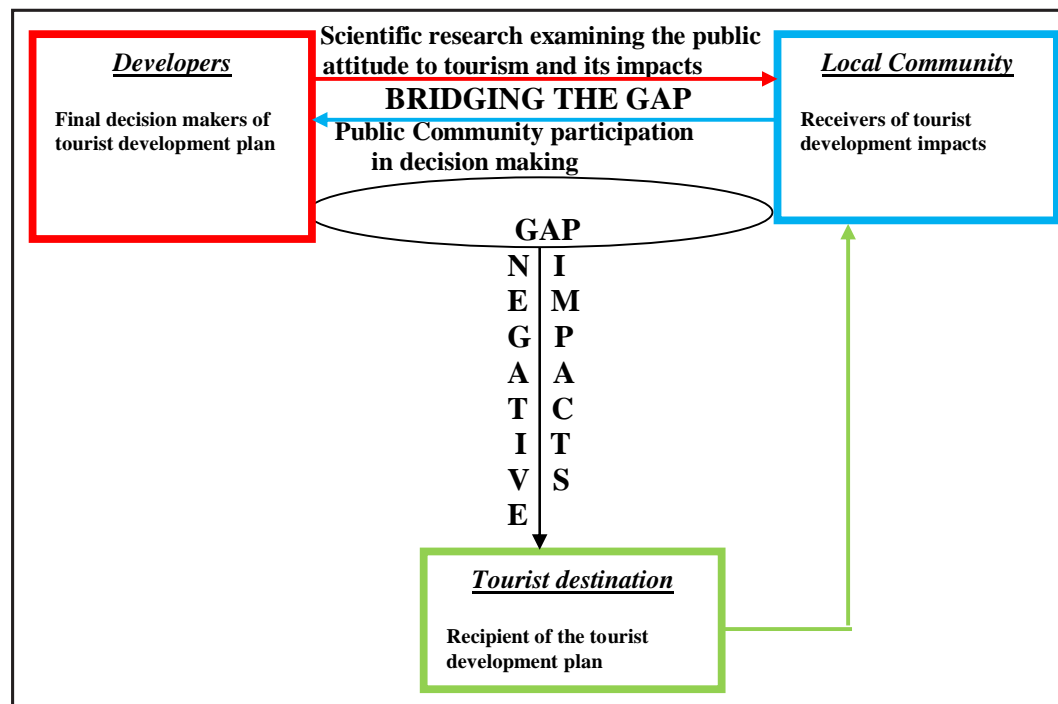


Fig. 6: Methods to Bridge the Gap between Developers and Local Communities

#### 5- Employing Authenticity and Local Environment Reflection

Findings show that the technique of employing the architectural styles that reflect the cultural atmosphere has already been adopted by some private sector investors in the Red Sea and Sinai resulting in distinctively designed recreational resorts. Also, to match the requirements of the internationally growing eco-tourist market segments, the TDA has been promoting the “eco-lodge” as a lodging facility located in a natural area, designed and furnished to suit the natural environment, with an emphasis on ecological sensitivity.

Also Sinai has recently witnessed initiatives for organizing events such as fashion shows representing local customs

and dressing styles. However, for reviving folkloric arts in each area and integrating performances into destinations as a tourist attraction, the General Tourist Authority for Promoting Tourism along with the other stakeholders still need to employ more systemised and instrumental programs. Although the Ministry of Tourism has prepared a Tourist Occasion Agenda that includes a list of festivals to be celebrated all the year around, the revival of the local community culture through arts and festivals is another broad domain that still needs further research into methods of implementation. Apparently, apart from Opera Aida, which is usually organised in Luxor every two to three years, the national tourist plans have not used this technique with a cultural community - based approach. It is worth mentioning

here that the implementation of this technique should be gradual and careful to avoid any adverse impact on the local culture such as commodification. Nevertheless, if properly planned through a balanced community - based development, it will result in two main positive socio - cultural impacts: the revival of the cultural identity of the community and impressing tourists with the culture of the host destination.

#### **6- Social carrying capacity considerations and limits of acceptable change determination:**

Although current regional plans consider the physical carrying capacity and have recently adopted ecological carrying capacity techniques, the plans have not yet professionally implemented the social carrying capacity scheme, which is still considered the weakest element when assessing dimensions of the carrying capacity issue within the Egyptian tourist planning context. Yet, the concept of physical carrying capacity is still the predominant.

#### **7- Educational Programs about Socio - Cultural Conservation And Interpretation**

The current tourist plans have smoothly started to consider educational programs basically aim at creating a more communicative relationship between guests and hosts. However, the programs carried out by the tourism authorities with the collaboration of the Ministry of Mass Media and the Ministry of Education have to be reinforced and intensified in a constructive way in order to prepare future generations for tourism. The Egyptian Ministry of Education has to play a tangible role in incorporating information on tourism activities into the educational curricula to raise awareness about such important industry.

However, another inefficient technique in the Egyptian tourist planning is the interpretative programs offered to tourists about the host community culture which have been left to tour operators and travel agencies. Thus, the commitment to such programs depends upon the desire and professionalism of the tour operators agents along with their travel guides and leaders. Mostly, Egyptian tourist guides in Luxor and Aswan act as 'culture intermediaries' as they play a significant role in informing tourists with the local culture and thus mitigating problems of negative social dualism. However, the visitor centres of the national parks administered by the Nature Conservation Sector under the auspices of the Ministry of Environment are keen to deliver adequate information about the

biodiversity of the protected areas and the culture of their community and thus how to preserve the nature and conserve the culture. The Nubian museum in Aswan is also a model of a museum that display both archaeological monuments as well as the Nubian civilization and culture - a vision that has to be transferred to the other museums in Egypt

#### **8- Capacity Building**

The tourist local plans should employ well-elaborated programs to offer entrepreneurial opportunities to local people. Such programs have to launch campaigns and training sessions to empower indigenous and local communities with the entrepreneurial skills and orient them to the right steps on how to become a successful entrepreneur in tourism. Helping indigenous to access the funding sources and getting information about suitable financing institutions is a crucial component of the entrepreneurial programs.

The plans have also to build local tour operation capacities and qualify locals to play a more effective role in managing and marketing for tourists' visits and tours in their destinations. This will indeed help in offering authentic experiences to tourists as the local component will be represented in all features of the tourist product on the one hand and will augment the revenues obtained by locals and indigenous from tourism on the other. Capacity building should also consider programs to qualify native people to act as local guides especially in the ecological and cultural regions.

#### **9- Zoning**

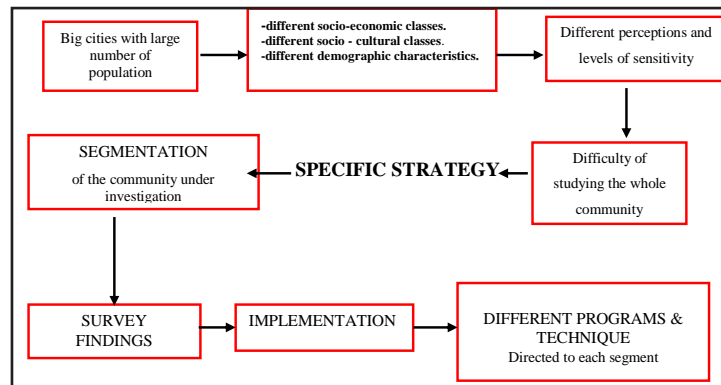
Regardless the impacts of the ongoing crisis on the tourists flow to Egypt and based on the total responses of the interviewees, five regions are mentioned as areas under the pressure of tourism social impacts. Hurhgada and Luxor are the regions receiving most of such pressures. While, Sharm El-Sheik is in the third place, Cairo, occupies fourth rank and Aswan is the fifth choice. These five regions are existing tourist destinations and have been promoted to international as well as domestic tourism.

Consequently, with regard to strategies for developing tourism from a community-based approach, the Egyptian tourism destinations should be divided into three groups:

**\*Metropolitan cities that already exist as tourist destinations, like Greater Cairo:**

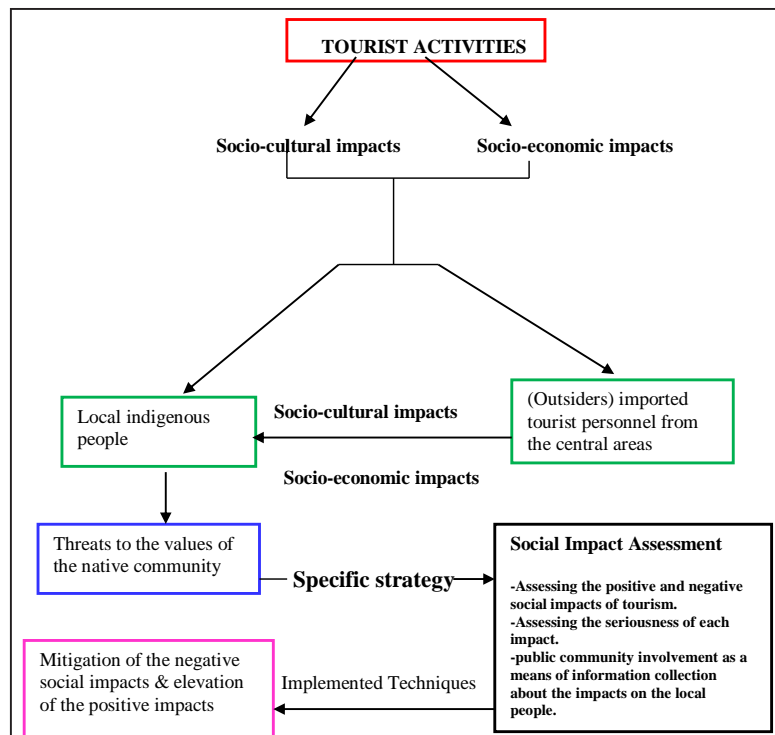
Strategies for Egyptian metropolitan cities should take into consideration that the community under study is fragmented due to the different socio-economic and socio-cultural classes the community bears, which results in different perceptions, attitudes and backgrounds. Such differentiation and inconsistency of classes resulted also in uncertainty of finding representatives interpreting the real perceptions, opinions and attitudes of the whole community about tourism. In addition, the strategy is

committed to implementing specific techniques to be directed at each segment of the community. For example, the program conducted for the purpose of raising the level of community awareness about tourism should differ according to the community segment it approaches, which entails the use of different instruments. Fig. (7) suggests a strategy to develop tourism from a community-based approach in metropolitan regions.



**Fig. 7: A Suggested Strategy to Develop Tourism from a Community-Based Approach in Metropolitan Regions**

\* Regions that have recently been developed as tourist destinations and in the development and maturity stages of the product lifecycle, like Sharm El-Sheikh and Hurghada:



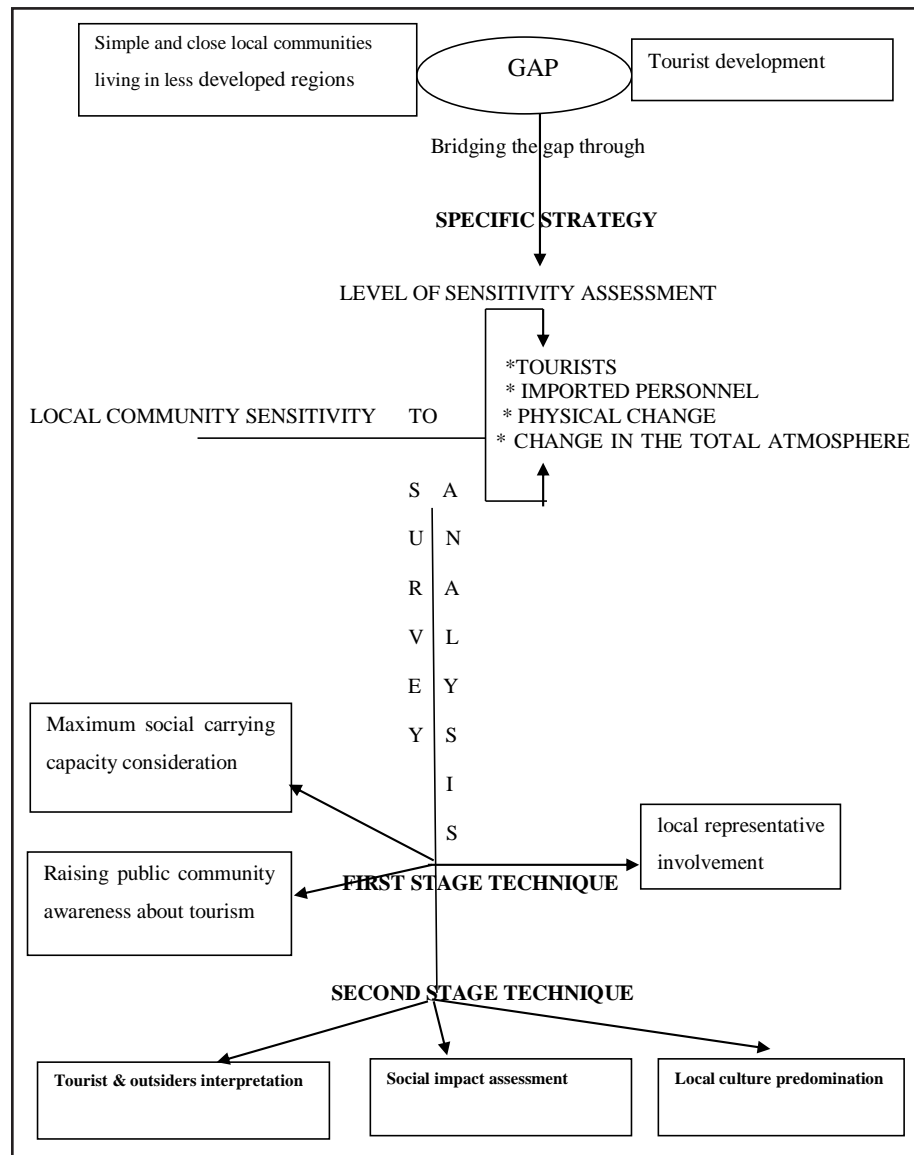
**Fig. 8: A Suggested Strategy to Develop Tourism from a Community-Based Approach in Regions Recently Developed as Tourist Destinations**

\* Regions in the pioneering stage of the product lifecycle, such as Mersa Alam on the Red Sea coast:

According to the survey, these areas need to focus on assessing social impacts resulting from tourists as well as outsiders. At present, the local communities are satisfied with the socio-economic benefits generated by tourist activities and are, to a great extent, able to harmonise with the imported personnel. However, social impact assessment of the different aspects of the tourism activity should determine the extent of these impacts, enabling planners reinforcing the positive aspects and alleviating the negative ones. Assessing these impacts should be considered the key threshold to a community based

development in these regions. Fig. (8) suggests a strategy to a community-based development in these regions.

In such regions, a specific strategy is needed to assess the sensitivity of these communities to the proposed tourism development as well as to the physical change that tourism development will create. This should help determining the maximum social capacities of these communities that should not be exceeded. There should be adequate techniques to educate and inform tourists and imported personnel on how to respect the area's culture and traditions. Fig. (9) suggests a strategy for investigating socio - cultural issues in these new regions.



**Fig. 9: A Suggested Strategy to Develop Tourism from a Community-Based Approach in Regions Still In Pioneering Stages of Tourism Development**

## Conclusion

To develop tourism from a community-based approach, the Egyptian tourism still need to consider a set activities through a value chain process. This should start with the development of a sub-policy for socio-cultural conservation and for the mitigation of the social impacts of tourism on the local communities. The task of implementing the strategies of this policy needs real co-operation and a co-ordinated network of different stakeholders. This should take into consideration that each tourist destination needs to be treated separately depending on many factors - such as sensitivity of its indigenous to the proposed tourism development. However, the main challenge to approach such socio - cultural conservation policies is the lack of funds and the shortage of expertise such as assessors of the social impacts of tourism.

The analysis also showed that social carrying capacity is another important technique that needs to be implemented by the tourist plans. Instructive cross-cultural communication is another core factor that should be integrated into tourism planning as it admits the influence of the tourists' culture upon host communities and tries to manage and direct such impacts into positive cultural exchange. It also recognises the importance of having direct contact between tourists and local communities for socio-economic benefits with lesser negative socio-cultural impacts.

On the other hand, tourism regional and local planning in the majority of the Egyptian tourist zones still need to empower small-scale lodging projects basically owned by local citizens. Such simple means of lodging will constitute a potential for local communities in the rural, oases and desert areas in Egypt. Accordingly, Egyptian local planning should shift its lodging development conception from establishing enclave resorts into smaller and simpler environmentally and culturally reflected enterprises. Potential local owners still need to be informed and oriented on the appropriate managerial methods of operating their enterprises.

## References

- Amir, A., Ghapar, A., Jamal, S., & Najiah J. (2015). Sustainable tourism development: A study on community resilience for rural tourism in Malaysia. *Procedia - Social and Behavioral Sciences*, 168(2015), 116-122.
- Bello, F., Lovelock B., & Carr, N. (2016). Enhancing community participation in tourism planning associated with protected areas in developing countries: Lessons from Malawi. *Tourism and Hospitality Research*.
- Bramwell, B., & Sharman, A. (2000). Approaches to sustainable tourism planning and community participation: the case of the Hope Valley. In Hall D. and Richards G. (editors) *Tourism and sustainable community development*, (pp. 17-35). Routledge, London.
- Caalders J. (2000). Tourism in Friesland: A network approach. In Hall D. and Richards G. (editors) *Tourism and sustainable community development*, (pp. 185-204). Routledge, London.
- Chiutsi, S., & Mudzengi B. (2012). Community tourism entrepreneurship for sustainable tourism management in Southern Africa: lessons from Zimbabwe. *International Journal of Academic Research in Business and Social Sciences*, 2(8), 127-134.
- Christian M., Stark K., Ahmed G. and Gereffi G. (2011). The tourism global value chain- Economic upgrading and workforce development. Published by Duke University Centre Globalization, Governance and Competitiveness (Duke CGGC).
- Dangi, T., & Jamal T. (2016). An integrated approach to sustainable community-based tourism. *Journal of Sustainability*, 8(475), 1-32.
- Goodall & Stabler (2000). Environmental standards and performance measurement in tourism destination development. In Hall D. and Richards G. (editors) *Tourism and sustainable community development* (pp. 63-82). Routledge, London.
- Grybovych, O., & Hafermann, D. (2013). Sustainable practices of community tourism planning: lessons from a remote community. In Phillips R. and Roberts S. (editors), *Tourism, Planning and Community Development* (pp. 81-96). Routledge Publications.
- Guzman, T., Canizares S., & Pavon, V. (2011). Community-based tourism in developing countries: A case study. *Tourism: An international multi-disciplinary Journal of Tourism*, 6(1), 9-84. Spring 2001.
- Harwood, S. (2010). Planning for community based tourism in a remote location. *Journal of Sustainability*, 2(7), 1909-1923. doi:10.3390/su2071909.

- Helmy, E. (2014). Political uncertainty: Challenges to Egyptian tourism policy. In Sola F., Alvarez M. and Cooper C. (editors), *Tourism as an Instrument for Development: A Theoretical and Practical Study* (pp. 301-314). Emerald Publications.
- Jackson, G., & Morpeth N. (2000). Local agenda 21: reclaiming community ownership in tourism or stalled process? In Hall D. and Richards G. (editors) *Tourism and sustainable community development* (pp. 119- 134). Routledge, London.
- Kontogeorgopoulos N., Churyen A., & Duangsaeng V. (2014). Success factors in community-based tourism in thailand: the role of luck, external support, and local leadership. *Journal of Tourism Planning & Development*, 11(1). <http://dx.doi.org/10.1080/21568316.2013.852991>.
- Mowforth M. and Munt I. (2003). *Tourism and sustainability: Development and new tourism in the third world* (2<sup>nd</sup> ed.). Routledge, London.
- Murphy, P. (2011). Data gathering for community-oriented tourism planning: case study of Vancouver Island, British Columbia. *Journal of Leisure Studies*, 65-79.
- Murphy, P. E., & Murphy, A. E. (2004). *Strategic management for tourism communities: Bridging the gaps*. Clevedon, Aspects of Tourism Series Channel view Publications.
- Murphy, P. E. (1985). *Tourism: A community approach*. London, Methuen.
- OECD (2014). "Egypt", in OECD tourism trends and policies 2014, OECD Publishing, accessed 16<sup>th</sup> April, 2015. <http://dx.doi.org/10.1787/tour-2014-46-en>.
- OECD/UNWTO/WTO (2013). Aid for trade and value chains in tourism.
- Okazaki E. (2008). A community-based tourism model: its conception and use. *Journal of Sustainable Tourism*, 16(5), 11-529.
- Richards, G., & Hall, D. (2000a). The community: a sustainable concept in tourism development? In Hall D. and Richards G. (editors) *Tourism and sustainable community development* (pp.1-13). Routledge, London.
- Richards G., & Hall D. (2000b). Conclusions. In Hall D. and Richards G. (editors) *Tourism and sustainable community development* (pp. 296-306). Routledge, London.
- Shaala, I. (2015). Sustainable tourism development in the Red Sea of Egypt threats and opportunities. *Journal of Cleaner Production*, 13(2) 83-87.
- SNV Netherlands Development Organization (2010). *Value Chain Development for Tourism Destinations: A practical guide for promoting pro-poor, sustainable tourism along the Great Himalaya Trail*.
- Song, H., Liu, J., & Chen, G. (2013). Tourism value chain governance: review and prospects. *Journal of Travel Research*, 52(1), 15-28.
- Straaten J. (2000). Can sustainable tourism positively influence rural regions. In Hall D. and Richards G. (editors) *Tourism and sustainable community development* (221-241). Routledge, London
- Tomljenovic, R., & Faulkner, B. (2001). Tourism and world peace: A conundrum for the twenty first century. In Faulkner B. et al. (editors) *Tourism in the 21<sup>st</sup> century* ( pp.18-33). London, Continuum,
- Weaver D. (2001). Sustainable tourism: Is it sustainable? In Faulkner B. et al. (editors) *Tourism in the 21<sup>st</sup> century* (pp.300-311), London, Continuum.
- Yilmaz, Y., & Bititci, U. (2006). Performance measurement in tourism: A value chain model. *International Journal of Contemporary Hospitality Management*, 18(4), 341-349.
- Zolfani, S., Sedaghat, M., Maknoon, R., & Zavadskas, E. (2015). Sustainable tourism: a comprehensive literature review on frameworks and applications. *Journal of Economic Research*. Published online 19 Jan 2015. <http://dx.doi.org/10.1080/1331677X.2014.995895>. Accessed 4<sup>th</sup> September, 2016.