COMMUNITY-BASED ECOTOURISM PLANNING IN EGYPT, A CASE STUDY: EVALUATION OF DAHSHUR INITIATIVE

M. M. ELBARMELGY[1], S. A. GAMMAZ[2], AND M. S. HUSSIEN[3]

ABSTRACT

Community-based Ecotourism (CBE) has become the newest approach in tourism development planning process, emerged to support community involvement, to improve their living standards and protect natural resources. During the last decades, tourism has been one of the most important sources of national income in Egypt; Hence the Egyptian government began seeking to new strategies and plans to actively support the participation of local community in Ecotourism development initiatives. However, the actual implementation of involving communities in decisions making is poorly achieved, which impacted negatively on the effectiveness and sustainability of these initiatives. Accordingly, this paper focused on evaluating Egyptian Ecotourism initiatives represented by a case study of Dahshur, through carrying out questionnaires and interviews including sampling clusters of the local community, stakeholders and Eco-tourists. To this end, this paper attempts to identify the obstacles of the planning process in Egypt that hindered its implementation success, besides, the reasons of the fragmentation among all stakeholders and the exclusion of community involvement. Finally, the paper provides different social, economic, environmental and political indicators to facilitate the evaluation of all relevant stakeholders' performance and fill the gaps, also, to measure the success of the plans and ensure their sustainability.

KEYWORDS: Community-based ecotourism, local community participation, tourism development planning, Egyptian tourism initiatives, indicators.

1. INTRODUCTION

Tourism is one of the fastest growing industries worldwide and is set to become a vital sector in the economic development of many countries. During the last decades, tourism has been one of the most important sources of national income in Egypt [1]. Egyptian government still set tourism plans and strategies mainly for economic

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[1] Prof. in the Urban Planning Program, Architecture Department at Faculty of Engineering- Cairo University,

[2] Assistant Prof, Department of Architecture, Faculty of Engineering, Cairo University,

[3] A PhD researcher in Architectural Engineering Department at Faculty of Engineering-Cairo University
marwaa.salah@yahoo.com

purposes such as maximizing profits, unaware of the environment that can be destroyed by the increasing pressure on natural resources, and ignoring the needs of the local communities, except for few attempts that have not been fortunate enough to succeed. Consequently, there are many gaps in the tourism planning process in Egypt which influenced their efficiency and sustainability as long-term success development. Since the 1980's, sustainability of tourism has received much attention, it is mainly related to three pillars of sustainability: economic, social and environmental; The economic sustainability focuses on achieving economic gains and prosperity at different levels of society with main concern to the local community economically profit through tourism and the cost-effectiveness of the economic activities, while social sustainability focuses on one hand on the equitable distribution of benefits and on the other hand respecting cultures and encouraging the cultural exchange between tourists and locals. Environmental sustainability accounts for conserving and managing resources while minimizing the negative impact on natural and manmade contexts [2]. Thus sustainable tourism needs to be addressed through: effectively managing the balance between the demands of cultural conservation, environmental protection, and tourism development, focusing on three areas: Quality, Continuity, and Balance [2]. Many other related approaches for sustainable tourism share common grounds like Ecotourism, which has been known as the ecologically sustainable tourism that fosters environmental and cultural understanding, appreciation and conversation, through environmentally and socially responsible tourism that delivers more equitable income and employment opportunities [3]. Furthermore, Ecotourism managed by the community has been a popular model, and is called "Community Based Ecotourism (CBE)" [3]. This approach accounts for conserving the natural areas through increasing the level participation of surrounding local community in the development process, sharing benefits with the whole community, and creating a system that can facilitate negotiation and communication between locals and relevant stakeholders [4, 5]. Recently, there has been growing interest in Ecotourism in Egypt; however, CBE still is not widely discussed, despite the few attempts that have been done by the government, as far as our knowledge there are no studies evaluating the

success of these plans and their real impact on the socio –economic – environmental levels.

To fill these gaps, this paper aims to identify the major indicators which help in measuring the effectiveness of these CBE plans in Egypt and ensure its continuity through evaluating the previous initiatives process, focusing on Dahshur as a case study for analyzing the obstacles that hindered its success.

To achieve this objective, the paper was divided into four sections as shown in Fig. 1, section one, gives a brief overview the concept of CBE planning and the successful strategies based upon the review of the relevant literature, section two, a case study of an Egyptian initiative of CBE development planning is analyzed, section three, the evaluation of CBE planning process in Egypt based on interviews and survey questionnaires for Ecotourism stakeholders, section four, discussions and conclusions are drawn in the final section to show the major indicators for the successful implementation of the CBE planning process.
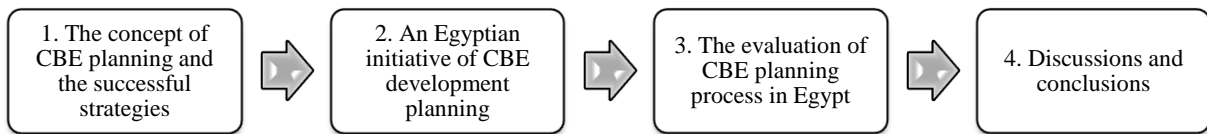
1. The concept of CBE planning and the successful strategies		2. An Egyptian initiative of CBE development planning		3. The evaluation of CBE planning process in Egypt		4. Discussions and conclusions

Fig. 1. The paper's methodology.

2. COMMUNITY-BASED ECOTOURISM (CBE)

Ecotourism has been known as an alternative form of traditional tourism [3]. It is Nature-based tourism that is focused on the provision of learning opportunities while providing local and regional benefits while demonstrating environmental, social, cultural, and economic sustainability [5], therefore it is considered as a tool for conservation and development based on the interrelationship between the local community and tourism [5]. Each destination of Ecotourism has unique ecological characteristics of the architecture and buildings' design, as well; diverse cultures of the local communities [6, 7]. To ensure Ecotourism success and sustainability, local communities have to participate in proposing plans, strategies, and activities. For that, a new model emerged in the mid-1990ps called "Community Based Ecotourism (CBE)". The main reason for appearing this concept is the necessity of increasing the

level of local community participation in the development and practice of its projects, sharing benefits with the whole community and accessing the natural resources that can be used to attract ecotourism [8]. Briefly, CBE takes environmental, social, and cultural sustainability into account. It is managed and owned by and for the community, with the purpose of enabling visitors to increase their awareness and learn about the community and local ways of life [9, 10]. Many stakeholders, including NGOs, public and private sectors and locals are actively facilitating greater involvement in CBE development initiatives [11]. These groups can work with communities to protect natural sites and improve the standards of people living in it.

As for international experience of CBE, many countries have adopted CBE as a tool for poverty alleviation. In Asia, the Greater Mekrong Sub-region comprising Cambodia, The People's Republic of China, Laospeople Democratic Republic, Myanmar, Thailand and Vietnam have set up paradigm related poverty alleviation strategies which stated that CBE should be a major source of securing the biodiversity in the sub-region and playing a major role in tackling the issue of poverty. Similarly, In Africa, where it is at the forefront of poverty despite having many potentials for ecotourism development. So, CBE, in particular, has been advocated for as an important community economic development strategy due to the potential economic and social benefits that the sector can generate while also protecting the natural resource base, such as in Tanzania, Ghana, Kenya, and South Africa [11, 12].

3. THE INDICATORS OF ECOTOURISM

Sustainability indicators are used as a tool to measure and evaluate the current impacts of tourism projects on society, economy, and environment, as well as, to improve the performance of tourism stakeholders, local community representatives, and eco-tourists. It is also used as a monitoring tool to identify key issues, upcoming situations, and needs. Indicators should be specific, achievable, measurable, time-bound, and should be selected from a range of qualitative and quantitative information and data. There are many methods of measurements and instruments which can be used in evaluating Ecotourism plans, and subsequently can be applied in Egypt:

1- Quantitative measurements, such as: Raw data (visitors number, number of training programs...), Ratio (which showing the relationships between two relevant data), Percentage (% of women/men involved directly or not in ecotourism planning and projects, % of return tourists and length of stay).

2- Qualitative measurements: these indicators often based on questionnaires to describe a state or a level of tourists' or locals' satisfaction, and can be expressed as numbers and percentages [9, 12].

4.   THE CONCEPTUAL FRAMEWORK

As we know from the above, local participation is viewed as an important partner in the CBE development process and considered to be the key to success in this process. The level of local participation in decision-making or in vision-sharing is different. So, there are main questions that should be taken into consideration through this process. Who? How? and When can participate?

The first question focuses on the need for the interaction and communication with local communities to identify who is interested in being involved, and to ensure the continuity of the process. The various stakeholders should promote and support locals by identifying their roles and building a connection with them. Egyptian stakeholders faced many problems in determining who deserves to be involved from locals, such as: low level of awareness in local communities, and the lake of skills, experiences or information about CBE planning and projects. As a result, most Egyptian agencies preferred to ignore their views and needs than empowering them or building their capacities, to be an influential member in the process [12].

The second question is concerned with which level locals can be involved based on ladder of participation [13], where locals have full power to integrate throughout all levels of CBE development processes (informing, decision-making, implementation, and managing).

According to the World Tourism Organization, the levels of locals' involvement were divided to [14]:

1- A level that the host community has a full managerial responsibility.

2- A level that community involved partly in the decision-making process and has no power to ensure their views will be implemented.

3- A level that locals are only informed by the implementation and decisions that were made. Unfortunately, most of the Egyptian stakeholders use the third level in their development plans process.

The third question is how to allow locals to participate by focusing on identifying stakeholders' roles in motivating them. Both local and private stakeholders are very important players in using their resources, networks and technical expertise to facilitate the empowerment and motivation of communities to engage in the planning process. Consequently, they need an appropriate strategy to gather all relevant members to work as a team including locals without any exclusion [1516].

There are many developing countries that applied successful CBE plans recently, and their impacts were positive on their local communities, environments, and economy as well, such as: Kenya, Jordon, Tunisia, and India. Although CBE plans have an integrated approach, each case has its own conditions that shape priorities and motivations to CBE development plans either to be social, economic, political, or environmental. For instance: Kenya's priority was social through encouraging the involvement of local entrepreneurs especially those who live on lands surrounding parks and reserves to provide their subsistence needs, through specific programs that helped them to improve their management skills [17]. On the other hand, Jordan priority was economic, where it is considered the first country in the Middle East that put a CBE strategy to make its economy stronger. It is the best case to show how all stakeholders can work together on a specific framework and how benefits can be shared equally [18]. While Tunisians' priority was political, to recover from the 2011 revolution consequences; they formulated a good strategy for CBE to ensure tourists safety, quality of services, and the conservation of natural and biodiverse sites [18]. In India country; its priority in CBE strategy was environmental, to conserve the natural areas and local culture during the ecotourism development process [19].

In spite of all efforts that had been done to develop a suitable CBE plan for the developing countries, each plan has its own costs and challenges which were faced in

different levels and different ways to overcome it. Hence, each country has its priorities that need to be achieved by CBE plans, thus, the indicators of its success become different and varied. To measure the success of these plans, there are several indicators that can assist in understanding the plans' impacts on the environmental, natural and cultural sites, besides social and economic impacts. Monitoring these indicators facilitates the evaluation of the process, whether the overall objectives for the CBE plan are being met, or not.

4.1 The Indicators of CBE Development Success

These indicators are grouped into four categories [20, 21]:

1. Socio-cultural - effects on the social and cultural life of the community; It can be grouped to local satisfaction with CBE plans, education, and training programs, involving the community in making decisions, and community benefits of Ecotourism plans.

2. Socio-economic - effects on the economic life of the community; and it can be measured through many factors such as: increased foreign exchange earnings, job opportunities, poverty alleviation, and marketing management.

3. Ecological or physical - effects on the natural resources or their ecological state, and it also can be grouped to biodiversity and conservation, infrastructure networks, visual Impacts of ecotourism Facilities, and Environmental Impacts.

4. Political - effects on the strategy and regulations of the natural site, and it can be measured through the existence of organizes plan for Eco-tourist destinations, and framework integrated cooperation (government, operators and community).

4.2 The Egyptian Efforts in this Field

Although ecotourism development initiatives in Egypt had started in 1991, it didn't adapt as a new strategy for Egyptian tourism development until the World Ecotourism Summit, Quebec Conference which had been convened in 2002 [22]. This Conference's recommendations obligated all participant countries (including Egypt) to formulate national, regional and local ecotourism development policies and strategies. However, Egypt had designed most of its regional and local ecotourism plans from

2002 to 2009 without a national ecotourism strategy. Even the only national sustainable tourism strategy in Egypt, which prepared at the end of 2009 by TDA, was without any criteria or consideration to the outcomes of regional and local plans. Nevertheless, after 2009, the Egyptian government still prepared the eco-tourism initiatives without relying on any strategy framework that led to exclude local communities' participation from the process and increase the conflict among the relevant stakeholders of tourism. These initiatives were concentrated in only five Governorates in Egypt, and they are Al Fayoum, the Red Sea area, South Sinai, New Valley and Giza [23, 24]. Consequently, the paper seeks to evaluate and analyze an Egyptian CBE initiative based on the literature and survey questionnaires (as shown in Fig. 2), through:

1- Investigating the involved stakeholders, their eligibility and roles in this process.

2- An examination of the extent of community participation within the process.

3- Identifying the benefits and the barriers of Egyptian community involvement and their collaboration with other stakeholders [24]. These will help to identify the priority indicators of Egyptian CBE plans and to evaluate the final outcomes.
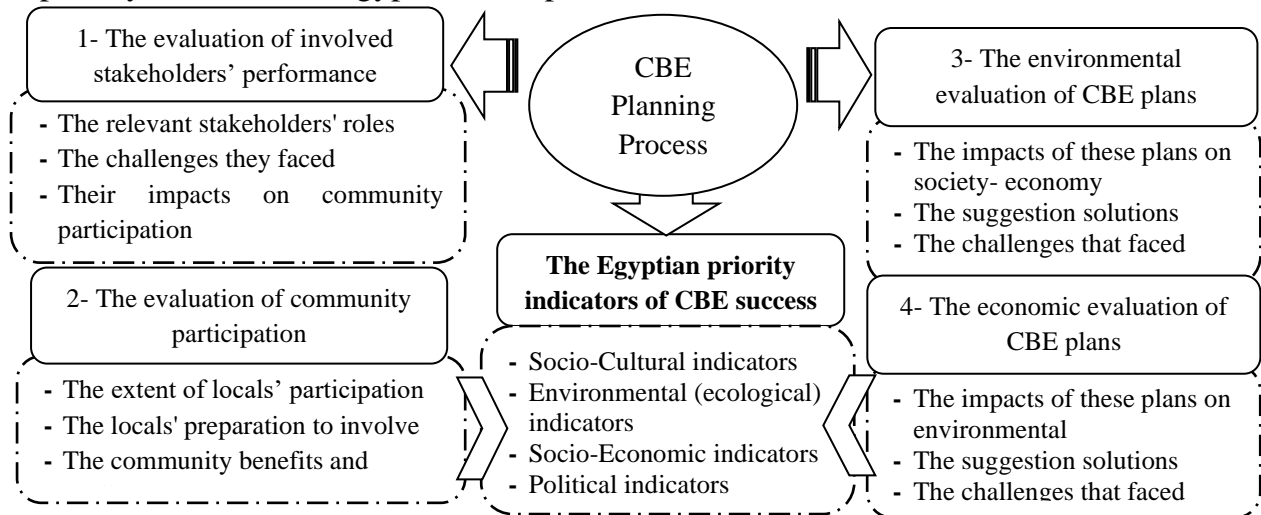

Fig. 2. The evaluation framework [24].

5. METHODOLOGY

In an attempt to examine the appropriateness and efficiency of the Egyptian CBE plans, an Egyptian initiative for Dahshur is analyzed as a case study based on

various resources of documentary data and reports along with questionnaire surveys and interviews with locals and relevant stakeholders of ecotourism.

5.1 Stakeholders' Interviews

The study interviews involved 19 from different stakeholders of ecotourism: 6 from governmental and non- governmental officials, 2 from tour operators, 2 from community leaders, 5 from local crafts, and 4 from tourists. Most of the interviews lasted less than an hour, where the discussion was about the most important issues and barriers that hindered the community participation through the process of CBE development plans, and how those had affected the success and implementation of the process. Although the discussions didn't lead to real solutions, it helped to discover the critical issues of decision-making and managing in Egyptian CBE planning process.

5.2 Questionnaire Surveys

There are three models of questionnaires including sampling clusters: 40 from Egyptian stakeholders, 21 from local communities and 11 from Eco-tourists. These questionnaires were designed based on the current plans and strategies reports with the observation field and will help in evaluating the initiative to reach the core indicators. They can be explained as follows:

5.2.1 A questionnaire for stakeholders of tourism agencies

It aims to identify the decision makers' views of CBE planning development in Egypt and their attitude of community participation through the process. A cluster sample; included 23 from public officials of relevant governmental authorities and ministries, 11 from representatives from local and global NGOs agencies, besides 6 investors of the private sector; was selected based on their knowledge, work experience and the extent of involvement in CBE planning process and projects. The questionnaire was to explore their opinions about: the extent of community participation in CBE development, the issues and challenges faced the success of CBE planning in Egypt; the benefits of CBE plans, and about Stakeholders training for Ecotourism principles.

5.2.2 A questionnaire for local community

It aims to investigate their views about CBE plans, their needs, and expectations, as well, to recognize the barriers of the collaboration with other stakeholders in preparing these plans. This was carried out through four visits to the area. A cluster sample; involved 2 individuals from community leaders, 12 householders, handicraftsmen, farmers, 7 entrepreneurs, and artisans; was randomly chosen from local markets, workshops, mosques or local restaurants and cafes. The cluster groups were from women and men with various ages but the majority was from the youth. The questions to locals were about: the Ecotourism potentials of the area, the community attitude from the participation in CBE process, the extent of stakeholders' collaboration with the community, finally, local community benefits from CBE plans.

5.2.3 A questionnaire for tourists

It aims to know the extent of tourists' satisfaction of the area attractions and the available services. A cluster sample was about 7 from local and 4 from foreign tourists, and it was selected randomly during visiting the heritage areas in the region. Most of them were women, their ages range from 40 to 65 year. The questions were to identify the views of Eco-tourists in the quality of the offered services like accommodation, transportation, and infrastructure, also their evaluation of local community hosting and to identify their opinions on the improvements the region needs.

5.3 The Survey Limitations

The author encountered a lot of challenges in the survey process, where many barriers were found to impact the accuracy of questionnaire results, such as: Lack of interest by some officials and locals to answer it, ignorance of certain terms or lack of understanding of the question well, and the lack of adequate information about CBE plans.

6. DISCUSSION OF FINDINGS

The paper has selected one of the most recent plans to be evaluated as a case study based on the results of the previous surveys and to explore the major indicators for measuring the plan' success: "Community based Ecotourism for Sustainable Development in Dahshur the natural Site (SDD)".

6.1 The Evaluation of CBE Development Plans of Dahshur in Egypt

The project started in 2009 and ended in 2013. It is located in the Nile Valley Corridor, which known as an extremely fertile agricultural area with an attractive landscape (as shown in Fig. 3), seasonal wetland, migrating birds, vast desert and its raw beauty, lifestyle and traditional culture of local villages, handicrafts workshops, in addition to an old Pyramid and heritage sites [24]. It has two main objectives: To foster the development of the local community, sustainable rural and Ecotourism activities, and to enhance the national and local institutional capacities in order to better protect and manage the archaeological and natural resources of the area [25]. The project includes a sustainable spatial ecotourism development strategy, which would provide the framework for the preparation of management plans for the natural, cultural and human resources [26].
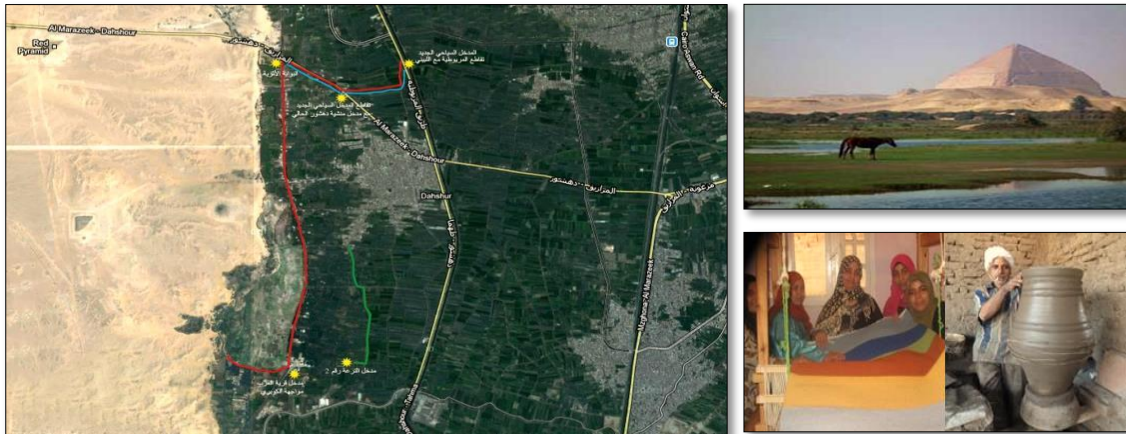

Fig. 3. Dahshur map and the main Ecotourism resources [27].

This strategy includes developing Berket Dahshur region and also the five main villages of Dahshur. It provides the framework for subsequent planning and implementation of a sustainable tourism infrastructure and superstructure (as shown in Fig. 4). Therefore, the strategy is divided into three parts, the first one is about

preparing the local community to involve in the decision – making process, and the second is developing and conserving the surrounding environment, and the third about marketing ecotourism products.

1. Community Participation, a general training program of ecotourism awareness was formulated, this program includes Basic English language, waste management, hospitality skills, customer care, handicrafts product and how to market it, etc.

2. Environmental Development, there were many environmental and functional challenges that are addressed, like solid waste management, heavy lorry traffic through the most attractive areas of Dahshur, the lack of adequate public restroom facilities and toilets, the lack of adequate accommodation for tourists. Therefore, the strategy suggested ecotourism circuits of Dahshur which include tourist service center with public toilets, Model farms operated by local farmers, clean cafes and appropriate restaurants, and a plan to improve the infrastructure, manage the traffic and address the rubbish.

3. Marketing techniques, it prepared requisite marketing and promotional activities including creation of a website, promotional brochures, and organization of a farm tour.
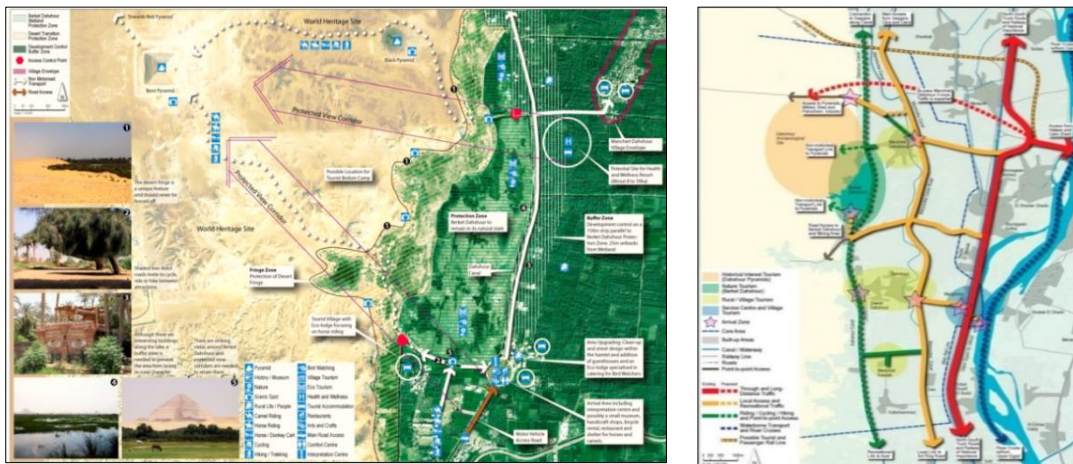

Fig. 4. Berket Dahshur overview and Tourist Circuits Maps [27].

In spite of the efforts and the funding that had been submitted to this project (50 million EGP for basic infrastructure (three roads), 4.4 million EGP to build a visitors center, and 294 microcredit loans of up to 3,000 EGP by the BEST foundation) [27],

the implementation based on the surveys was not completed, that may be because of the recent structural and political changes in Egypt, or the poor management from the Egyptian government side and other stakeholders. The following section is concerned with evaluating the Dahshur project to identify the issues and gaps in CBE planning process in Egypt.

6.1.1 The impact of stakeholders' performance on SDD planning process

It was necessary to analyze all relevant stakeholders in the initiative by defining them and their roles during the planning process and identifying the gaps to overcome. In this project, stakeholders can be divided to: A- Governmental authorities: including Tourism Development Authority (TDA), Ministry of Tourism (MOT), Supreme Council of Antiquities, CULTNAT (Center for Documentation of Cultural and Natural Heritage), Egyptian Environmental Affairs Agency (EEAA), and Industrial Modernization Center. B- NGOs: including UNWTO, UNDP, UNESCO, ILO, UNIDO and the local organizations.

Governmental agencies, in Dahshur project, government officials had the power and legitimacy to select the other experienced stakeholders both locally and globally and bring them to the table. As well as, they are responsible to identify the used techniques and the roles for each group. The major problems were that the nomination was random without knowing any details about their skills or experiences in ecotourism planning, especially in the selection of the governmental representatives as the most of nominations were based on their administrative positions. As well as, the exclusion of some groups such as: private agencies, investors and local communities from engagement through all levels of the process. Based on the surveys and initiative analysis, Egyptian governmental representatives didn't succeed to gain the confidence of other stakeholders, because they: -Didn't involve the local community representatives in the planning process or take their opinions into account. -Always biased towards their opinions, so their decisions don't reflect any of the relevant stakeholders or community requirements. -Unreliable by other stakeholders "particularly the community" because of the failure in achieving any of their promises.

-Inability to communicate with all involved stakeholders or to listen to their opinions during the planning process, due to the limited meetings. This created a highly fragmented situation and conflict between governmental stakeholders with themselves and with other involved agencies especially the locals community.

From analyzing governmental stakeholders' performance in SDD project many challenges were found that hindered the implementation, they are:

− The Lack of governmental staff knowledge about the basics of CBE development such as: TDA. Although TDA considers one of the local partners in the planning process, they used the experienced consultants to help them in preparing all studies and plans. So, it was necessary to raise their awareness before starting the process.

− The centralization of the governmental administration system, such as: TDA and EEAA, they were dominating the process with a complete absence of other stakeholders.

− The absence of coordination between governmental agencies caused in preparing more than plan for the same land and at the same time by different agencies, wasting a lot of time, money and efforts.

− The Lack of governmental management of financial resources for supporting CBE projects and services, such as: the infrastructure, training programs and motivating locals. This was the major obstacle to delay the implementation, so they started depending on the international donors and the private sectors to fund the development plans.

− The absence of an appropriate lawful framework for supporting community participation in all levels of CBE development process and determining the ownership of the lands of different governmental agencies, such as TDA and EEAA, in order to avoid re-planning the same location more than once.

In conclusion, the identification of stakeholder groups is one of the most important indicators for success CBE development process. Although the SDD initiative formed a list for relevant stakeholders of ecotourism and selected a representative from each agency, it didn't involve those representatives in all process

levels. Even the representatives' nomination particularly the government was without any relevant criteria.

B. Non- governmental organizations, SDD initiative preferred involving the international organizations than the national local, because of the lack of experience of the Egyptian NGOs in Ecotourism planning. Also, they don't have the ability to provide or support Eco-tourists services and locals training or their ventures. The international NGOs had a vital role in this initiative, where contributed in training the local communities. Based on the surveys, more than 3,000 Dahshurians delivered these training programs, which aimed to enable locals to take decisions during the process and become the real owners to manage eco-tourists' services, facilities, and handicrafts. Furthermore, NGOs cooperated with TDA to design the ecotourism circuits in Dahshur and prepared requisite marketing and promotional activities by creating a website, designing promotional brochures, and filming videos about handicrafts making or about tours in the natural and cultural areas. Despite NGOs efforts and funding, these designs were only on the paper and the indicators of training programs or marketing management were negative. The major obstacle to implement these designs was the absence of the dialogue and connection between NGOs representative with the local community, besides sharing the information with only governmental officers.

6.1.2 The impact of SDD plans on local communities and their roles in the process

From the observed results of the surveys, the local community involvement in SDD initiative was very limited. There was not any clear mechanism in selecting locals or enhancing them to participate in the planning process, this was a negative indicator of the success of the process. Therefore, it did not include all community groups and only chose the leaders and some of the artisans. However, locals' roles had not been identified and their opinions didn't take into account through the process. The lack of officials' confidence in the ability of the local community to participate actively in the process was the major obstacle, due to the spread of ignorance, illiteracy and low standards of living. Consequently, these plans and programs were totally

unbelievable by local communities and consider it as a theoretical process, that because it didn't add any value or benefit to them (as shown in Fig. 5). Also, the local community faced many challenges made them uninterested in participation in these plans, such as:

− The false promises by the governments proposed plans didn't provide any tangible solutions to the community.

− The lack of transparency in government information such as: the project budget or decisions of plan implementation.

− The lack of respect for locals' views, although they are the only one who knows the best for improving their lives and resources.

− Changing the long-term visions and strategic plans, based on political adjustments, led to losing community confidence in governmental decisions. Furthermore, most of the locals expected immediate benefits from these plans and not prefer the long-term plans.

− The major obstacle that affects the community participation and the initiative didn't take it into account is the lack of providing the basic needs: from education and training, jobs, and infrastructure services. Therefore, there were not any tangible benefits to locals that made them take a negative attitude towards the participation at all future plans.

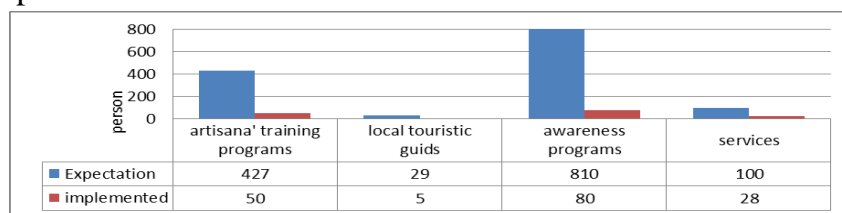|	artisana' training programs	local touristic guids	awareness programs	services
Expectation	427	29	810	100
implemented	50	5	80	28

Fig. 5. The social benefits of SDD [28].

Consequently, it was necessary that the planning team prepares locals to engage with the process by raising their awareness, building their capacity and trust, improving their services and infrastructure, and creating actual job opportunities. These indicators measure the extent to which the plan implementation succeeds.

As a result of the surveys and initiative analysis, the level of locals' participation in SDD initiative can be described as tokenism as in Arnstein's (1969) [13]. These levels are: analysis, making decisions, and implementation.

- Analysis stage, locals participated in the data collection phase with stakeholders, which include the main information about natural areas locations, available services and infrastructure and local's traditions and their standard of living. A large number of local individuals were invited to public meetings by using incentives as an attempt to attract them to participate. At first, the locals were interested in participating and found it as a chance to exchange their information with other stakeholders because it was the first initiative of Ecotourism in the region and they had a great expectation in changing their lives to the best, but after a while the attendees became weak due to the limited time for discussions.

- Making-decisions stage, in this phase, locals only involved in training programs or workshops to raise their awareness. They excluded from the important stages, where they didn't involve in producing plans despite their attending discussion meetings.
Even in these discussion meetings, the locals, especially from illiterate people like artisans, suffered from the decision-makers who dominated the conversations and didn't allow them to express their views freely. In addition to using unclear language dialogue such as English words or technical terms. For that, there was a difficulty in communication between stakeholders and local communities.

- Implementation stage, after the final product, there were many difficulties in the implementation phase due to the lack of commitment by stakeholders to the plan, and the lack of finance. So, it didn't return any tangible benefits to the locals and these plans despite its quality but were totally vainly and waste of money and effort. In conclusion, local community participation in SDD initiative was very limited, where they were excluded from the important stages such the final outcomes, and only involved in informing, and training programs or workshops.

6.1.3 The impact of SDD plans on Dahshur economy

The project sought to improve the locals' income and their standard of living through:

1- Providing job opportunities by supporting SMEs for locals and facilitating its loan procedures,

2- Allowing locals producers to participate in trade fairs and export to abroad,

3- Training women and men in producing traditional handicrafts,

4- Finding new and innovative ways to market local products nationally and globally,

5- Preparing the youth to be tourist-guides by improving their foreign languages and raising their awareness towards the value of natural and cultural sources.

6- Improving the quality of the essential services in the area.

The most of these efforts (that is used as indicators) did not convert into reality (as shown in Fig. 6); also, the implementation took a long time to return into the community with tangible benefits. This led to a lack of trust of locals to have the support to establish their ventures or marketing it, and lack attendances to these inefficient programs.
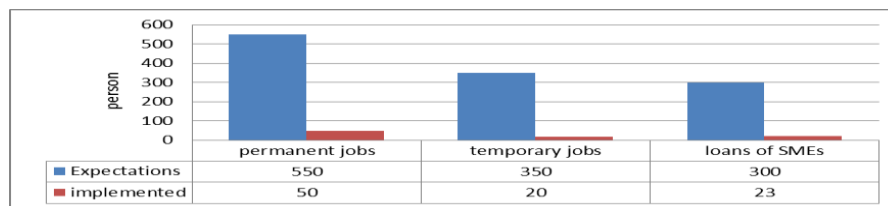

	permanent jobs	temporary jobs	loans of SMEs
■ Expectations	550	350	300
■ implemented	50	20	23

Fig. 6. The economic benefits of SDD [28].

6.1.4 The impact of SDD plans on Dahshur environment

Environmental information should be collected before starting the planning process of CBE, first, to know the natural attractions and region's potentials, second, to identify the sensitive areas and the critical issues facing it. This information was essential to ensure environmental integrity and preserve its resources for future use. Although SDD initiative did all these studies, it still couldn't find the way to preserve these resources well or manage human activities particularly that impact negatively on the nature, such as: using non-local materials in their constructions led to the accumulation of wastes that destroy the natural environment, also, throwing the waste out and around natural sites that affect negatively on its biodiversity.

The initiative' plans had proposed appropriate solutions (which can be identified as measurement indicators) for problems faced environment by:

1- Suggesting appropriate land uses for Ecotourism development which has a positive impact on nature.

2- Putting regulations to conserve the visual values in the area and preventing random construction, street garbage, and waste from resorts or small industries.

3- Providing essential sustainable facilities and infrastructure, and the continued protection and maintenance.

6.2 The Indicators of the SDD Initiative of CBE Planning

Based on the questionnaires and interviews results, the review of international experience as well, besides above analysis and evaluation of the Egyptian initiative, the paper reached the most important indicators that should be used to measure the success of Egyptian CBE development plans (as shown in Table.1). Also, to identify the impacts on the environment, economy, management policy, and on the community, where to assist in highlighting potentially interactions between local communities, stakeholders and Eco-tourists. These indicators will be reviewed as the next table:

Table.1. The indicators of CBE development planning in Dahshur, based on surveys.

INDICATORS	CRITERIA
1.Socio- culture's indicators	
Maintenance of traditional customs and practices	Protect cultural heritage resources
	Nature and cultural awareness & Respect
	Enhance the local's values and traditions
	Revitalize artworks and handicrafts & improve its quality
Opportunities for locals' involvement	Attending local youth in environmental education programs
	Opportunities for locals to provide cultural information, tour operators.
Local community benefits	Employment of local people (from youth and women in heritage arts, crafts, tourism, and creative industries)
	empowerment local community by training & skills development
	Local businesses associated with ecotourism
local community involvement in decision- making	Community attitudes toward ecotourism plans
	attending formal meetings and effectiveness participation
	The diversity of groups involved
	Cooperation with private and governmental agencies
Local satisfaction	Behavior between locals and tourists.
	Local satisfaction level with ecotourism plans
Tourist Satisfaction	Satisfaction with services and accommodation facilities
	safety and security of tourists
	Tourist behavior inside the site and with locals

2- Socio-Economic indicators		
Employment opportunities	Provided suitable job opportunities, and create new enterprises, skilled labor	
	Support traditional local product and service quality.	
	The impact of Ecotourism's activities on the local income.	
	The impact of Ecotourism's activities on handicrafts development.	
poverty alleviation	Stabilizing and improving the community's income	
	Operation and support of, (MSMEs), or community-based enterprises	
	Achieving equitable distribution of ecotourism funds/benefits.	
Marketing and Tourist demand	Quality of traditional products and services	
	Different features of market segments.	
	improving the image of the destination and its infrastructure	
	Targeted numbers of tourists achieved	

3- Ecological-Physical indicators		
Biodiversity and conservation	Controlling use intensity	
	Visitor interaction with wildlife species	
	sensitivity degree of protected areas	
infrastructure networks	Availability and sufficiency of infrastructure and services.	
	Services' future extension areas are clearly determined	
Visual Impacts of ecotourism Facilities	Environmental design and planning	
	Natural material & traditional techniques.	
	Integration with the landscape	
Environmental Impacts	Maximize benefits to the environment and minimize negative: (Sewage Treatment, Solid Waste Management Plan, etc.)	

4- Management policies indicators		
Institutional capacity for management	Stakeholder partnership	
	Having a strong community leader with vision	
	Compliance to regulations in protected areas	
Stakeholders Cooperation	Collaboration among governmental stakeholders themselves.	
	Collaboration among governmental stakeholders and the private sector.	
	Collaboration among governmental stakeholders and the local community.	
Developed a Strategic Plan	The management plan for the Protected area	
	Plan for sustainable development (fixed criteria to practice certain activities, a regulation visiting the protected area)	

7.   CONCLUSION

Ecotourism is one of the best forms of tourism; many developing countries have already begun to apply its strategies. A lot of experts have discussed its principles and approaches. Through these researches' series, the concept of Community-based Ecotourism (CBE) has been developed to empower communities and make them the main partner in the process, because the involving of the local community ensures

conservation and reinforces protection of the surrounding natural and cultural sites. CBE development process is managed by various entities, such as: governments' authorities, private agencies, and NGOs both locally and globally. To ensure the effectiveness and sustainability of the CBE plans, the communications and connections among stakeholders and with the local community should be regulated through specifying their roles, needs and the participation level without any exclusion.

Egypt as the most developing countries needed to face the negative impacts of mass-tourism, so, it began aggressively to adopt large-scale CBE development plans for environmentally sensitive areas and its surrounding communities. Despite all efforts, time and funds, there were many gaps and obstacles in the Egyptian planning process that hindered its application.

To identify and understand these gaps, the paper has evaluated an Egyptian initiative of CBE in Dahshur (SDD) through doing interviews and conducting three models of survey questionnaires for stakeholders of ecotourism, local communities, and Eco-tourists. Accordingly, the paper defined that the limitation of local participation in making decisions level was the main problem in not completing the planning process in Egypt because these plans didn't express any of their interests.

8.   RECOMMENDATIONS

To enhance the involvement of local community in CBE planning in Egypt, should:

1- Define community roles and responsibilities from the beginning and know when and how could be involved, avoid wasting time and efforts.

2- Involve them in each stage of the process, and distribute their tasks equally.

3- Understand their interests and potentials to be active in the planning process.

4- Empower the participation of local community in decision-making and alleviate their limitations.

5- Reduce the domination of the governmental agencies and other stakeholders throughout the planning process.

In conclusion, based on surveys results and initiative analyses, the paper was able to identify priority indicators to measure the success of CBE planning process in Egypt.

Finally, to develop the Egyptian tourism sector generally, developing societies and their economy particularly, a comprehensive strategy for CBE could be formulated as a future research in this field, which includes: policies, all stakeholders' roles and levels of participation, the solutions of familiar challenges and barriers, how to connect with locals' community and gain their trust, and the successful management plans.

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تخطيط وتنمية السياحة البيئية المجتمعية فى مصر، دراسة حالة:

تقييم مبادرة تنمية السياحة البيئية المجتمعية بمنطقة دهشور

يقدم البحث تقييم مبادرات السياحة البيئية المصرية التي تمثلها دراسة حالة منطقة دهشور من خلال إجراء استبيانات ومقابلات، تشتمل على مجموعات مختلفة من القائمين على قطاع السياحة، وأخذ عينات من المجتمع المحلي وأصحاب المصلحة والسياح الإيكولوجيين وبناءا عليه تم تحديد العقبات والمشاكل التى تعترض نجاح تنفيذ عملية التخطيط السياحى البيئى المجتمعى فى مصر وأسباب النزاعات بين أصحاب المصلحة واستبعاد مشاركة المجتمع، وأخيرا يستعرض البحث أهم المؤشرات الاجتماعية والاقتصادية والبيئية والسياسية المختلفة التى تسهل تقييم أداء جميع أصحاب المصلحة المعنيين وقياس مدى نجاح تنفيذ هذه الخطط وضمان استدامتها على المدى البعيد.