

Sustainable Development on the Strategic Level: An Approach to the Formulation of Development Constraints for Urban Touristic Projects in Marsa Matruh

M. Tamer El Khorazaty ¹, Mohamed El Mohamady Eid ²

¹ Associate Professor, Ain Shams University, Egypt

² Assistant Professor, Ain Shams University, Egypt

Abstract

Increasing evidence of global change is clear warning that human activity may now be undermining global life-support system. If we are to live sustainably in our surrounding environments; the cities and urban centres, we must ensure that we use the essential products and processes of nature no more quickly than they can be renewed, and that we discharge wastes no more quickly than they can be absorbed.

From an ecological perspective, the growing `ecological footprint` of our urban centres is typically many times their total administrative area where, for example, London's ecological footprint is 120 times the area of the city itself and Tokyo needs 1.2 times the land area of all of Japan to sustain its level of consumption. A leading scholar (William Rees) has calculated that the total footprint of all cities is now greater than the land area of our planet Earth. This analysis suggests that, in order to better or even sustain our quality of life, we have to change the governing strategies when developing urban centres and more specifically on the strategic level of urban development projects.

Problem Definition

Egypt as a whole lacks in commitment to a clear sustainable development agenda for the development of new and existing cities. The new urban development plan for Marsa Matruh is a significant opportunity for envisaging a sustainable agenda for the creation of urban development constraints.

Hypothesis

This paper discusses the benefits of a sustainable approach to the anticipated urban development plan for touristic projects in the Egyptian west coast of Marsa Matruh. "The development constraints have to embrace a clear commitment to a sustainable development agenda".

Objective

On the strategic level, this paper aims to demonstrate that sustainable development constraints have to be embedded when formulating urban development plans with special focus on the Marsa Matruh touristic development plan.

Key Words: Sustainable Development, Marsa Matruh, Urban Touristic Projects, Development Constraints.

1. Introduction

The significance of integrating sustainable development guidelines into all sectors and fields of our life cannot be denied whether on the global, international or national levels. International research has now moved from the phase of introducing the concept of sustainability to the following phase of implementing its core recommendations. This is underpinned by an extensive stage of research and development which started by the first emergence of the term in the Brundtland report back in 1987.

The implementation of sustainable development has acquired several new agendas in most business sectors such as (construction, insurance, system development, tourism, manufacturing, stock market ...etc) and it has significantly influenced governmental policies and strategies prevailing businesses, social societies and governmental practices.

Most of these implementation steps were preceded by a detailed analysis of these sectors and their predominating systems and frameworks of practice. The success of integrating sustainable development into these sectors mainly relies on the parallel level of research which focused on the analysis and breakdown of complex systems and detailed study of the functioning frameworks.

It is the work of researchers such as Peter Senge and Donella Meadows in the fields of Systems Thinking and Leverage points which allows demonstrating that the best potential in implementing sustainable development guidelines as a complex system into any business frameworks can best be applied when changing the paradigms out of which these frameworks arise. Put into practice, this has added huge responsibilities on the strategic level of decision making as it is the main governing level of creating strategies and policies.

The quality of life in any community, is limited to the responsibilities of three main role players; businesses, civil societies and government bodies. This paper argues that if sustainable development is to be properly implemented, a significant opportunity exists within the creation of governmental policies which govern our civil societies and orient businesses in their practices. The authors put forward the touristic development of northwest coastal area of Egypt (Marsa Matruh) as a demonstrating example.

The authors analyse the potential that exists in Marsa Matruh on the three levels of sustainability (economic, social and environmental) to be able to suggest a solid strategy for the touristic development of such an important urban part of Egypt. The analysis discusses the development constraints which should underpin a clear commitment to a sustainable development agenda on the local level within a concrete national sustainable agenda.

In order to proceed with the research, the authors see it crucial to introduce few definitions of the terms used in the paper to complete our proposed structure.

2. Defining the Terms

Sustainable Tourism as defined by the Organization of Eastern Caribbean States (OECS) is " the optimal use of natural and cultural resources for national development on an equitable and self sustaining basis to provide a unique visitor experience and an improved quality of life through partnership among government, the private sector and communities. "

This multidimensional definition of Sustainable Tourism is embraced by the member states of the Caribbean Tourism Organization (CTO), which is the regional tourism body and is broadly consistent with the definition of the World Tourism Organisation. Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, and biological diversity, and life support systems (World Tourism Organization).

Sustainable Tourism as defined by Hunter (1995) on the basis of the definition of sustainability in the Brundtland Report as follows: Sustainable Tourism Development (STD) should meet the needs and wants of the local host community in terms of improved living standards and quality of life, satisfy the demands of tourists and the tourism industry, and continue to attract them in order to meet the first aim; and, safeguard the environmental resource base for tourism, encompassing natural, built and cultural components; in order to achieve both the preceding aims.

Sustainable tourism products are products which are operated in harmony with the local environment, community, and cultures, so that these become the permanent beneficiaries not the victims of tourism development.

Diversity is a major factor affecting tourism. The more varied the natural, cultural and social environments there is, the more is the attractiveness of the site to tourism

"Therefore the tourism industry should ensure a pace, scale, and type of development which protects rather than destroys diversity, local culture and communities...preventing the destruction of natural diversity may be achieved by respecting each area's carrying capacity." Amr Attia 1999 P:93

3. Society & STD

The integration of national and local strategic planning framework results in sustainable tourism development which increases the long term viability of tourism and decreases conflicts of interest over-use of resources.

This adds more emphasis on the social level of STD, because on the decision making level, it has been demonstrated before that the participation of the community in the strategic level of policy making, creates a clearer and more successful strategies which touches directly onto the lives of the people involved. This enables the discussion of significant issues such as the social equity and involvement of local communities, where "Equity" means the equal distribution of benefits from development and the equal

access to resources among present and future generations (inter-generational equity).

In order to improve the quality of tourism, full involvement of local communities in the tourism sector is required, especially when sustainable development is related to the issue of tourism, where local people should get involved in the formulation of policies, priorities, implementation and administration of the tourism sector at the local level of their communities.

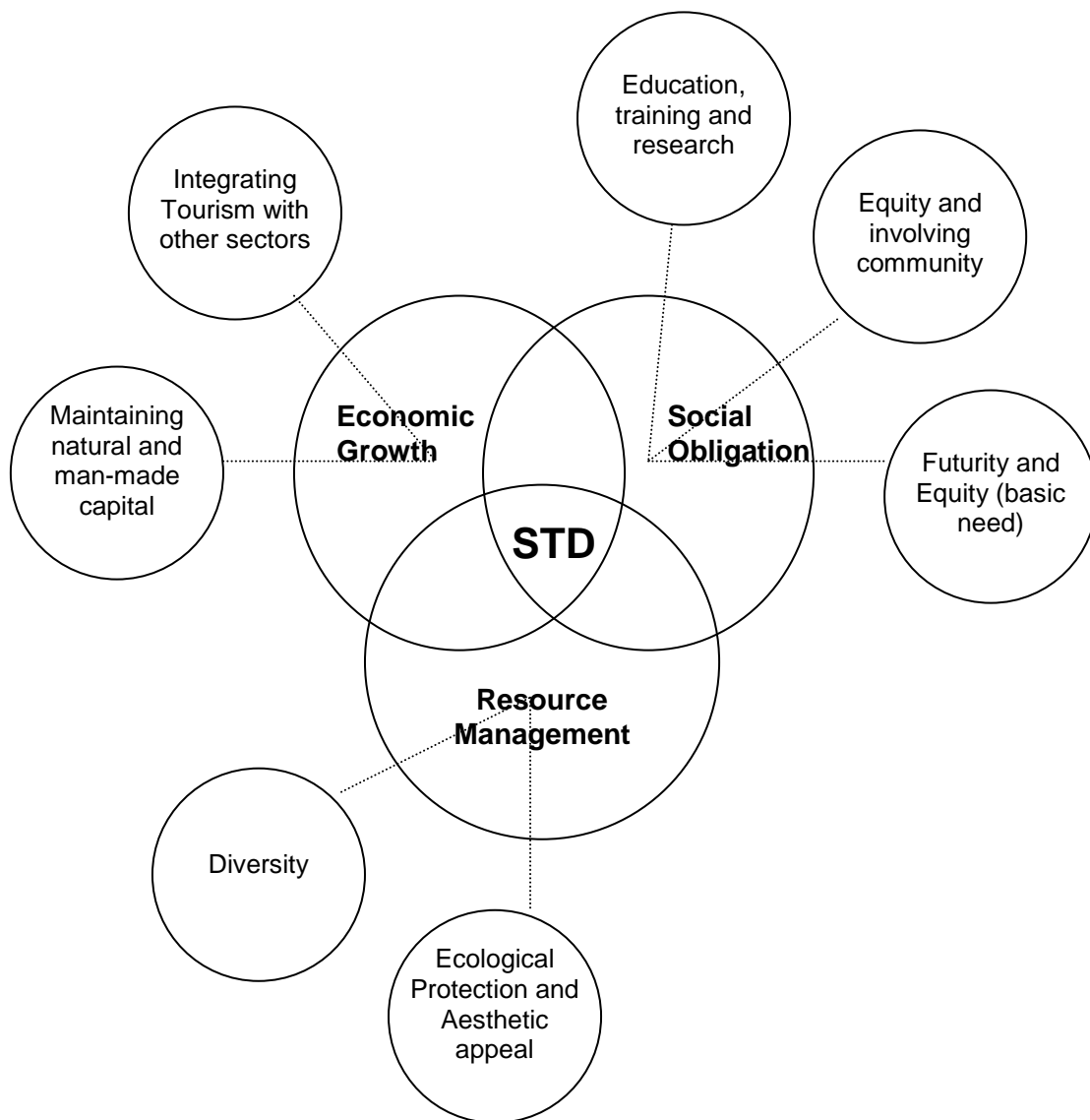


Fig.1: principles of Sustainable tourism development (STD)

Source: Amr Attia, (1999)

Contradicting with Elliott (1997) who argues that both bottom-up and top-down policies and sustainability principles should take place, the authors believe that bottom-up is the only way to the sustainable tourism development at the local level. The following point stress on that concept and verifies it.

3.1 Bottom-up or top-down

Opposite to the top-down solutions that are used in dealing with complex problems, this

research sees the way to sustainable urban tourism complexities from bottom-up. This research works on the local level of urban cells as the planning unit of many large scale urban settlements, being a district, a city or a region.

Conflicts in decisions, difficulties in implementation and imprecise information is the result of top-down policies and decision making. Bracken (1981) confirms that the various agencies involved in the decision making and policies in tourism development leads to the variation in their resource bases, conflicts on formal and in-formal negotiations acquainted with preparations and implementation of policies which makes it difficult to access the link between a particular policy and a particular outcome.

On the strategic level of decision making, sustainable tourism has to be guided and influenced by local landowners at the local level, rather than by higher authorities, at the other side of the country. At the same time, the role of local authorities would definitely reflect people's needs and problems, at the local level, which ensures the implementation of the measures necessary to achieve sustainable tourism. Just as Watts (1991) phrases:-

"It must never be assumed that national studies can take the place of detailed local knowledge, which only a properly organized local authority can have."

Elliott (1997) also accentuates that the local level is essential in the administration and management of strategies and policies being implemented to improve the tourism at any local area,

"Local areas belong to local people and they pay local taxes for which they are entitled to the services of the local politicians, and managers. Local government may have to protect the rights of local people against upper tier governments and private interests."

4. Objectives of STD in the North West coast of Egypt:

In general sustainable development has 3 aspects, Economic, Social and Environmental, so the following points would highlight the objectives of sustainable tourism specifically from the 3 above mentioned aspects in addition to a fourth objective which has to do with the scale at which this development is taking place which is the local scale.

The overarching objective of this STD in the NWC is to contribute to improve the welfare of the stakeholders; especially the more disadvantaged rural people and, thus, contribute to poverty alleviation. This could be done through community development, developing their capacity to access services to improve their livelihood and increase their incomes while at the same time strengthening their capacity to conserve, rehabilitate and use their natural resources in a sustainable manner.

4.1 Economic Objectives

Improving small holder sustainable agriculture, horticulture and livestock production; promoting market-linked off-farm income generating activities, mainly targeting women; and providing improved access to technical, financial and commercial services.

- Form partnerships throughout the entire supply chain from micro-sized local

businesses to multinational organizations

- Promote among clients an ethical and environmentally conscious behaviour
- Diversify the products by developing a wide range of tourist activities
- Contribute some of the income generated to assist in training, ethical marketing and product development
- Provide financial incentives for businesses to adopt sustainability principles

4.2 Ecological Objectives

Assist communities to conserve, rehabilitate and sustainably manage the natural resource base through developing appropriate community-based institutional processes and mechanisms; development that is compatible with the maintenance of essential ecological processes, biological diversity and biological resources

- Codes of practice should be established for tourism at all levels
- Guidelines for tourism operations, impact assessment and monitoring of cumulative impacts should be established
- Formulate national, regional and local tourism policies and development strategies that are consistent with overall objectives of sustainable development
- Institute baseline environmental impact assessment studies
- Ensure that the design, planning, development and operation of facilities incorporate sustainability principles
- Ensure tourism in protected areas, such as national parks, is incorporated into and subject to sound management plans
- Monitor and conduct research on the actual impacts of tourism
- Identify acceptable behaviour among tourists
- Promote responsible tourism behaviour

4.3 Social Objectives

Assist communities, including women and the poor, to organize themselves and participate in community-based planning and implementation of development activities; increase people's control over their lives and is compatible with the culture and values of those affected and strengthens the community identity

- Tourism should be initiated with the help of broad based community input
- Education and training programs to improve and manage heritage and natural resources should be established
- Conserve cultural diversity
- Respect land and property rights of traditional inhabitants
- Guarantee the protection of nature, local and the indigenous cultures and especially traditional knowledge
- Work actively with indigenous leaders and minority groups to insure that indigenous cultures and communities are depicted accurately and with respect.
- Strengthen, nurture and encourage the community's ability to maintain and use traditional skills.
- Educate tourists about desirable and acceptable behaviour
- Educate the tourism industry about desirable and acceptable behaviour

4.4 Local Objectives

- The community maintains control over tourism development

- Tourism provides quality employment to community residents
- Encourage businesses to minimize negative effects on local communities and contribute positively to them
- Ensure an equitable distribution of financial benefits throughout the entire supply chain
- Provide financial incentives for local businesses to enter tourism
- Improve local human resource capacity

Whilst the environmental objective set out to break the cycle of natural resource degradation and poverty, the overarching local objective will be rural poverty reduction through sustainable community-driven development achieved by considerable success in pioneering the participatory approach in the challenging environment of a traditional (male dominated) tribal social system and in gaining the trust and confidence of the Bedouin people. The participatory process to empower local communities aims at achieving development sustainability. This entails greater responsibility and authority being passed to local communities that have been prepared, trained and given the requisite guidance to accept such responsibilities.

"Matruh resource Management project 2", (2002), financed by the World Bank also stresses on the involvement of the local community in decision making as it says in its framework:-

"Thus, the follow-on project will move towards a community-driven development (CDD) approach, tailored to fit the socio-economic conditions of the communities. The CDD approach will of necessity be incremental and phased gradually, it will require a greater involvement by local communities' in decision making regarding resource allocation, as well as their involvement in implementing, monitoring and evaluating all project activities. When elaborating their Community Action Plans, the communities will choose from among a menu of activities financed under the project"

5. Data Collection

Data collection is a fundamental base for the self-correction centre of the urban cell. The success of any plan to be made or implemented depends mostly on its accuracy and reliability.

For the data collection process to be sustainable, data should be periodically revised and updated and published and distributed to all stakeholders involved in decision making and tourism development , public and private authorities, with a website on the world wide web.

Environmental, Economic and social data are needed to achieve a sustainable tourism development in an urban cell. The structure of data needed for planning and decision making in the sustainable tourism development is provided below with consideration to the limited availability of data in the proposed example (i.e. Marsa Matruh).

6. Defining the studied area:

The Governorate of Matruh is located between the Mediterranean sea from the north by a length of 500 km (between cities of "Hamam" from the east and "el-Saloum" from the west), the Libyan borders form the west, by a length of 400 km. (from "el Saloum, to the southern of Siwa oasis), Governorate of Alexandria, el Beherah and el-Giza from the east, the western desert and the governorate of "el-Wadi el Gedid" from the south.

Whilst being a vast Governorate, the economic activities are almost concentrated at the northern coast (90%), which is only 20 km.



The Governorate of Matruh could be divided into 2 sub-regions, the Littoral Region of the Western desert, Known as the North West coast (Zone A), and The Hinterland of the Western Region (Zone B).



Fig.2: The sub-regions in the Matrouh region
Source: PA (2002)

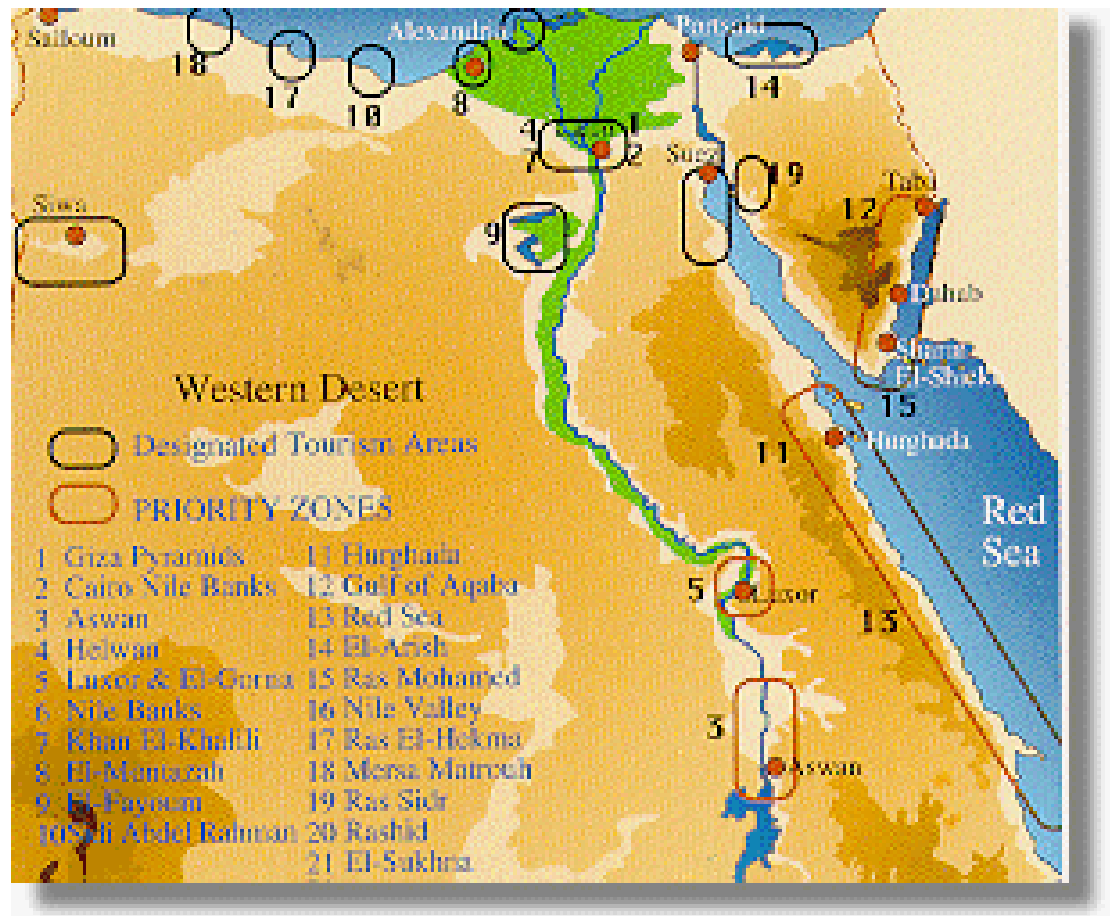


Fig.3: designed tourism zones and priority zones
Source: TDA (1997)

Egypt has 22 tourism development areas identified as major tourism areas, with difference in priority, from which the studied area has four of them; (see Fig.3) Marsa Matruh, Ras EL Hekma, Sidi Abd El Rahman and Siwa. The first three lie in the northern sub-region, while Siwa is in the southern sub-region.

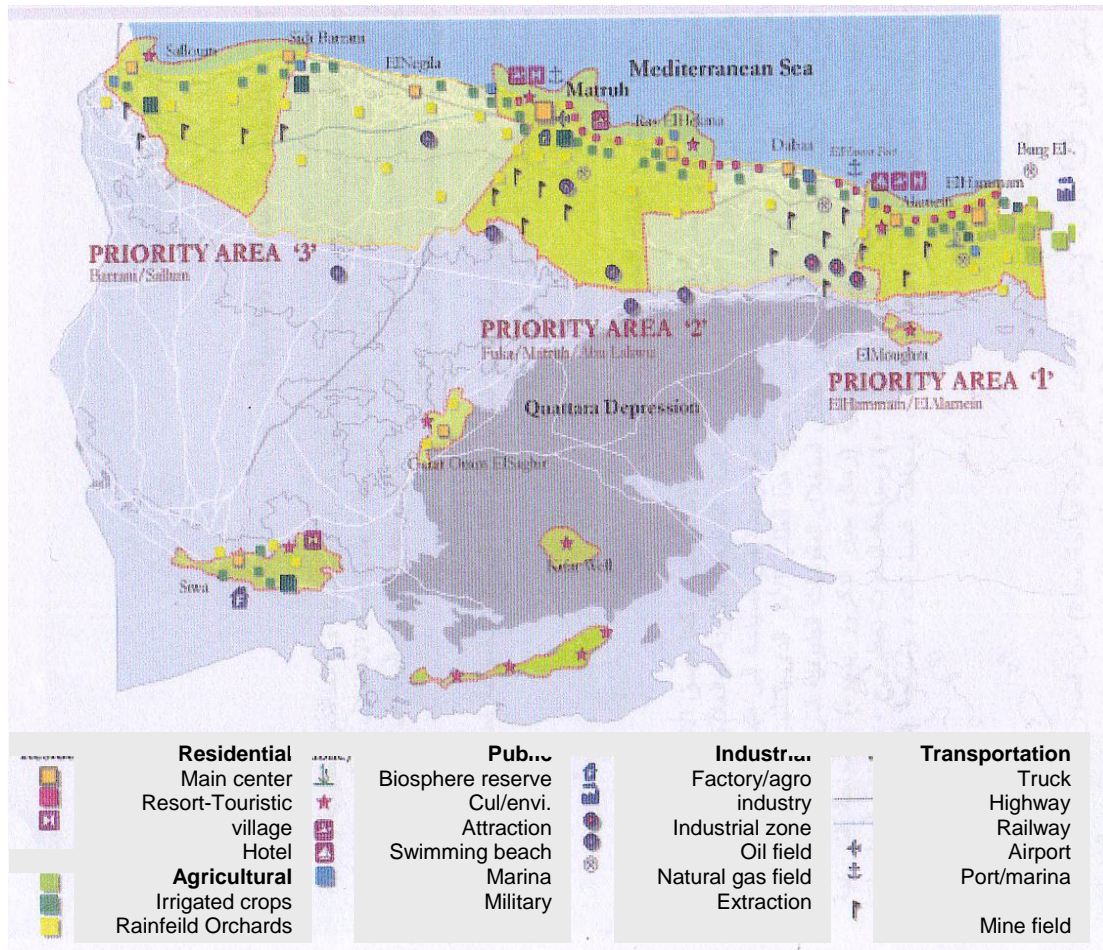


Fig.4: Priority development zones
Source: Egyptian ministry of planning (2002)

The sub-region of the North West coast was divided (by the ministry of human planning -united nations) into three priority zones in descending order from the east towards the west.

6.1 Opportunities

The studied region enjoys a combination of pure white sandy beaches and dunes, a deep blue sea, clean air, Mediterranean good weather, in addition to the historical and archaeological assets scattered over the region. All these are potentials adding to the region's attractiveness as a major touristic destination.

Some of the characteristics sites in the studied zone:

White sand beaches and deep blue sea:



Fig.5: Partial View of Marsa Matruh from the Sea

Ageebah Beach

About 28 km. west of Marsa Matruh, it is distinguished by its numerous natural caves and enchanting scenery.

Al-Abyad Beach

About 20 km. west of Marsa Matruh beauty surpasses that of Marsa Matruh beach.

Marina Ruins- Alamein

An ancient city discovered in 1985, it comprises temples, tombs baths and nobles' houses, from the Graeco-Roman period. It is the largest archaeological city after Alexandria.



Fig.6: Ageebah Beach

El Alamein Museum

This museum is devoted to the battles that took place in the region during the Second World War. In 1942, the Germans, led by Rommel, and the Allies, led by Montgomery, fought one of the most decisive battles of World War II: The Battle of El Alamein. The victory, which went to the allies, saved Egypt for the Allies and led to the ultimate defeat (1943) of the Axis powers in North Africa. As a result, this area is now full of war artifacts, and land mines which still are scattered in the adjoining desert. (Zafar Adeel and Fatma Attia)



Fig.7: Love Beach



Fig.8: Cleopatra Beach

Reservoir on the Matruh-Siwa Road

The reservoir is situated along the Matruh-Siwa road. It mainly serves the following purposes: (i) rainwater harvesting; (ii) provision of safe water supply for the community including domestic and agricultural requirements; and (iii) it helps the Bedouins to settle and form stable communities. The community benefiting from the reservoir consists of 500 persons. The agricultural area served is about 150 acres (during the dry season).

Abu Grouf Watershed (Matruh Project site)

This watershed development project is part of the Matruh Resource Management Project. The rainfall varies from 50 to 270 mm per year, with an average annual rainfall of 145 mm. The regional plateau leads into the coastal plains on the Mediterranean side. Historically, the area was severely degraded and was marked with a low productivity.

Under the current project, a number of activities are undertaken for improved management of water, control of soil erosion and improved livelihood of the local community. The local inhabitants, about 2,000 in number, are closely involved in the management activities and share the costs of construction and rehabilitation.

Dams, typically about 20 m wide, have been built to retard the flood torrents coming from the plateau. Terracing is also used for the same purpose. Some non-traditional crops and fig trees are planted downstream of the dams. Feed and food crops are grown rotationally during the crop season (typically November-March).

7. Some constrains in the studied area:

Land Mines

About 14% of the mines and explosive bombs all over the world are found in Egypt. The North West coast hosts about 19 million mines. Egypt failed from the political way to force countries responsible for planting these mine to remove them and pay any compensations for the victims died or injured from those mines, so instead, the Egyptian government is seeking the development of the NWC to lead to the participation of the western countries and also Japan in cleaning the NWC from those mines.

Total number of victims: 8313

Number of people dead: 697

Number of people injured: 7616



7.1 Environmental Data

The aim of Environmental data is to provide a basis to assess the environmental health of a community through some local measures. Environmental measures helps in monitoring the health of the natural environment while also illuminating trends when human actions are impacting environmental health either negatively or positively. These measures enable individuals, policymakers, and stakeholders in the community to make decisions about their contribution to the environment

In the NWC, Environmental degradation and poor resource management practices are evident everywhere. Resource management, particularly the capability to catch and retain rain water, has declined severely through an endemic cycle of poverty, lack of viable production alternatives, and uncoordinated regional development.

Drinking Water Quality: the EA identified drinking water quality as the primary potential issue related to the water harvesting activities of the MRMP II. A 1994 GTZ water analysis of selected systems in the North West Coastal Zone concluded that concentrations of *E. coli* (indicator enter bacterium for bacteriological contamination) in water collected from cisterns were 1,000-10,000 times WHO guidelines. (*E. coli* is a particular type of bacteria whose presence in drinking water is more serious than other bacteria because they are disease-causing. They indicate that water has been contaminated by sewage or animal wastes that contain other disease-causing micro-organisms which can cause severe diarrhoea, cramps, and nausea.) Unfortunately, no more recent water quality data are available. While discussions with the local population on

Biodiversity: (Natural Habitats) the Egyptian Biodiversity Strategy and Action Plan has as one of its main objectives the expansion of the National Protected Areas Network to become more fully representative of the nation's biodiversity and ecosystem. The project is proposing to support the Nature Conservation Sector/ EEAA in establishing two of the four proposed protected areas on the western Mediterranean Coast, namely Salloum and El Qasr. These areas, contain natural habitat, and have been selected as proposed future protected areas.

Salloum is identified as one of Egypt's highest biodiversity conservation priority areas, with high botanical richness and largest remaining tract of relatively intact and undisturbed coastal habitat in the whole Mediterranean coast, and one of the least populated. The proposed protected area encompasses a great diversity of habitats in a fairly compact area, including coastal dunes, coastal ridges, extensive intact coastal salt marshes and other saline habitat.

El Qasr represents a fairly undisturbed example of a unique and restricted habitat in Egypt - the Mediterranean coastal steppe. It is part of El Diffa Miocene Plateau, a vast flat sand and gravel plain with scattered clay pans and features a diversity of habitat types and biological components that are marginally represented within Egypt's current network of protected areas.

Both proposed PA's are currently exposed to a number of threats that result from activities outside of MRMP, including uncontrolled and unsustainable tourism

development along the coastal fronts, uncontrolled exploitation of the resources by the population and unregulated hunting, unsustainable agricultural practices, particularly by the military, and the lack of planned zoning for development. The project, through supporting the preparatory and declaration phases for the PA's will aim to ensure sustainable management of the resources within these important areas.

As with other PA's in Egypt, the zoning and micro-zoning within the PA will be done so as to ensure that highest conservation status (zero impact) is attributed to the most endangered natural habitat, while sustainable uses for recreational activities can be assigned to the rest of the PA habitat. The remaining project area outside of the PA's will also benefit from the implementation of the integrated ecosystem management approach adopted by the project. This includes the conservation of biodiversity hotspots, activities managed by the Biodiversity unit, and other land improvement activities (such as rangeland management), as well as the support for coordinated and sustainable development planning for the Governorate.

As per the statements of the policy, no significant conversion or degradation of natural habitats will result from the small-scale project interventions and sub-projects.

Roads: Roads should be selected through a participatory approach and designed to interrupt cross-drainage as little as possible. Where the road interrupts natural drainage, culverts and siphons will be installed. Road design should ensure that roads will not significantly impede the passage of wildlife. Road construction will ensure, to the degree possible, non-susceptibility to erosion from floods by planting trees along the road to act as wind breaks and soil fixtures. Construction and maintenance should follow the guidance provided in the Environmental Guidelines Manual.

7.2 Economic Data

Economic indicators should reflect when an economy is functioning in good health. Some examples of economic measures are tourism income or the unemployment rate. Every economic indicator generally gives clues about the health of a certain area of the economy. A strong economy will allow the urban cell to provide better services to citizens and businesses and will help to make it a more enjoyable place to live and work.

❖ Growth Centres	❖ Economic Activities
❖ El-Hammam-Sidi Kereir	❖ Chemical industries, agriculture and domestic tourism
❖ El-Dabaa-Fuka	❖ Agriculture and agro-industries
❖ Ras El Hekma-Hawala-Bagush	❖ International tourism and light industries
❖ Marsa Matruh	❖ Services, domestic tourism and light industries
❖ Sidi Barrani	❖ Agriculture and agro-industries
❖ Salum	❖ Trade

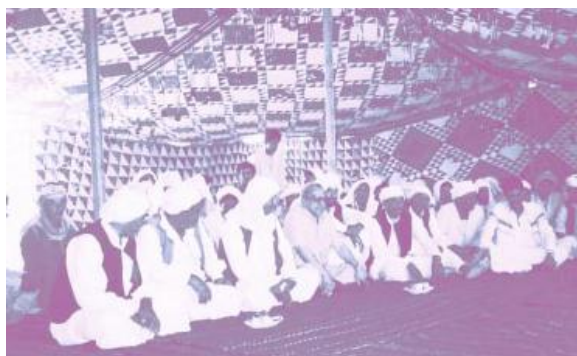
Table 1: growth centers in the NWC sub-region
Source: Ilaco and Pacer, (1996)

❖ Tourism Data	❖ Anticipated for 1990	❖ Situation in 1996
❖ Total no. of tourists	❖ 250,000	❖ 366,000
❖ Availability of beds for domestic tourists	❖ 200,000	❖ 550,000
❖ No. of international tourists	❖ 37,500	❖ 800
❖ Available beds for international tourists	❖ 30,000 beds	❖ 2000
❖ Season	❖ 200 days	❖ 90 days
❖ Approximate occupancy of foreign tourists	❖ 140 days	❖ 10 days

Table 2: anticipated tourism figures for 1990 and the situation on 1996
Source: Matrouh Governorate (1996)

7.3 Social Data

Approximately 250,000 people inhabit this large area, 85 percent of which are Bedouins. These traditionally nomadic people have in the last decade switched to a more sedentary lifestyle. Although the government has attempted to integrate Bedouins into the mainstream of Egyptian society, they remain an isolated, tribal society whose leadership still performs many administrative and judicial functions.



The Bedouin are among the poorest and most vulnerable of Egyptians. They are no longer nomadic. They had accepted incentives offered in a government program about a decade ago to settle into a more sedentary lifestyle. They now raise mostly sheep and goats, which seriously overgraze the sparse vegetation in the area. Residential settlements there are segregated and scattered into 27 settlements, with less than one thousand residents in each and density of about 1.8 person per km. (BBC radio Arabic 2004). The rural population of the NWC zone belongs to one tribe (Awlad Ali). (Matruh resource Management project 2, 2002)

Urban Environment

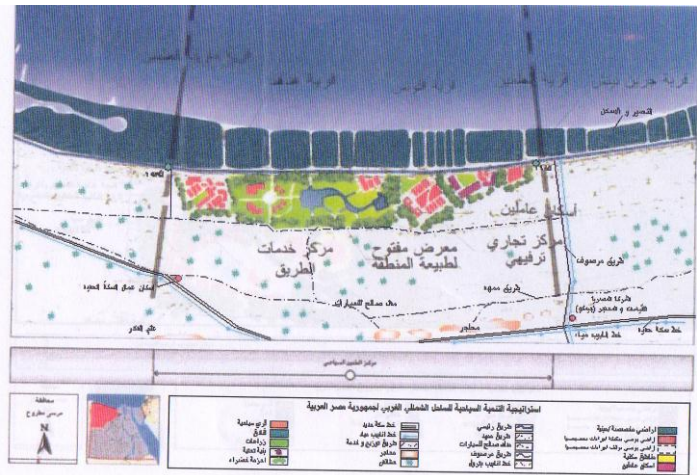
The coastal zone area is relatively little developed, but vacation villages are being built and more are planned. It will be a challenge to ensure that unregulated development does not occur, especially on sites of ecological importance.

Where development occurs, a proper environmental assessment should be undertaken before plans are approved and once approved environmental directives must be enforced. (The source for all following figures is the Ministry of Planning, 2002)

1-Elhammam touristic centre: (Fig.9)



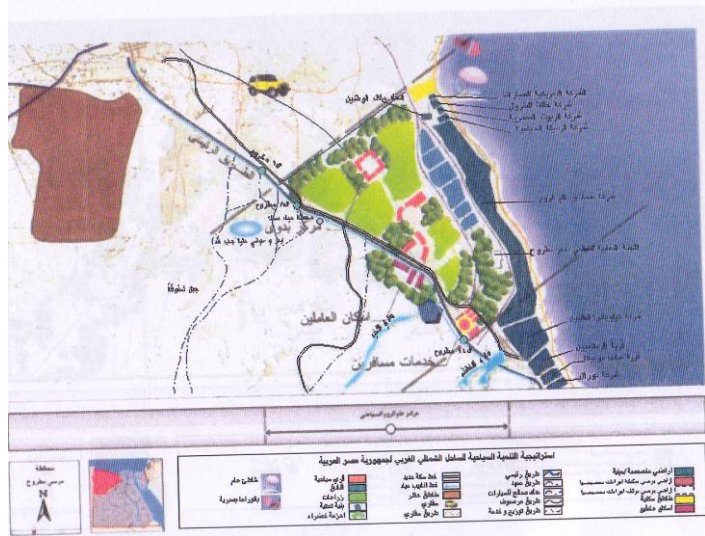
2- El Alamein touristic center: (Fig. 10)



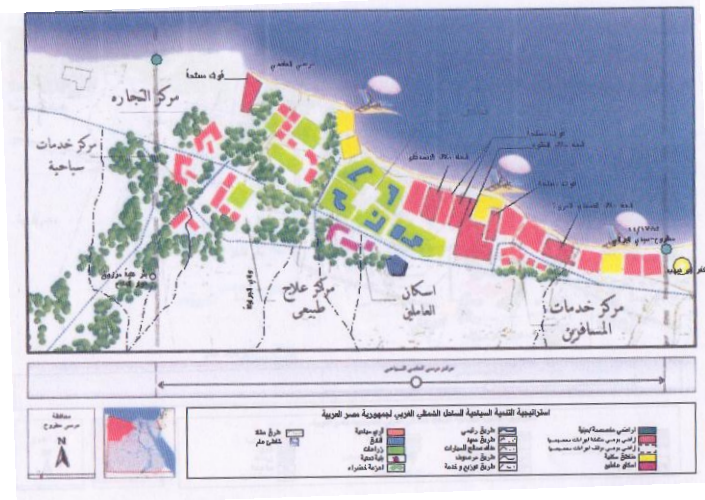
3-Sedi Abd EL Rahaman touristic centre (Fig.11)



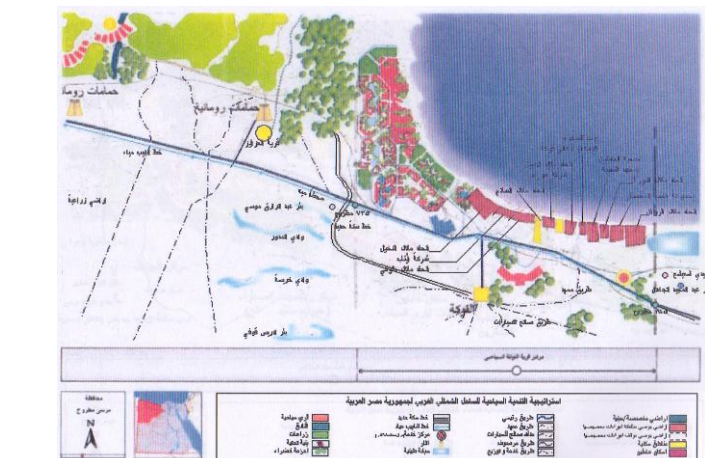
4- Alam El Roum touristic centre (Fig. 12)



5- Marsa el Aasy touristic centre (Fig. 13)



6- Fouka touristic centre (Fig. 14)



8. The Way Forward

This paper discussed the positive potential that exists within the strategic level of decision making when composing new development strategies and the constraints which should be considered on the three levels of sustainability. This potential in the case of the development of Marsa Matruh, the North West Coastal area of Egypt was underpinned by an analysis of the current situation in terms of existing development plan for parts of the coast in question as well as the fundamental elements contributing to the current quality of life for its inhabitants.

One of the main analysis and benchmarking tools for urban development plans is the “Ecological Footprint” which is “the area of land and water ecosystems required, on a continuous basis, to produce what the population consumes, and to assimilate the wastes that the population produces, wherever on Earth the relevant land/water is located” (William Rees, 2002). This benchmark tool and the carrying capacity has been instrumental in providing the first measure of the environmental impact of cities, illustrating that high-density human settlements no longer have boundaries that coincide with land needed for their daily activities. Therefore, urban development plans for cities in the developed world for example, cannot achieve sustainability on their own.

This calls for a reintegration of urban activities with natural processes, increasing the efficiency of resource use, the recycling of wastes as valuable materials, and the conservation of energy. This all relies on the creation of sustainable development integrated policies and strategies which govern the human development activities as well as guide the government to a practical ways to implement the sustainability guidelines into our lives to better or even sustain our quality of life.

As demonstrated, this can only be done if the implementation of such guidelines is introduced into the governing policies as the origin and main objective of their functionality. If these development plans were to be considered as complex systems which are hard to implement or introduce any change to them, then our best and most efficient solution is to change the goals and objectives out of which the policies are created.

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