

Urban Development Management Towards Improved City Prosperity

(The Case study of Egypt)

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Abstract—For decades, Egyptian cities' ability to cope with the growing needs of urbanization and globalization has largely declined. With the additional instability resulting from the 25th January, 2011 and 30th of June 2013 revolutions, further socio-economic and infrastructure deterioration lead to an existing urban status that sets new challenges for the Egyptian government to address. With the expected increase of urban population of about 1.5 the current figure by 2025, the Egyptian government will need to revise its urban sector policies and development process to provide adequate housing, services, job opportunities and infrastructure in addition to improving the quality of life for the existing and excess populations. It is however questionable whether the existing urban development management system could lead to achieving the aspired visions for development and sustainability or a revision for the whole process needs to be addressed.

This research aims at providing a result-based analysis for the urban development management in Egypt aiming for improved city prosperity within the natural development policy settings. This will be performed through assessing the ability of existing institutional, financing and regulatory frameworks governing the urban sector to plan for achievable prosperous development objectives. The general matrix -the Wheel of Urban Prosperity- with its main elements of Productivity, Infrastructure development, Quality of Life, Equity and Social inclusion, Environmental Sustainability and Governance and Legislation will be used in analysis and suggestions of areas for policy intervention and contribution for planning and management urban development system in Egypt.

After analyzing the Egyptian context and situation, a transparent and inclusive definition of baseline situations is recommended as an initiating strategy. It is then important to define progress indicators and ensure provision of adequate budgets for monitoring, evaluation and redirecting development policies. Additionally, having clear institutionalized urban management roles and responsibilities shall trigger the development towards achieving real on the ground changes and impacts on the lives of the inhabitants.)

Keywords— Urban management – Urban Development- City prosperity - Result Based management – development policies

I. INTRODUCTION

In our present times, it has become harder to plan for the fast changing future and costly to focus on activities rather than results. A paradigm shift from focus on planning to a more dynamic approach -that depends on urban management- has started to evolve. This is also accompanied by the shift from Activity-based planning to result-based management that enables measurement of the progress towards solving the problems that often remained unsolved after the projects/activities. Thus instead of focusing on expenditures, activities and outputs, the focus shifts beyond that to focus on actual results: the changes created, and contributed to, by programming. (Canadian Foreign Affairs, 2013)

It is claimed that *Cities can offer remedies to the worldwide crises – if only we put them in better positions to respond to the challenges of our age, optimizing resources and harnessing the potentialities of the future.* Alternatively, the existing main cities and towns in Egypt generate most contributions to national GDP. Therefore, along the additional challenges caused by the political instabilities comes the unique opportunity offered: “*The opportunity of change*”; this unique chance of change needs to be captured before the wave of change passes by.

In the Egyptian context, the cities that were once one of most beautiful and modernized cities of the world had turned throughout decades to one of the most polluted, congested and mal-functioning ones. Thus it is observed that; along the years transformation had occurred to the process of planning and managing of public spaces, facilities and infrastructure leading to the decline of what is now defined as ‘city prosperity’. Correspondingly and described by Yousry (2013), after applying strategic planning in Egypt for many years now, it has become questionable whether the process –as it is- is expected to achieve the anticipated goals of development and wellbeing; or a process change for sound, real and implementable development should take place.

With the instabilities successive to The Egyptian revolution, a possible moment for change has also arrived. This paper aims at capturing this potential moment to encourage politicians and decision makers towards the nations' prosperity for a better future for all. Reviewing and analyzing the Egyptian urban development management towards improved city prosperity brings together chances from political instabilities for positive change and use of global urban agenda reform to retrieve the Egyptian global urban and development positions and use the numerous development agencies achieve their aspired results.

This is to be achieved through explaining the main notions of prosperity and urban management concepts with focus on result based management models. Following the literature review, reflections are given to the Egyptian context; where the urban management components are examined in relation to developmental results achieved. Finally the study conclusion and resulting policy advice are provided.

II. METHODOLOGY AND SCOPE

This paper presents an explanatory, diagnostic review for the relationship between urban development system and management to support enhanced elements of city prosperity within the existing governance, policy and institutional Egyptian setting. Focus will be given to the changes required from a result-based point of view for the urban management system to achieve aspired impact enhancement. This is achieved through gathered secondary data of reports, laws and literature in addition to focus groups' meetings with local and central governmental officials (1). The urban elements from the five indicators for prosperity will only be addressed as guiding figures for policy reflections; calculations and statistical methods are not covered within the scope of the paper. The review and analysis for regulations and institutional framework managing the urban development for the case study will include only items related to the prosperous objective.

III. NOTIONS OF PROSPERITY

City prosperity concept is perceived ever since people have started to inhabit cities; the anticipation for living in good conditions, wellbeing and well fare, having access to basic needs of services and other urban have always formed the urban competition among cities. This competition plays a key role in the reason why some cities are attracting population while others are being repelled, as well as the satisfaction and fulfilment of a certain community with its city. (UN-Habitat, 2013)

A. Capitalist, Communalists and spiritual notions of prosperity

Prosperity often encompasses wealth, from capitalists' point of view. Paul (2008) claims that owning and controlling property is the only enabler for lives control; even social advances are based upon the ability of protection provision, capital accumulation and long term investments. The states that are able to globally redistribute wealth, could easily wage wars, impose sanctions, take away privacy, and violate core

human rights. Saunders and Taylor (2002), however claimed unemployment as a main reason behind declined social and economic prosperity, and in his later book, Bernstein (2009) expressed his view towards economy as a flesh and blood model that includes more study of sociology than technology.

Social communalists however consider economic notions of prosperity to compete or interact negatively with health, happiness, or spiritual notions of prosperity; economic productivity that results from longer working hours for people does not certainly reflect better prosperity (Cowling, 2006). Putnam (1993) claims that social capital enhances the benefits of human and physical investment. Alternatively Pathways to Prosperity Project (2011) sets education and training to be the tool that paves the road towards prosperity.

Additionally, some authors perceived prosperity from the spiritual and religious point of view; in his book Jordon (2011) demonstrates that economic hardship will disappear if we live in sync with God's universal laws; having faith, focus, and fundamental knowledge to succeed. Similarly, Copeland (2012) claims that true prosperity is not taught by God by it lies within the ability of people to apply the power of God to meet any spiritual, mental or physical needs.

B. The multidimensional Legatum Prosperity index

The prosperity index of the Legatum institute attempts to go beyond the sole economic measurement of prosperity to include as well subjective wellbeing of its citizens with a wide range of indicators including education, health, social capital, entrepreneurship and personal freedom to rank 142 countries. The Index –published annually- has become an essential tool for governments around the world (The Legatum Institute, 2012). The Legatum Institute (2013, p.30) summarizes the global policy conclusion from the analysis of its prosperity measurements showing that Governance and Safety & Security are key drivers of national prosperity and development.

C. The notion of shared prosperity

The Centre for Strategic and International Studies envisioned the shared prosperity as the tool for global development that would influence economic growth and job creation in developing countries. This is proposed through encouraging private sector to invest in developing countries to support raising the quality of life as well as building supply chains that buy goods and services locally and instilling good management practices and global standards that all develop local workforce. This is suggested to be coupled by policy reforms and institutional building as well as Promoting Entrepreneurship and Closing the Gender Gap (CSIS Executive Council on Development, 2013)

D. UN-Habitat City Prosperity index

The new notion of UN-Habitat prosperity looks beyond the confines of economic growth that have dominated development policy and agendas for many years and is claimed to have led to growing inequalities, city forms' distortions and environmental and financial problems. Since people move to cities aiming for prosperity, it is thus

important to study how those cities shall provide the platform for nourishment and development.

It is also important to enable comparison and competition as well as setting common floor for sharing experiences and learning lessons from other places; this is why city prosperity index have become an important measure for the success and the balanced development for cities around the world. As described by Jon Clos “*the new Report proposes a fresh approach to prosperity, one that is holistic and integrated and which is essential for the promotion of a collective well-being and fulfillment of all.*” (UN-Habitat, 2013, p.iv)

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The Main Pillars of City Prosperity are : **Productivity - Infrastructure development- Quality of Life – Equity and Social inclusion – Environmental Sustainability** and most importantly highlighted in (UN-Habitat, 2014b) is **Governance and Legislation** which lies in the hub of the prosperity wheel; the hub at the center of the wheel brings together the urban power functions (2) (UN-Habitat, 2013).

UN-habitat believes that cities can take different and complex paths to prosperity; however, it is essential to enable the measurement of policy results and indicate the effect of decisions made by governments on the prosperity of cities.

IV. MANAGEMENT OF URBAN DEVELOPMENT

As noted in the introduction; the rapid growth of urban population accompanied by the continuous changes of its social composition, economic activities and the nature of urban areas inhabited has made it more important to shift focus from planning for the development of urban areas to focusing on managing the needs and potentials of urban development. This leads to the importance of shifting from the focus on the growth of urban centres to the urban systems that manage this growth.

A. Urban Management concept and definitions

In his writings, Buehler (2003a) illustrates theoretically the differences between: Urban Planning, Urban Development and Urban Management (3). With architectural and engineering roots, urban planning used to focus on physical and spacial aspects based upon the rational paradigm. When scientific

rationalism was heavily criticized, the urban planning as well shifted its focus to include social, economic and political aspects as well, which was after further developed to include recognition of politics, power and governance and calls for connection with important management functions; such as budgeting and more inclusive notions such as urban development.

According to Müller-Ibold (1996) page 52 “*Urban Development includes the development of all functional aspects of a city like urban economics, social services, culture and education, housing, mobility and leisure all linked to spacial and master plans*”. Despite having master planning as a still common method that scientifically defines goals and tools to reach them (Ortiz/Bertaud, 2001), ideas of urban management and governance have started to become the core of urban development thinking (Werna, 1995). Abdel-Baki (1993) explains the common confusion between urban management and administration; however he explains the differences between both illustrating that “*management is used by those who actively try to achieve development objectives, while administration is used by those who consider their job as a source of income and influence.*”

A convenient definition for urban management is provided by Davidson (1989) as “*the activity of attempting to mobilize diverse resources to work in a co-operative manner in the fields of planning, programming and budgeting development and operation and maintenance of settlement in order to achieve the development objectives of the government*”.

Managing the activities within the organizations that are actively engaged in running urban areas shall efficiently lead to quality performance. Alternatively, management of urban activities shall effectively result in improved human life and production using the organizational, fiscal and human skills resources. It is thus important to understand the relation between components and to ensure the awareness of the overall goal of institutional and organizational performance in achieving aspired development, life related goals (Mattingly, 1995).

B. Urban Actors and their relationships

Urban Management is usually performed separately in developing countries by various actors that are often governed and structured by formal governments. However, these multiple actors often lack the overall management vision and solely focus on a part of the process in which they are involved, accordingly they do not see themselves as "urban Managers". **Error! Reference source not found.** reflects the main “Public – Private and community” actors within the urban management system who shall interconnect and work together towards mutually agreed upon targets and agenda.

FIGURE 1: URBAN MANAGEMENT MAIN ACTORS
 SOURCE: AUTHOR ADOPTED FROM (MATTINGLY, 1995),
 (HTTP://CIFCAD.ORG/#BLANK), (NUSANTARA, 2011), (ANDHINI ET AL., 2011)



C. Objectives for Urban Management

It is important to define the objectives that drive the management and to differentiate between methods of achievement and the objectives themselves. According to Buehler (2003b), an effective urban management shall be inclusive, financially viable, flexible and adequate to the fast urban growth and the growing needs or urbanizations. It shall be directed to the needs of the urban poor, with competent technical quality and efficient use of resources within good governance principles framework. Additionally, *sustainability* in improvements is also an important focus area (UNCHS, 1990). **Error! Reference source not found.** illustrates guiding objectives for sustainable, result oriented and effective urban management.

FIGURE 2: GUIDING OBJECTIVES FOR URBAN MANAGEMENT
 SOURCE: (MATTINGLY, 1995) FROM (THE WORLD BANK, 1991), (UNDP, 1991), (THE URBAN MANAGEMENT PROGRAMME OF THE UNDP, THE UNCHS AND THE WORLD BANK TOGETHER AIMS AT OBJECTIVES, UMP, 1991) AND (GIRI, 2013)



D. Processes of Urban Management

As expressed by Mattingly (1995) “*management doesn’t only include directing or leading, it involves prioritization, motivation and sustainable distribution of resources*”. It is worth mentioning that it is not necessary to have those steps rigidly sequential, it should rather be iterative with feedback loops and as well as short circuits. The new approaches to urban management calls for a more flexible approach that is initiated and run by all stakeholders -individually and collectively- (Buehler, 2003a).

E. Result Based Management and the Theory of Change

ICRC (2008) states that Result Based Management (RBM) introduces a structured management approach that keeps an organization focused on the expected results throughout the process and not on the implementation of activities or on budget control. The result or the dream for development is described as “The theory of Change”. This theory simply reflects the end goal for all development projects to cause real change in human lives.

1) Assessment and situational analysis

The definition of any result shall begin with the analysis or assessment of the situation (4), and understanding the situation or problems to be addressed defining key causes and consequences of the problem(s).

2) Planning for results: “Operational strategy (Result Matrix)”

RBP sets the planning constraints that would support the achievement of aspired results through methodological planning. It is thus important to define what is meant by results and how can planning be result oriented. Within the planning stage, the logical framework or result matrix shall be developed inclusively with development partners. This matrix reflects the concepts behind the acquired theory of change and the cause-effect relationships within a certain objective through the Result Chain (Vertical logic) and the Horizontal logic (Means of progress measurement).

3) Considering Risks and Assumptions

While planning development projects, it is also important to consider external factors that might affect the project, as well as means of handling those factors, to avoid unplanned change in conditions of the project. *UNDG (2011)* defines **Assumptions** as the “*variables or factors that need to be in place for results to be achieved. Risk corresponds to a potential future event, fully or partially beyond control that may (negatively) affect the achievement of results*”. After defining and categorizing the risks that might face the project, risk mitigation methods should be designed (5).

a) Managing and Monitoring of Implementation

Management of Results progress is a key element that is essential to guarantee the progress and direct it flexibly towards aspired results. Managing for results includes continuous monitoring of the progress towards results according to the previously defined indicators and in a fully inclusive organized manner. To start with the implementation, Log frames and result chains are reflected into yearly or

shorter term operational plans that distribute activities over stakeholders and time bound frames. Monitoring aims at comparing the planned activities with the actual situations to keep track of the progress towards expected results and redirect if required and documents the lessons learnt (UNESCO, 2011).

b) Evaluation of progress

The evaluation of progress during or after projects are completed brings value to the monitoring and guides future redirecting and feedback. UNESCO (2011) defines evaluation as *the systematic and objective assessment of on-going or completed activity/project, programme or policy, in light its design, implementation approach and the achievement of results.*

V. URBAN MANAGEMENT SYSTEM IN EGYPT

To enable further analysis of the effect of managing urban sectors through result-oriented approach aiming for improved city prosperity, Egypt was selected as a case study of a developing country. With a very complex public urban management sector, and its widespread variety of cities with different sizes, geography, local level capacities and quality of living; Egypt represented a rich example of countries that requires further study of its urban management system.

Furthermore, and as noted in the introduction, Egypt is currently in a state of possible change. The successive revolutions and political instability have resulted in a current regime that strongly seeks possible means of building a better future country. National and Local Development projects are being fought for spreading the message of change. Thus, *now is the time*; if policies are to be developed, people are to be motivated towards change, and roads for development are to be paved, now is the time.

A. Planning for urban development in Egypt

As illustrated in figure 4, planning for Urban Development in Egypt is done centrally through a number of authorities that are often not linked though the tasks and visions shall be integrated. Planning for development is conducted through two main plans; the socio-economic development plan defined by the law 70 for the year 1973, and the strategic urban development plan defined by the law 119 for the year 2008. Additionally, local level development and services is governed by law of local administration 34 for the year 1979.

The planning for urban development is done through the Ministry of Housing (MOH), specifically through the General Organization for Physical Planning (GOPP) central organization. However, the effect of the socio-economic plans on the urban development context cannot be ignored; since all services and investment projects defined by the annual socio-economic plan guides and redirects urban development and status.

1) Socio-economic Planning

Planning for Socio-economic development in Egypt is done through the Ministry of Planning (MOP) which calls for the requests of various agencies and authorities to submit their

requests for investment projects according to the local needs before the formulation of the annual plan. Since the different agencies acknowledge that their requests would be minimized, most of the requests are exaggerated and sometimes manipulated according to powers of local popular councils' representatives or stronger influence of certain heads of executive bodies. After receiving all requests, and according to the Budget guidelines defined by Ministry of finance (MOF), MOP defines the socio-economic plan and negotiates it with Ministry of Finance and submits it to the Prime Minister, then to be approved by the parliament.

2) Strategic Planning for Urban Development

The Planning law 119/2008 has changed the main planning methodology of the GOPP from the previously adopted master plan approach to the strategic planning approach for urban development. The law identified clearly the levels, methodology and goals for the plans; but vaguely mentioned implementation or adoption of the resulted plans and development projects. Thus a huge number of strategic plans were produced since the issuance of the law, but no clear developmental results were noted to the extent that the notion of strategic planning have lost its credibility and value among local stakeholders and people who are aspiring to see real change on the ground.

B. Resourcing and budgeting for development plans

As explained in the earlier chapter, resourcing and budgeting play key roles in the urban management system of any country since they define the framework of the development and the real ability of achieving results. Thus, it is important to explore the main resources of the urban management system and how these resources are distributed and allocated.

1) Financial Resources and budgeting

By the planning law, MOP has funds allocated for the socio-economic plans while the plans prepared by GOPP are not funded. MOP allocates finances through negotiation with the MOF from the annual budget (Chapter 6 of the National Budget) to implement its annual plans for socio-economic development via sectorial ministries, agencies and local authorities.

The financing of the annual Budget takes place through negotiation of sectorial ministries with MOP for their budget allocations; this happens through the requests from lower level sectorial departments from city/village levels through the planning and follows up department on the city-region (Markaz) then the governorate level to the central level sectorial ministries. After receiving all requests, MOP decides on the final budget allocation for investment projects of various economic bodies through the final socio-economic plan including the budget allocations which often differs from the exaggerated requests by various sectors and thus does not respond to real needs of local people in reality (Ministry of Finance, 2013).

It is worth mentioning that GOPP is one of the organizations that are funded by the annual plan to conduct the strategic plans for various levels, however the outcome development projects from these plans are not funded since the organization

is not mandated by implementation. Trials have been conducted to link all outcome projects of strategic urban plans to the socio-economic annual and 5 years budgets, but the main following challenges were detected (6):

- The real needs resulting from strategic plans are often far beyond the limited budgets allocated for those certain areas
- Land allocation problems prevents requesting any required public services if public land allocated for this service is not available
- The time lag between finalizing the strategic plans and the annual financial budget (7).
- The fragmentation of authorities and unclear responsibilities of investment authorities leads to the vague understanding of how to finance economic investment projects on both local and higher levels.

It is also important to highlight the local finances are only budgeted for the five local programs (8).

2) Human and institutional Resources

In general human resources within the urban management system is in most cases centralized and adequate in numbers while lacking qualitative requirements of management (coordination and communication) and lacks technical and managerial skills on the local level. Most recommendations on this regard calls for building more capacities with special focus on the local formal sector and better definition of tasks and responsibilities of the various stakeholders.

As for the institutional and power structures; Figure 4 visualize abstractly the complicated structure of actors relating to the development management in Egypt, straight lines reflects direct relationships and hierarchy while dotted lines means formulation of authorities or reporting relation. It is clear from the vertical coloured columns that three main development actors exist, namely: The Supreme Council for Planning and Urban Development (SCPUD) - Ministry of Housing (Urban development) - Ministry of Planning (Socio-economic development) and Ministry of Local administration (Local management and development)

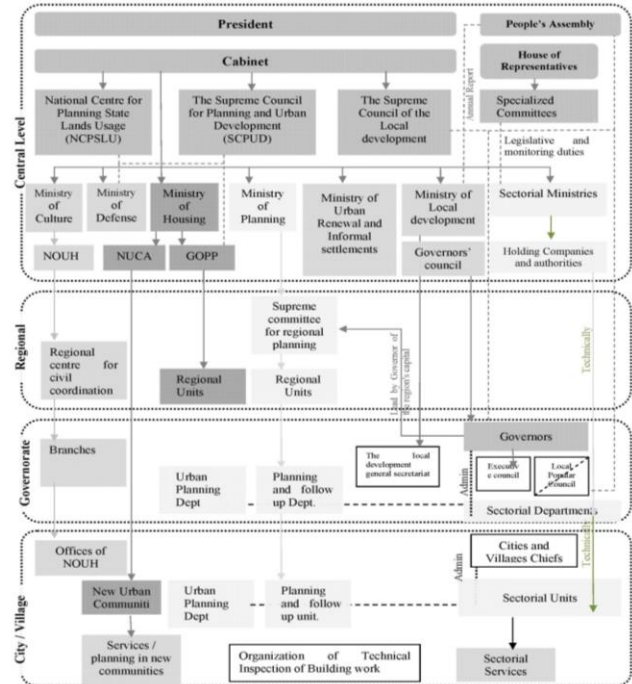
3) Land resources

A key challenge within the Urban Management system is the Land availability for public services and the land management mechanism in Egypt which vary from inner areas within boundaries to the desert areas outside those boundaries. Inner areas within the borders of cities or villages is within the mandate of the governorate. However currently a key challenge in requesting services projects within the MOP socio-economic plan is the stopped Local popular councils that were mandated with allocating lands for public services in addition to the endorsement of detail plans after the approval of the General strategic plans for Cities or villages.

As per the desert land Lands extending beyond the two kilometers are administered by the National Centre for Planning State Lands Usage, leaving governors without the

ability of taking decisions for major agriculture reclamation projects, creation of industrial and touristic areas, or the establishment of new towns - which are all competencies reserved for the central authorities.

FIGURE 4: STRUCTURAL RELATIONSHIPS OF MAIN DEVELOPMENT ACTORS
SOURCE: AUTHOR BASED ON BUILDING LAW AND PLANNING LAW 70/1973 AND LOCAL ADMINISTRATION LAW No. 43/1979



C. Development of outcome projects

Article 13 of the planning law (70/73) requires the executive parties to comply with the accredited framework of the annual socio-economic plan and its objectives and projects. Alternatively, Article 21 of the executive regulations of the building law describes **The Detailed Plan** as the executive plan for the building and planning regulations and the executive programs for the different land uses and infrastructure in the general strategic plan that is accredited for the city or the village. Article 6 of the building law states that the GOPP is to develop the execution mechanisms for the strategic plans of their diverse levels and detailed plans. However, approval and finalization of detailed plans suffer from numerous obstacles in Egypt, most importantly:

- The old cadastral maps and fragmentation of land ownership in new urban expansion areas (previously being agricultural areas) resulting in land disputes
- The preparation of detailed plan without the participation of land owners' result in plans that are not approved by the owners since percentages of their lands shall be taken away for public services, roads and open spaces.

Despite having no clear implementation mechanism for strategic urban plans few cases have shown that strong political will and local leadership of well-connected governors

can lobby for the implementation of key outcome projects from the strategic plans.

D. Operation, Monitoring and Evaluation

Operation of outcome projects resulting from development plans is often opposed by numerous factors that hinder the efficient functionality and production of the developed project. In a number of interviews with local sectorial units and departments in Luxor, Fayoum and Ismailia, a common operational challenge was the lack of coordination among central sectorial authorities that lead to the mal-functioning of operation. Despite having the law mandate both MOP and GOPP with M&E, however it is still noted that due to the poor capacity of local authority and the continuous changes in the plan, monitoring is kept quantitative with minimal feedback or advice.

VI. CONCLUSION

The literature review has reflected the possibility of managing urban development towards applicable and measurable results. This enables the designing of urban management scheme according to the aspired results of prosperity in defined contexts, and additionally ensures the possibility of measuring the progress towards prosperity for cities within certain urban management schemes. Since urban Management is the future for controlling development and RBM is the technique developed to ensure achieving results and learning from processes of progress.

Accordingly, if governments and development organizations aim for progress of city prosperity in certain context, it is expected that a well-designed urban result based management framework is the key. It is essential at this stage to consider the practical design of measurable and indicative indicators to facilitate measurement and monitoring of the progress that could utilize the indicators defined for the measurement of city prosperity index. FIGURE 3 illustrates a conceptual Result Oriented Urban Management framework.

FIGURE 3: RESULT ORIENTED URBAN MANAGEMENT FRAMEWORK
SOURCE: AUTHOR ADOPTED FROM (MURAGURI-MWOLOLO, 2014) AND DIRECTORATE-GENERAL XVI,1999.



From the review of the Egyptian urban Management system, it is clear that urban management approach is not yet adopted by the Egyptian government that focuses on the planning stage for urban and socio-economic development. This does not respond efficiently to the fast changing reality leading to the failure of the development plan to efficiently achieve the aspired developmental results and thus the decreased provision of adequate public services and infrastructure.

It is obvious that the duality of planning systems results in further fragmentation of the urban management stakeholders and thus makes it more difficult to coordinate and lead on an integrated development agenda. Furthermore, the highly centralized system does not allow for efficient coordination on the local levels whose roles are minimized to requesting projects to the socio-economic plan or participating in the visions and strategies proposed for the strategic urban plans. Equally important, the weak sectorial coordination leads to the loss of economic investments and hinders the potential positive effects of integrated developmental objectives.

It is thus concluded that a transparent and inclusive definition of baseline situations and progress indicators and provision of adequate budgets for monitoring, evaluation and redirecting development is required. Additionally, having clear institutionalized urban management roles and responsibilities shall trigger the development towards achieving real on the ground changes and impacts on the lives of the inhabitants. This conclusion calls for the need to shift the thinking of GOE from activity based to an integrated developmental result based approach for its rapidly growing urban sector. **Error! Reference source not found.** Illustrates an abstract vision for a new Urban Management system in Egypt that is inclusive, coordinated, efficient and result oriented.

END NOTES

- [1] This was availed through the strategic national development support project, UN-Habitat-Egypt office in pilot governorates (Luxor- Fayoum and Ismailia) and with central partners in General Organization of Physical Planning (GOPP).
- [2] public authorities, laws, regulations and institutions, urban planning, civil society, trade associations, special agencies, etc
- [3] Based on literature including : (Rakodi 1997:568), (Devas/Rakodi 1993:41), (Evert 2001:593), (Johnson 1997:9), (Albers 1983:2), (McGill 1998:465), (Evers 2001:591), (Müller-Ibold 1996:52), (Rakodi 2001:213/Werna 1995:354), (Burgess et al. 1997:152), (Werna 1995:354)
- [4] Causal analysis, role-pattern analysis and capacity gap analysis, programming principles, stakeholder analysis, SWOT analysis, Problem analysis, Analysis of objectives and Strategy analysis.
- [5] Prevention- Reduction – Transference- Contingency plan- Acceptance
- [6] According to the Pilot project of Planning at Markaz level by UN-Habitat, Egypt office (2009-2014)
- [7] In the survey questionnaire by Yousry (2013), more than 50% of respondents believe that the strategic plans in Egypt take from 3 to 5 years to be finished due to numerous causes namely the long data collection phase and approval procedures.
- [8] Roads and Transportation Program-Environmental Improvement Program-Electricity Program-Local Units Support Program-Security, Firefighters and Traffic Program.

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