



Urban Management and its role in Urban Development

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ABSTRACT

Urban management is one of the most important elements for urban development, as it is the essential support that the urban development leans on it, in order to achieve all the development goals.

This research discusses the identification of urban management; also clarifies the processes of urban management for planning, coordinating, providing resources, putting projects and programs, developing, operating and maintaining, in order to achieve urban development goals. This research also discuss the tasks of urban management for provision of sanitation, disposal of wastes, transportation services, health services, security and safety services, energy, education services, telecommunications, housing, food, employment generation and protection of global climate changes in order to improve quality of life for urban areas dwellers. The research also displays the stages of urban management such as identification of the problems, determining the goals, developing policies and establishing organizations, putting strategies, executing projects and programs, and evaluating. Then the research shows the requirements of good urban management, and finally the research shows the urban management in Egypt by giving samples such as Badr city and Rehab city to demonstrate the strategy, the policy and the way of urban management in Egypt.

The research resulted that a proper and correct urban management system helps to achieve urban development goals as it guarantees the optimal exploitation of natural and human resources for reaching the objectives of the society and provide better level of living and better Quality of Life for residences

KEYWORDS: Urban management, Urban development, Environmental urban management, New cities and urban communities in Egypt, Urban management in Egypt

ادارة العمران و دورها فى التنمية العمرانية

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قسم الهندسة المعمارية, معهد طيبة العالى للهندسة, المعادى, القاهرة, جمهورية مصر العربية

الملخص

ادارة العمران أحد العناصر المهمة فى التنمية العمرانية, و هى الركيزة الأساسية التى تستند عليها التنمية العمرانية, لتحقيق جميع أهداف التنمية.

و لذلك يبين البحث تعريف ادارة العمران, و يوضح مجالات ادارة العمران من حيث التخطيط, و التنسيق بين القطاعات المختلفة فى القطاع العمرانى مثل الصحة, و الصحة العامة, و التعليم, رعاية الأمومة و الطفولة, و غيرها من الخدمات, بالإضافة إلى المحافظة على الموارد الطبيعية و البشرية و التمويلية, و كيفية وضع مشروعات و برامج تنمية, و تنفيذها بطريقة جيدة, و كذلك التطوير و المراقبة و الصيانة, لتحقيق أهداف التنمية العمرانية, كما يعرض البحث مهام ادارة العمران فى انشاء البنية التحتية العمرانية, و توفير الصرف الصحى, و التخلص من المخلفات, و خدمات النقل, و الخدمات الصحية, و خدمات الأمن و السلامة, و الطاقة, و الخدمات التعليمية, و الاتصالات, و الاسكان, و الغذاء, و فرص العمل, و الحماية من التغيرات المناخية من أجل تحسين جودة الحياة لسكان المناطق الحضرية, كما عرض البحث مراحل ادارة العمران مثل تعريف المشكلات و تحديد الأهداف, و كيفية تطوير السياسات و انشاء المؤسسات, و وضع الاستراتيجيات, و تنفيذ البرامج و المشاريع, و التقييم, ثم يبين البحث المتطلبات اللازمة للوصول الى ادارة للعمران جيدة, و فى النهاية يتطرق البحث الى ادارة العمران فى مصر و اعطاء أمثلة من المدن الجديدة مثل مدينة بدر و مدينة الرحاب لتوضيح استراتيجية و سياسة و أسلوب ادارة العمران فى مصر. و قد خلص البحث بأن أسلوب إدارة العمران المناسب و الصحيح يساعد علي تحقيق أهداف التنمية العمرانية, حيث يضمن الاستغلال الأمثل للموارد الطبيعية والبشرية مما يضمن الوصول إلى أهداف المجتمع ويوفر للسكان مستوى معيشة وجودة حياة أفضل.

الكلمات المفتاحية: ادارة العمران, التنمية العمرانية, الادارة البيئية للعمران, المدن و المجتمعات العمرانية الجديدة فى مصر, ادارة العمران

فى مصر

1 INTRODUCTION

The problems that face the cities are how to provide the essential needs and the important services such as health, housing, sanitation, water, energy and education to face the population increasing, and at the same time how to achieve better future despite of the limited financial resources [4].

For the city to do its job in such a good way and be improved in social, environmental and economic aspects, the infrastructure must work efficiently. Required resources services must be available and equally distributed to all citizens. Benefits to the population should be obvious in future development. Urban policies must encourage investments and development in different aspects and waste must be well managed. In addition, the city must create jobs opportunities by supporting small and medium economic activities, improve living standards of the population by providing affordable housing and green areas. [2].

Urban management includes strategies, activities and tools which work to make the city perform its tasks in the best way [1], as urban management deals with the development to urban life styles and includes all city economic, environmental and social aspects and infrastructure [3]. In addition to the fact that urban management requires availability of land sufficient for making suitable plans for the use of these lands and providing them with infrastructure [4]. In addition, the correct method of urban management helps to achieve the objectives of urban development and provide better life and avoid many obstacles that prevent to reach to a successful urban management can achieve its goals [7].

In Egypt, there are many indications of central urban management as it was found that the central government was responsible for planning tasks, preparing the budget, and financing, allocating resources, setting regulations, supervising, evaluating and providing services [9].

2 RESEARCH PROBLEM

Egypt has gone through several experiences in constructing new cities and urban communities in order to achieve urban and environmental goals but there is shortage in achieving the intended rates because these cities did not achieve good life in its economic, social, environmental and urban aspects no due good attention was paid to apply urban management systems which have an impact on planning the new cities. There is also shortage in the application of urban management system inside the new cities to help in protecting the environment and achieving their objectives. This led to the disability to direct the urban growth far from the Valley and the Delta and slow motion to go out

towards the desert to the new communities because of the shortage in development and the level of good life in them.

3 RESEARCH IMPORTANCE

The concept of urban development became necessary in urban management as it is expected that by 2025 more than 50% of world population will live in urban areas. It is expected also that the number of cities population will reach four billion people [1] need many services such as food, housing, safety, potable water, good sanitation, energy and means of transportation. It is important that these services are managed in such a way to improve cities citizens life, hence appears the importance of urban management in urban development especially that many urban problems occurs due to poor management, poor planning and absence of coherent urban policies. In addition to that is the increase in urban growth.

In a country like Egypt where the population is concentrated in 6% of its land which led to the appearance of crowded cities with people, urban management becomes an effective means of sustainable development of the whole country especially with the existence an effective government, trained labor, flexible policies and necessary funding in order to provide a good future urban environment in Egypt.

4 URBAN MANAGEMENT

4.1 Definition of urban management

Urban management is defined as a group of activities which shape and guide social, environmental and economic development in urban areas, the main concern of urban management is in these areas is to increase economic development to ensure that essential services are available [1].

Urban management is defined as a group of tools, activities, tasks and actions which ensure that the city performs its tasks in the best way through providing pure potable water, roads to transport people and goods, provide land to establish different essential activities, securing public interests above individual interests and companies, repair any damages done to infrastructure network before it affect people lives [6].

Urban management is defined as a good locating of natural resources in order to achieve the goals of sustainable urban development [1].

Urban management aims to emphasis on that people get their essential needs such as housing services, public utility and jobs opportunities. Moreover, urban management aims to increase the capacity of government and non-government institutes to put executable programs and policies to

reach the intended results of urban management, as long with put plans to ensure and maintain services in order to achieve sustainable urban development goals [1].

4.2 Types of urban management

Urban management is divided into two types:

- Executive Management

Executive management is a central management which aims to implement executive plans with the proposed funding from the state's general budget in a time framework decided from five to fifteen to twenty years [7]. The role of the urban planner in management of executive urban development is as follows [9]:

- The urban planner makes plans to be delivered to the relevant agencies of the state to execute them in stages according to the availability of required funding. The planner's role ends by delivering the plans to the ministry.

- Interactive Management

This is a type of management characterized by flexibility and independence in taking decisions and works to execute its goals in the way which match with the circumstances. The most important goal of interactive management is achieving the balance between human location, services location and industrial location. Management style is characterized by working in stages. The first stage is which is designed and executed. Direction and form of the following stages are decided after evaluating the first development [7]. The role of the planner in the interactive urban development is as follows [9]:

- The role of urban planner is continuous, in addition to putting the kernel of the design and services for the following stage of execution according to what has been decided previously without existing of binding developing direction.

4.3 Fields of urban management

Urban management is responsible for managing five interactive urban sectors such as: land use, natural resources, infrastructure, urban and social services and urban economic development.

- Land use

Management of urban land in an effective, balanced way is one of the basics of urban development. When managing urban land, the following must be taken into consideration:

- Collect data and prepare recent land plans.
- prepare effective policies and participation plans of land users.

- Establish procedures for increasing land income through fees and taxes [1].

Besides, urban sustainability requires the presence of a good base for planning the use of land in order to reduce Carbon gas emission and reduce pollutants that is resulting from means of transportation which affect quality of air [4].

- Natural resources

Natural resources should be managed in a good way to preserve them and avoid pollution. Besides, deterioration of the natural environment must be avoided so that essential resources that can not be compensated will not be exhausted. This is in addition to preserving the capacity of natural systems such as water resources, quality of air, and land resources in urban areas in order to continue in the process of development in line with environment protection and sustainable development [1].

- Infrastructure

Developing the infrastructure is one of the important elements in urban development. Consequently, planning, providing, operating and maintaining urban infrastructure must be made such as roads, potable water supply, sanitation systems, solid waste management, providing electricity, means of urban transportation and communication systems. This is beside good coordination between these different aspects in order to achieve successful management of urban infrastructure [1].

- Urban social services

Urban social services include institutions of health services such as dispensaries, clinics and hospitals, and educational services such as primary and preparatory education and construct schools, and security services against crime and public security against fire and natural disasters, and care programs for the cases of special needs people, elderly care hostels and disability defiant hostel, and poverty resistance programs, and providing entertainment means such as open spaces, sporting clubs, parks and cultural services [1].

- Urban economic development

Economic development is done through putting policies and programs related to investment climate, besides, distributing goods and services and providing those taxes imposition. This affects sectors of different urban economies such as agricultural activities and work connected to services activities such as banks, insurance and information technology [1].

4.4 Urban management stages

There are essential stages in urban management which are connected to each other. Moving from one stage to another is done and return back to modify the previous stage. In each stage, decisions are taken to achieve objectives of urban development [7]. These stages are:

- Defining the problems and determine objectives.
- Developing policies and establishing institutions.
- Formulating programs and projects and making plans and strategies.
- Executing plans and projects and following up operation and maintenance.
- Evaluation.

- Defining the problems and determine objectives

Problems analysis is one of the most important urban development programs because possible designs for urban development are made according to it, as problem analysis shows the facts that cause development obstacles. In addition, it will be possible to determine the priorities to solve these problems, determine objectives will be possible, determine which direction the activities have to go toward and find the optimum solution of the problems that had been defined during the process of analyzing the problems. Therefore, the goal of development must be determined, measurable, rational, has definite time and executable [1].

- Developing policies and establishing institutions

In order to achieve the objectives of intended urban development, it is necessary that the determined objectives integrate with executable policies. This stage requires activation of necessary legislative and procedural mechanisms [1].among these mechanisms is improving land registration methods for land ownership protection, in addition to ease of transferring ownership, the possibility of using land as a guarantee for a loan and knowing the price of the lands. Costs of improving land registration systems may be recovered through increasing tax returns [4].

After putting the required policies, institutions which manage the urbanization process in order to achieve the determined goals will be established, and must have an organizational structure which clarifies the divisions and their organizational units. The organizational structure aims to divide work into groups and determined functions. It defines necessary responsibilities and powers and ensures the continuity of developing administrative system with the development of plans and policies [7]. Examples of this is the Ministry of Housing, Utilities and Urban Communities which carries out the work of urban development in Egypt and New Urban Communities Authority which aims to achieve

many social and economic objectives to realize social fair and guarantee a good life for citizens through the provision of urban residential communities have full services [1].

- Formulating programs and projects and making plans and strategies

Urban management prepares a plan to achieve intended goals which takes into consideration the following factors [10]:

- Define economic and human requirements which are necessary for achieving the objectives.
- Determine realistic time schedule which goals can be achieved through it.
- Recognize the possibilities, capacities and the realistic circumstances of the society.

In this stage, the projects which will be executed are defined as long with their details, strategies and plans in order to achieve urban development [1]. Stages of planning are divided into the following [7]:

- Preparing stage: where preparing the strategic plan. Some of its elements are defining need, time table and making a preparatory program.
- Case analysis: where the strategic plan which is under execution is analyzed, then the higher policy which is set by the state is analyzed, the needs are determined and the legislations are analyzed to know its suitability to the strategic plan.
- Setting the strategic plan: where determining the activities or the location which the plan is set for. After that comes determining the methods or the mechanism of achieving the objectives and the goals as long with making a budget for the costs.

- Executing plans and projects and following up operation and maintenance

Plans and strategies are executed by means of different institutions and organizations in order to achieve the objectives of urban development. After that following up operation and maintenance for development processes must be done daily to ensure that the programs and projects achieve their targets [1].

Operation and supervision are followed up to measure and correct methods of performance to make sure that the projects objectives and plans which have been set to achieve these objectives had been executed. The best kind of supervision is that which corrects deviations from the plans before they occur. The supervision process on urban works set a criteria or measures of supervision. These criteria may be quantitative or qualitative [10].

- Evaluation

An overall evaluation of programs and projects in terms of projects inputs, steps of tier execution, outputs and results will be made [1], through a comparison between performance indicators and intended performance indicators which are a group of quantitative or qualitative measurements used to supervise performance in order to recognize to what extent the levels of intended had complied [7]. In addition, an evaluation for Environmental impact assessment will be done for main needs of the projects such as water works, sanitation and management of solid waste [1].

4.5 Urban management requirements

There are many requirements for urban management as follows:

- Structural planning

Structural planning is considered the first element of good urban management requirements. This is done by setting targets, strategies, long-term policies, determinants of city growing and surrounding areas within the regional planning. Studies of structural planning include fields of population, sources of natural wealth, economic activities, transportation, communication, public services and housing [10].

A general planning of urban community is made through setting the essential principles on which the process of urban development depends as long with specifying the main purpose of land whether be residential, commercial, industrial, services, transportation or any other. At the same time aesthetic aspects must be preserved in order to create a healthy and secured residential environment which can do its job in the best way at the same time leaving enough areas for other uses, planning a high efficient network of roads and constructing a network of public utilities. General planning is based on environmental, social, economic and urban studies [10]. Detailed planning, also, is set to achieve social, economic and urban development in urban society and provide a healthy and safe environment. It consists of maps, reports related to the detailed planning studies, areas regulations and the executive programs of different sectors [10].

- Balanced performance between government and market system

It is important to study market system and its relationship with planning for urban development so that no conflict will arise between market system and programs of urban development. There is a possibility of merging both of them in one hybrid system since the essence of market system is that it expresses the real needs of the society individuals and that what individuals ask for affects the prices

and becomes an indicator that guides the production authority. Therefore, the most important theoretical characteristics of market system are represented in the private ownership, the individual as a main economic cell in market system, price authority and prices determination [10].

Since dealing with many urban services activities through market requirements and since dealing with some of these activities such as constructing the infrastructure, protecting the environment, social fair, projects of general care and projects of social insurance through government, therefore there should be balanced performance between the government and market mechanisms in order to improve means of providing services to urban areas in order to provide market services with regular prices and government services at fixed times [1].

- Increasing society participation in urban development

The importance of the role of organizations involved in popular participation is due to their spread in urban and rural areas where their services reach to several factions communities which official authorities do not reach them. Besides, these organizations are near to these communities which make it easy for them to recognize the environmental problems in a better way, so they will be qualified to share in taking suitable decisions if compared with the procedures which were done by official government organizations. Urban development management is based on the participation and cooperation between different society institutions, whether public, private or civil institutions, since each of them has a certain role in the work arrangement in order to achieve better environment for the people of the community which contain these institution [10].

Society participation during the stage of urban development is considered one of the means of good urban development since popular participation in urban management is considered a participant in urban management. Society members participate in different development projects such as education, healthcare, potable water and sanitation. The community shares in some ways among which are as follows [1]:

- Participating in finance and provide materials and labor.
- Operation and maintenance management.
- Projects management.
- Participating in take decisions with community individuals.

Besides, participation between the private and public sectors is one of the effective mechanisms for achieving the aims of urban development in a good way and this includes non- government organizations, centers of healthcare, educational institutions and non-profit organizations such as social institutions. In addition, the private sector shares in energy systems, infrastructure, waste

management, sewage waste treatment and planning and developing means of public transportation [4].

- Coordination between overlapping activities

Coordination between overlapping activities is the mean through which urban development can be well directed. This is done through unifying the efforts of parties participating in the development process such as public health, health, education, the environment and other activities which are well connected and coordinated in order to achieve integration between planning levels and connection between national goals and local requirements to direct urban development to the correct path and achieve reducing the expenditure [10]. It is also considered one of the most important factors of success of programs and projects of urban development in order to achieve its intended objectives. As an example, the coordination between factors of development of health, public health, education, women and child leads to improvement of health in urban areas [1].

- Business management

Urban management is connected with business management to achieve urban community comprehensive development as follows [10]:

- Prepare feasibility study for different projects and determine priorities.
- Study the economic objectives of the production institutions from the urban point of view as long with avoiding the side effects of them.
- Contain the social, cultural and economic goals in the project.
- Participate in determine the finance for projects.
- Study economic areas necessary for the projects.

This is because urban management match with several main features of business management as even each of business management and urban management aims to achieve profits from projects of urban development, it is found that urban management aims to gain profit in order to cerate balance with the services projects that do not gain profits. Besides, each of business management and urban management has social responsibility towards society in order to achieve social well-fare. Each one of them, also, needs an effective dynamism to win trust and sympathy with the public in order to achieve development objectives. Each of the two managements, also, requires effectiveness in management from directors or in methods and systems in wages and bonuses. Organization in both managements is the main factor in the success them and achieve cohesion with the surrounding environment [10].

- Management of dangers of natural disasters

Systems of urban management must include integrated strategies of danger management because of the negative effect of world climatic changes such as droughts, floods and increase in temperature which affect the sea level from 0.18 – 0.59 meter.

Management dangers of disasters emphasize on the effective participation of development associations in design, develop, execute and supervise the activities related to stages of disaster cycle.

Cities get ready for natural disasters through preparatory work, drawing maps of disaster locations, routs and paths of evacuation. In addition, through developing systems of early alarm, natural disasters which occur several times such as storms and tornados and require evacuation plans and developed shelters for people can be anticipated [4].

- Developing of planning for an integrated sustainable management

This means providing the city with sustainable long terms development plans in which associations can associate in development process such as citizens, civil communities, all government levels, business men, academicians and experts. Development plans include planning for transportation, sustainable economic development, ensuring energy and food, protecting open areas and natural protectorates and developing education and culture [4].

- Developing integrated policies aims to develop economically and socially poor areas

This means work with utilities companies, private sectors and society organizations to provide essential services to poor urban communities' especially n fields of water supply, electricity, upgrading slums, sanitation and waste management [4].

4.6 Criteria of measuring urban management

It is a must to put criteria to measure urban management to recognize to what extent it achieved the intended objectives according to the set plan in addition to that is to realize how much the plans were successful to achieve what was intended from them. Based on the requirements and tasks of urban management, a measuring ruler was made as follows:

- Planning

The way of achieving integration between different services and economic activities and coordinating between intermingled sectors in urban sector, in addition to preserving natural , human and finance resources and the way of putting development programs and projects.

- Providing services

The way of providing the services which comply with the residents needs such as construct urban infrastructure, provide sanitation, dispose waste. Transportation services, health services, security and safety services, energy, education services, communication, housing, food and job opportunities as long with connect new urban communities with transportation network;.

- setting policies and institutes

The way of developing policies, establishing institutes, setting strategies, executing programs and projects and evaluating performance, in addition to works related to development, supervise and maintenance.

- Way of management

The followed way of management is by using the ideal curve in the terms of centralization and decentralization which reflects how successful the way of management is. In addition to how far the participation in developing new urban communities between government sector and the private sector went.

5 URBAN MANAGEMENT IN EGYPT

In 19970, the national plan included constructing 59 new cities outside crowded areas to accommodate 6 million people. The cities were to be completed by 2017. Yet, all what has been built was 22 cities only. The plan did not achieve its target with regard to attracting the citizens as it accommodated only half a million people i.e. about 9% of the target. This caused continuation of large cities problems of crowdedness, pollution, increase of population and shortage of services which approved that there is weakness in managing the development these cities to achieve what was intended [9].

5.1 Strategy of urban development in Egypt

Urban policies directed urban population, urban and activities towards the desert cities through plans of urban development, this was appeared in October paper in 1973 which indicated that the

problem was that population and economic and social activities were concentrated in Cairo and the Nile Valley. The solution of the problem as stipulated in the October paper was to make a comprehensive strategy in a framework of a comprehensive project of preparing a new map of Egypt to find areas of residential concentration and new economic activities that would attract people. Hence, the idea of new cities was appeared to solve the problems of crowdedness, high densities, pollution in big cities, and shortage of services and open areas. The strategy of urban development in Egypt depended on two main axes as follows [8]:

- First axis

The first axis is opening new axes of development in non- populated areas which have natural constituents and can be exploited to reconstruct and attract people.

- Second axis

The second axis is constructing a chain of new cities and villages around the Delta and the Valley in consecutive generations which can become development centers and new urban centers that would attract people in order to reduce population density in existing cities to preserve agricultural land.

5.2 Urban policy in Egypt

Urban management in Egypt was left to ministries and different institutions, each of them execute its plan without gathering them in a whole national plan. This led to scatter development plans related to urban management which increased Egypt urban problems [7]. Besides, the policy of developing the new cities ignored the regional approach to the different studies of every new city as there was no national plan clarifies the whole framework of this city from the beginning of thinking to adopt this policy, so the role of each of these cities was determined as long with the relationship between each other, this means that there was no comprehensive urban policy to be applied. This led to a conflict with achieving the main object of constructing the new cities which is to preserve the agricultural land. Hence the New Urban Communities Authority set a new map of Egypt in 2025 targeting to construct 53 new cities and compounds allocated in area of 2 million acre, in which the build-up block occupied 190,000 acre. These new cities are connected to capitals and other existing cities by a network of rapid transportation [9].

Moreover, popular participation and social participation organizations have no role and the Ministry of Housing, Utilities and Urban Communities is satisfy with the representatives of the ministries and heads of Urban Development of New Cities Authorities in planning and following up the new urban communities [7].

The idea of constructing the new cities in Egypt was established on the constructing two types of planned new cities, the first one is the independent cities and the other one is the dependent cities [9].

- **The new independent cities:** the objective of construction these cities is to form a large planned development cluster aims to provide houses, work places and services in a new environment with an economic base. Yet, these cities such as 10th of Ramadan city and Al Sadat city till the present did not achieve what was expected of them although there was a strong economic base [9].

- **Dependent cities:** the objective of construction these cities is to form a planned development cluster close to the big cities does not subject to these cities influence but depend on their social and economic authority such as 15 May city, 6th of October city and other small cities around Great Cairo [9].

5.3 Way of management of urban development in Egypt

New Urban Communities Authority was established according to the law 59 for the year 1979 to be the responsible authority in the state for planning and developing the new communities. It belongs to the Ministry of Housing, Utilities and Urban Communities and the tasks of the Authority in this field can be divided into four main tasks: planning tasks, execution tasks, financing tasks and follow up tasks [9].

- Planning tasks

- Set the policy of new cities and prepare plans and programs for developing these cities and coordinate between them and plans of production and services.
- Choose the sites necessary for constructing the new communities and preparing general and detailed plans.
- Exchange consultations with ministries, authorities and parties that work in reconstruction activities, study and execute regional utilities and services buildings for new urban communities.

- Executive tasks

- Execute the required housing projects and set necessary conditions for owning, renting or utilization.
- Executing the essential infrastructure investment neither divide the lands and construct the internal utilities or choose and execute the most suitable development programs for the city such as the multiple and varied services activities.
- Importing what is required from necessities, tools, articles, apparatuses, equipment, spare parts, means of transportation and what suits the work in the sites.
- Set allocate the lands to projects with completed utilities and infrastructure.

- Give approvals on taxes and customs exemptions or any other exemptions which the law permits.

- Financing tasks

- Granted loans contracts or obtain grants according to rules permitted by the law, together with the exemptions which are given to the authority to guarantee enough funding of the projects.
- Sell or hire lands of the new urban communities to Egyptian or foreign investors in such a way which contribute to funding city development without violating the rules organizing foreigners' ownership.
- Participate in the financing process necessary for the execution of programs for new urban communities.

- Follow up tasks

- Follow up the lands which are owned to the state and were chosen for constructing new urban communities to guarantee no dealing or granting of these lands.
- Follow up private investments to make sure that they are serious in executing their projects and that the investments go with their specializations and the purpose for which they were constructed.
- Prepare the accomplishment reports of what were executed of these plans and what is remaining, besides preparing reports on material and technical problems which may face execution work to overcome them.

5.4 Examples of urban management in some new cities in Egypt

A comparison will be done between the new cities and urban communities in Egypt in order to recognize what has been achieved of the intended urban development in these cities , especially that one of the reasons tat cities did not achieve their intended targets is the type of management practiced in developing these cities. Two cities were chosen, one of them is Badr city on the axis of Cairo – Suez and the other is El Rehab city in New Cairo as they are different in the type of management. Badr city represents management of government sector of urban development while El Rehab represents the model of the private sector management of urban development.

5.4.1 Badr city

Badr city is one of the cities of the second generation and it was built according to the decision of the Council of the ministers' number 542 for 1983. the city is located on Cairo – Suez road, 46

kilometers away from Cairo, and is connected to Cairo – Ismailia, desert road by a link with long about 19 kilometers. The location is well connected to the Delta, Suez Canal and Sinai by the existing regional network of roads as shown in Figure (1) [8].

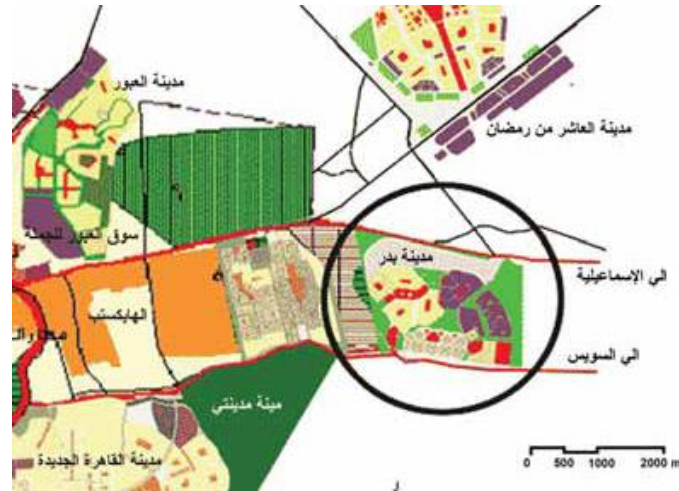


Figure (1): Location of Badr city

By applying the criteria of evaluating the success of urban management on Badr city such as planning, availability of services, institutional framework and the type of managing urban development, it recognize to what extent intended objectives were achieved, the following was found [8]:

- Planning

- The role of the planning team in the city is considered as a formality because there was no attention to follow up and revise the policies and plans except in the narrowest limits.

- Absence of executive plans and limited funding system led to delay in executing some stages of the city planning.

Absence of specific and integrated programs that organize the work of both public and private sectors to serve defined objectives led to lack of projects integrity in projects which are done by both sectors.

- The system of collecting information was not at the required level.

- Absence of a clear plan to follow up of the accomplishment and development in the city.

- Absence of method in order to manage the funding process for the different projects.

- The private sector has no positive role in the field of housing and services which increased the burden on the state.

- Availability of services

- the area of service activity is 1.03 thousand acres as the urban planning of the city provides lots of land for different services such as educational, healthcare, cultural, religious and recreational services.

- Institutional framework

- City council does have enough authorities which allow to flexibility to manage and direct the process of urban development. Consequently, it was not an independent agency which handles the detailed and constructional aspects. It has to refer constantly to local agencies for approvals. This wasted time and funds and impeded the process of urban development.

- Type of management

- The type of managing urban development in Badr city is an executive management which follows executive decisions through a narrow frame of movement. Besides, period stages of developing the city were static 5 – 20 years.

- There no a committee in Badr city which represents the citizens whether volunteers or appointed by the city council. Consequently, it did not have anyone to express problems and needs of residents or know their opinions about the services which were provided to them.

- Absence of the city administrative council in the final stage after executing the city through maintenance and follow up processes is considered one of the most important reasons that led to the failure of the city in achieving what had been intended from it.

- There was no popular participation in taking decisions and developing the city socially as there was no cooperation between the city council and the citizens to solve the problems.

- Absence of evaluation, follow up and measuring criteria. Therefore after the first stage of the city no evaluation was made of this stage. Consequently, no procedures had been done to correct the path of the applied policies.

5.4.2 El Rehab city

New Cairo city is one of the cities of the third generation. It was built by the decision of the president of the republic number 19 for the year 1996. El Rehab city is located in New Cairo at the intersection of the Ring road with the beginning of Cairo – Suez road in the north – east of New Cairo as shown in Figure (2) [8].



Figure (2): Location of El Rehab city

By applying the criteria of success of urban management on El Rehab city such as planning, availability of services, institutional framework and type of managing urban development, it recognize to what extent intended objectives were achieved, the following was found [8]:

- Planning

- The role of the planning team is permanent follow up and reviews the policies and plans especially the economic and social problems that occurs in the new city to provide appropriate solutions.
- There is a committee of citizens in El Rehab city whose members consist of volunteers and citizens were appointed by the city council that transfers opinions and thoughts of the residents to the city council to recognize their needs and problems.
- The city council achieved the maximum popular participation in taking decisions and developing El Rehab city.
- There are clear defined executive plans and financing systems which are connected to each other which led to execute the planning stages of the city at their set times.
- The system of collecting information is in a very high level.
- There is a clear and applied method for the management of the financing process for the different projects.
- The private sector has a positive role in the fields of housing and services which reduced the burden on the state.

- Availability of services

- the area of services is 400.000 square meters as the urban planning of the city provides lots of land for services in their different grades and types such as educational, healthcare, cultural, religious, recreational, commercial, sporting, social and administrative services.

- Institutional framework

- The city council has the authority that gives it the flexibility to run and direct the development operations. Consequently, it is an independent agency which handles detailed and constructional aspects. So, the city council has an essential role in the process of developing the city as the authority which is given to it is absolute. It does not refer to local agencies to get their approval so there will be nothing to obstruct development process.

- Type of management

- urban development management is an interactive, non-central management, flexible and independent in taking decisions, it executes its objectives in the manner that suits the circumstances and variables which affect the city, its main objective is achieving the balance between human, services and industrial allocation.

- it is distinguished by staging and having measuring criteria as the first stage was evaluated, then form and direction of second stage were decided till reaching the fifth stage according to the market system.

6 CONCLUSION

- Urban management is the essential base on which urban development depends as according to its efficiency the intended objectives can be achieved.

- Suitable and correct way of urban management helps to achieve the aims of urban development as it guarantees the optimal exploitation of natural and human resources to reach the objectives of society and provide citizens with a good level of living and a better quality of life.

- There are main tasks for urban management to do to make cities effective and productive and create a comfortable environment for residents such as provide potable water, sanitation, means of transportation, healthcare, security and safety services, jobs opportunities and protect urban environment as well as provide energy, education services, food, housing and communications.

- Resources, development, operation and maintenance are considered essential processes of urban management as long with planning and coordination between them. These processes should be continues and not dedicated to any specific urban management tasks but it is required to serve all tasks.

-The present way applicable in urban management in the new cities in Egypt is an executive management i.e. central management while the interactive non-central management is closer to achieve correct urban development.

7 RECOMMENDATIONS

- Activation of the role of the non- governmental organizations in the programs of social services, economic development and environmental protection.

- Activation of the role the popular participation in the programs of making decision.

- Dependence should be on the existence of a decentralized system for management and financing in the process of urban development.

- Increasing the cooperation between the government, the private sector and civil communities in the process of urban development.

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