



AIN SHAMS UNIVERSITY
FACULTY OF ENGINEERING
Department of Urban Design and Planning

**URBAN DEVELOPMENT MANAGEMENT
TOWARDS IMPROVED CITY PROSPERITY**
(The case study of Egypt)

A Dissertation

submitted in partial fulfilment of the requirements of the degree of
DOCTOR OF PHILOSOPHY IN ARCHITECTURAL ENGINEERING
(Urban Planning)

by

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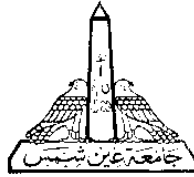
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Statement

This dissertation is submitted to the Department of Urban Design and Planning, Faculty of Engineering, Ain Shams University in Cairo, on October 2016 in the partial fulfilment of the requirements for the degree of **“Doctor of Philosophy in Architecture”**.

The work included in this dissertation was accomplished by the author in the department of Urban Design and Planning, Faculty of Engineering, Ain Shams University, during the period from 2012 until 2016.

No Part of this dissertation has been submitted for a degree or a qualification at any other scientific entity.

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Dedication

To my children, Parents, Husband, Brother, and Family. May we all find fulfilment through the journey and in the end.

Abstract

In light of the Critical Urban Theory and within the current debate on the role of Urban Planning in the Neoliberalism and Monetarism ideologies, this dissertation examines the relationship between the urban management system and improved city prosperity.

Through the grounded theory approach, this research is based on Qualitative Case Study analysis of the Egyptian Urban Management system in general, and the Low-Income National Housing Programme specifically, to understand the effectiveness of the government in guiding and monitoring the urban sector towards inclusive development and prosperity, within the natural development policy settings. The analysis is additionally reflected graphically using a quantitative tool developed by the researcher to indicate key strengths and weaknesses of urban management systems.

The dissertation has proven the need to shift focus from rational planning methods to a broader managerial approach that looks beyond the plans, and ensures a real change on the ground. By further applying the research literature review, case study analysis, and conclusions to the Egyptian case study, a detailed result-based framework for the low-income national housing sector is designed and presented. Furthermore, a recommendation on the general urban management structure and system are provided to present an incremental vision for improved Urban Management in Egypt.

This is complemented by the conceptual recommendation to change the focused role of the government from a supply driven provider, to a result based monitoring and guiding position supporting Monetarism theories of the governmental role in bridging the gap between social and market goals.

Key words:

Urban management – Urban development- City prosperity - Result Based management – development policies – Housing – informal areas.

Summary

This dissertation provides a result based analysis for the urban development management to enable progress towards inclusive on the ground results. This is achieved through the qualitative case study analysis of the urban management system in Egypt aiming for improved city prosperity. The dissertation accordingly assesses the ability of existing institutional, financing and regulatory frameworks governing the urban sector in Egypt to achieve prosperous development objectives.

The in-depth analysis of the housing sector is studied in more details; questioning whether the low-income housing production is achieving the aspired results and responding to the demand on low income housing.

The study consists of two main parts; the first part includes the literature review and analytical framework, and the second part combines the analysis of the case study, in-depth case study and the conclusions and recommendations.

Chapter one provides the research framework and design, including the subject significance, main problem and key theoretical and practical research questions, and the resulting research objectives. The chapter furthermore explains the main research methodology, setting, structure, variables and data collection methods.

Chapter two introduces the literature review with a review on the different prosperity notions, with focus on the selected City Prosperity Index as the framework for the indicators that are used in the analysis of the case study.

Chapter three then presents the initiation and definition of the Urban Management approach within the global urbanization era. The chapter brings focus to the main elements of Urban Management in both the actors and processes categories. Additionally, chapter three explains the emerging concept of Result-Based Management and the theory of change, which offers the conceptual analytical framework for the research.

Chapter four concludes the theoretical and conceptual linkages providing the guiding basis for the case study analysis. This chapter additionally base on the provided literature review to present a new analytical tool that indicates the efficiency of an urban management system and furthermore, introduces the case study selection.

Part two begins with **chapter five**, which introduces the Egyptian case study. This chapter utilises the analytical framework designed in the first part of the study to analyse the Urban Management system in Egypt and its ability to achieve improvements in the various indicators of the City Prosperity.

Chapter six then explain the reasoning behind choosing the public housing sector for an in-depth analysis. A review of the national housing programs in Egypt and the alternative informal growth is provided. The analysis follow the same defined analytical framework applied to the Egyptian case study, however with more focus on cause-result relationships and qualitative analysis of various elements of urban management. The developed analytical tool is then applied on the Egyptian housing sector management to provide graphical indication and reflection of analysis results.

Finally, **chapter seven** of the research combines the application of the concluded analysis results. This is offered in the form of theoretical recommendations supporting Monetarism theories which focus on government role to bridge the gap between social goals and market operation.

Additionally, application of the research conclusions are reflected in a formulated structural framework for the Egyptian Urban Management system to enable an incremental change towards a more effective role of the government. Furthermore, comprehensive result-based framework for the Egyptian National Housing Programs is presented, incorporating various conclusions from the literature review and analysis. The chapter then presents final respond on the main research questions, and recommendation for future research.

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I would like to express my gratitude to my dear Supervising Professors; who had each played a key role, not only in my thesis development, but also in my general academic and professional paths. I would additionally like to convey my gratefulness to the late Prof. Dr. Aly Sabry Yassin, for his encouragement, guidance and trust. Sincere appreciation extends to the respectable examiners, who had spent all needed effort and time to enable a meaningful and beneficial defence discussion, and for providing constructive comments on my thesis.

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Last but not least, is in recognition to the reason behind realisation of my thesis. My Husband, Mother, Father and brother; without each I would have never been able to complete and present this study.

A handwritten signature in black ink, appearing to read 'Salma Yassin', written in a cursive style.