



Ain Shams University
Faculty of Engineering
Urban Design and Planning Department

Towards a Comprehensive Framework for Effective Metropolitan Governance Institutional Arrangements: The Case of Metropolitan Cairo

Thesis Submitted in Partial Fulfillment for the Degree of

DOCTOR OF PHILOSOPHY

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Statement

This dissertation is submitted in Ain Shams University for the degree of Doctor of Philosophy in Architectural Engineering, Urban Design and Planning Department.

The work included in this dissertation was carried out by the author at the Department of Urban Design and Planning, Faculty of Engineering, Ain Shams University, Cairo, Egypt.

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ABSTRACT

Since the dawn of civilization, cities around the globe have been playing vital roles at the local and global levels. Starting at the local level, cities provide their residents with a set of services and products that they need while maintaining an acceptable quality of life and developing local economies. On the global scale, cities are considered sources of economic growth and the nations' driving forces toward development in the cultural, social, political and economic life.

These roles face restraints as cities expand, neglecting their administrative boundaries while experiencing a shortage in the governmental, financial or jurisdictional capacity to fulfill their responsibilities. Such expansion and shortage require coordination among the local governments through introducing different models of governance targeting successful coordination among local governments. These models of coordination range from voluntary actions among local governments to the establishment of larger entities at the metropolitan scale.

Moreover, there is still a growing need to measure the city's performance as an important tool for policy makers and city leaders to better understand and improve their cities' performances with regard to service delivery, governance model and/or policy frameworks.

Regarding the Egyptian context, especially Metropolitan Cairo, the current system of governance is described as a highly complicated, inflexible, formalized and centralized system since it is more like a local administrative one (i.e. an executive institution of the central government) with a role of

administrating a national agenda. Thus, it is a crucial target to transform the local governance system into a democratic, decentralized and dynamic structure to achieve a better quality of life for citizens. According to the Priority Development Projects report in Greater Cairo, the main concern is the absence of any metropolitan-level administrative organization and the continuous failure to practice metropolitan governance within Metropolitan Cairo (SDPM, 2016).

Consequently, this dissertation, first, addresses the evolution of the term “metropolitan” and its relation to the city while focusing on the meaning of performance in relation to the governance and service delivery dimensions. Second, it explores and analyzes the linkage between governance and performance. Third, governance is identified, and its main pillars are highlighted. Fourth, examples of the different cities around the world with different models of governance will be analyzed to formulate a relevant analytical framework. Fifth, this dissertation continues to explore the status of the case study, Metropolitan Cairo, through a relevant developed framework with a specific reference to two of the five main pillars of governance: the steering structure and capabilities. The steering structure framework is composed of six trigger points. These trigger points focus on: a) the national and the local contexts; b) the history and development of the local administration; c) the fields of work (i.e. functions executed); d) the involved actors and staffing issues; e) the financial resources; and f) the processes and relations.

On the other hand, capabilities are investigated through a selected assessment tool targeting the five core capabilities. These core capabilities are: (a) to act and commit, (b) to deliver on development objectives, (c) to adapt and self-renew, (d) to relate to external stakeholders, and (e) to achieve coherence.

Moreover, both trigger points and the assessment tool explore the main constraints within the system of governance within Metropolitan Cairo.

Finally, this dissertation, through both trigger points and the assessment tool, successfully explores the main constraints within the system of governance and the status of the core capabilities within the local government of Metropolitan Cairo. Such success answers the main research question investigating the reasons behind the failure of MAs' leaders and decision-makers to formulate an adequate/proper framework to tackle/deal with their MG's disfunctions.

Keywords: metropolitan areas, urbanization, performance, metropolitan governance, steering structure, capabilities.

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