

New urban Communities Management as a Tool for strategic Issues

1. Introduction

It is becoming more and more obvious that urban growth in Egypt and most of developing countries are increasing faster than the improvement offered by national and local governments. For urban improvement to gain more momentum, new urban communities should be considered as large-scale national ventures. The value of developing new urban communities depends upon the strength of their system of urban management. In other case, new urban communities depend on a national policy for urban growth. When the planning and development of such communities is integrated with national policy, we can accept them and their regions to offer the variety of social and economic choices that large cities have always offered.

In Egypt new communities' management can be a tool to improve societies, economics, and the environment. With contrast to common opinion and despite its bureaucratic machinery, public enterprise can gain much prestige by sponsoring new town construction as an instrument for national improvement. For example, new towns can be an instrument for stabilizing the economic fluctuation of regions. Central governments should distribute funds for both existing communities and new ones because the latter can serve the interest of existing centers. For the long-range national interest, new urban communities must be viewed as innovative laboratories for social, economic, taxation, governance, physical, and other reforms from which the established city can learn a great deal. Thus it is beneficial for the existing cities to see new urban settlement as part of their process for improvement. This paper is interested to encouraging private sector capabilities in improving and managing new urban communities establishment parallel to government efforts. The establishment of this relation adds another argument for the necessity of having a national policy for new urban communities management and growth.

2. Paper objectives

Achieving the maximum benefits from the establishment of third generation of new urban communities in Egypt. An essential study will be done for management systems which were applied for first & second generations of new cities in Egypt for the last 30 years ago. The paper also, aims to put a new proposal for urban management in new cities in Egypt in terms of private sector participation.

3. The need for adopting new communities' policy in Egypt

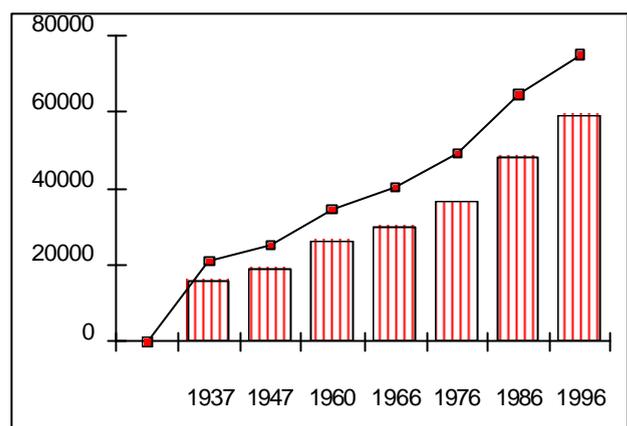
3.1 Population growth problems

By the middle of the twentieth century, the population growth in Egypt has caused major problems which can be summarized as follows:-

- The increasing rate of population growth, since Egypt population at the beginning of this century (1907) was equal to 11 million persons meanwhile it was 44 million in 1981 and increased to 59 million person in 1996.
- Population mal-distribution, while 95 % of the Egyptian population inhabit the Nile valley which constitute only about 4% of Egypt 's total area, only 5 % of the population reside the 96% of the rest of the Egyptian territories.
- As a result of population growth and urban expansions of settlements in the valley (informal expansions), a loss of agricultural land takes place, and it increased gradually consuming agricultural lands. Table (1) and figure (3-1) show the population growth and increasing density in Egypt from 1937: 1996.

Table (3-1) : Egypt population growth along 50 years

YEAR	POPULATION IN MILLIONS	TOTAL DENSITY (PERSON/SQUARE KM.)	
		FOR ALL EGYPT AREA	FOR OCCUPIED AREAS
1937	15,921	15.9	432
1947	18,967	19	515
1960	26,085	26.1	709
1966	30,076	30.1	817
1976	36,626	36.7	995
1986	48,205	48.3	1311
1996	59,272	59.3	1602



Source "Ibrahim Sharf El Din, P.h.D, Spatial structure of services for urban communities 1995

Figure (3-1): Egypt population growth

- The uncontrolled migration from rural areas to urban areas is mainly oriented to the greater Cairo region which represents the attractive region for migration. It provides a major proportion of services and employment opportunities. These problems have lead to the adoption of new communities as a general policy for urban development in Egypt.

3.2 Cairo region, and urban development problems

Statistics for greater Cairo, show that while the population was 965,000 in 1897, the estimates for 1980 suggest that Cairo has grown twelve-fold to some 8.8 million inhabitants, the corresponding annual growth rate was 3.0%. In 1986, (referring to the most recent census) it is revealed that the population grew to reach some 12 million inhabitants, representing 20.2% of the national total. Furthermore, the population of Cairo increased at the rate of 9.3% in the seasonal period (1976 - 1986). The increase in population was attributed to both, natural increase, and a heavy inflow of rural migrants.

In addition to rural migration there are also the internal migration in the greater Cairo region (between Cairo, Giza and Qalyubia) which represent further load on the greater Cairo region. This has resulted into the emergence of the following problems:

- 1- The over loading of all the services which lead to incapable performance.
- 2- The damage of major part of infrastructure because it was not able to face all these new loads of population.
- 3- The appearance of squatter areas (informal urbanization) as a natural extension of the borders of built up areas.
- 4- The urban encroachment on agricultural land of Cairo region.
- 5- The over congestion of transportation system all over Cairo.
- 6- The disturbance of social and cultural life of people.
- 7- The increasing rate of crime, specially between adults.
- 8- The increase of environmental pollution.

Therefore it was essential to formulate a structure plan for greater Cairo region to solve its problems. Actually, the plan encompassed many planning studies and schemes that were put for Cairo

3.3 The new cities as strategy to solve Cairo problems

It represents a new urban settlement between new communities and the urban expansion of greater Cairo. These new settlements offer a suitable alternative for informal housing which encroach on agriculture land. The plan proposed that the population of these settlements does not exceed 250,000 person , and its sites must be near the urban agglomeration of Greater Cairo in order to realize the following objectives :-

- 1- Stopping the adjacent informal growth to the urban agglomeration of Greater Cairo.
- 2- Finding a real and suitable alternative or solution for the informal sprawl in the fringe areas and agricultural lands.
- 3- Encouraging the private investments to participate in the construction of houses in these new settlements.

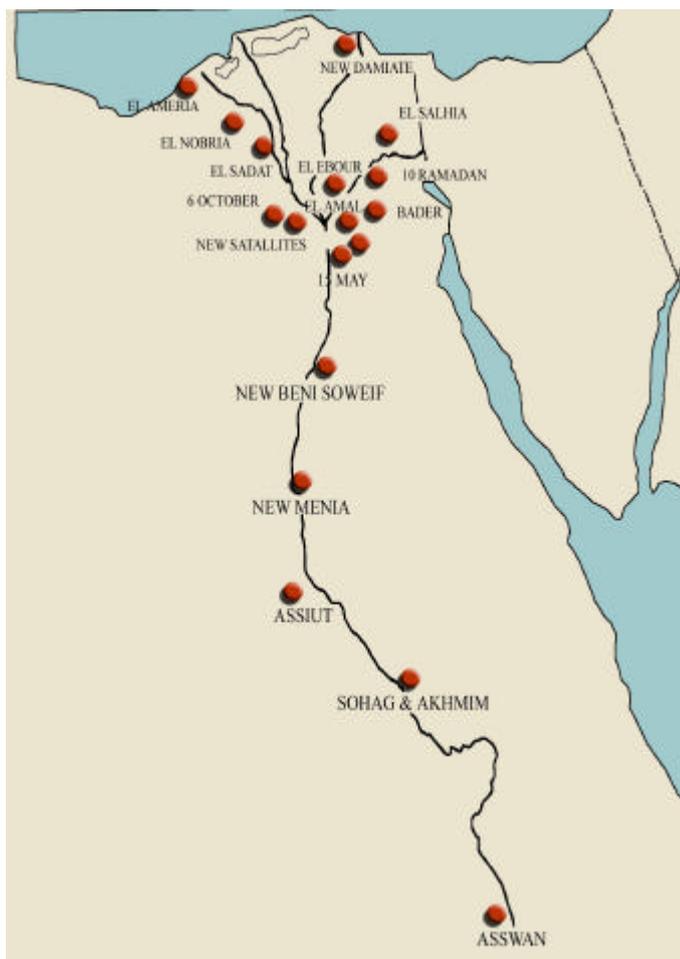


Fig. 3-2
The Site Of Egyptian New Communities

- 4- providing affordable opportunities of housing for low -income population .
- 5- The proximity to the new communities and satellites where the higher level services can be accessed , thus the effect on investments and the efficiency of services located in the satellites would be maximized .

3.4 The new Egyptian communities achievements

As a result of Cairo plan (1974), Cairo structural plan (1982), and National Urban Policy Study (N.U.P.S.), It was found that the new communities policy (even as satellites or self sustained) is the best solution which accommodate a major part of the expected population of Greater Cairo region and halts the conversion of agricultural lands for urban uses.

To confirm this policy a ministerial decree no. 59/1979 initiated the formation of a supreme committee for new communities in order to encourage the construction of new communities in desert lands and redistribute population. Therefore, since 1978 the total lands which were added to the urban cities in Egypt were about 613 square km. (nearly about 4.4% of total built up areas in Egypt). Until July 1989, the new communities policy achievements were as follows:

- The actual starting of the construction of 12 new communities which were: Tenth of Ramadan, 15 May, Sadat , 6 October, Salehia, EI-Ebour, and Bader.
- The over all area of these twelve communities are 260 square km.

- The areas which have all its infrastructure of these communities, are about 52 square km.
- The total land sales of these communities until 30-6-1989 were about 26.0 square km. with estimate value about 525 million pounds.

The new urban community's organization was put a new map for Egypt at 1998. This map aims to build 44 new urban cities to 2017. It was determined to build a zone with area about 2.5 million acres. The proposed urban agglomeration for new cities about 190.000 acres. These new cities were joined with other existing cities with transport network. Figure (3-2) shows the location of new urban communities to the year 2017. In spite of passing more than 20 years at beginning of the project of building new cities, so the most of those cities not achieve the aims of attracting the increased population on existing cities and create poles of growth and central economical in desert regions to limit the construction on agriculture lands and presaging the agriculture land. So it faced many several problems since it built even in management or implementing its plans. The most important problem is budget which is mainly supported from central government as a main resource for funds.

4. Egyptian Society & Globalized World

The last years show some especial changes in the history of economic issues. So it was a big wave that has all world countries that allowing the private sector a big part in economic activity and decreasing the part of government in that activity. Therefore this part aims to discuss the important modern changes on international field which have effects on Egypt society, therefore we will explain the changes and modern development in international economic by describing the new international systems and Globalization and information, communication revolution.

4.1 The definition of Globalization

Globalization is a comprehensive name. It is an expression that indicates an influence period distinguished with wider tools than the economic tools It interests, culture, civilization and the environment while preserving the economy as main support for world. It has the ability of affecting on the western capitalism that dominates the world and controls its financial and intellectual markets. Globalization is a social movement that includes deflation of dimension between the time and the place that makes the world appear small in a limit that imposes humanity to become closer to each other. Globalization was defined also as the clear interference of the economic, social, political, cultural, and behavioral matters without caring for the political boundaries of the dominant countries or belonging to a certain home or certain state without the necessity to governmental procedures. Thus, the accurate definition of globalization means the domination of the capital production and its spread in the depth in addition its apparent impoverish too. Defining globalization is considered one of the most important idioms that are dominating and used in the twentieth century in the culture life and in the world of knowledge and sciences.

Hence, the main conclusion for the definition and private meanings of globalization is that globalization is processes for generalizing and a chance for a comprehensive life that contains the cultural the social relations, the consumption styles, the values, life style, patterns of thinking, social, and political organization. So it dominates all the fields that include the culture of the societies, with its wide meanings.

4.2 The phenomenon's that accompany the technology of media revolution

The media technology revolution was accompanied by a large group of phenomenon's that can be regarded the bases that must be taken into consideration when designing the new cities for the coming century. These phenomena were linked with many definitions. The phenomenon's can be summarized in the following:-

A) The Electronic Trade:- It is considered one of the aspects for the recent and next age. It has an important role in the increase of the needs for the presence of the consumer commerce and the decline of departmental stores.

B) Technology of Geographical information system (G.I.S):- Its role arises from its direct and strong effect which is a dominant system controlling the other systems less than them

while making linkage between them. Therefore, it is considered one of the strongest effects on the developmental thinking in the new cities especially when choosing the locations of the cities and also all data of plots and zone on cities plans.

C) The technology of the wireless communication, the mobile and satellite:- This type of technology facilitates the remote dealings without the necessity to reach the locations of networks. It made great progress in the speed of achieving the works in addition to the role of satellites in limiting the most suitable locations for the cities and the new communities.

D) The electronic government:- This meaning depends on a revolution that is belonging to the official works for the cabinet, and was applied in some countries by linking the societies and the governmental authorities with each other, making connections and coordination to achieve the highest standards of performance that will realize benefits for the users in saving time.

E) Distant learning:- A phenomenon involves many variables that can affect correctly on planning and on the theories of town planning. It contains more orientation to depend on the home and its Environment in which one passes most of his times. In addition, this system is used to reducing some other services.

F) E. Mail and the Revolution of computer software:- It arises from the idea of the E. mail and from the revolution of software. The new private general orientation to work from distance. In addition to its role in changing the shape of the services on general that may affect on the vanishing of some services. It also shows the role of computer software in marketing and in promoting the cities and the new communities. This can make good promotion for these communities. Distance work had responsibility of changing special designs for cities and the smaller communities.

4.3 New Global System

When the second international war was finished at 1945 it gives the world a chance to rebuild the international economic activity on good basis. A change was happened on the general commercial products for most of national companies, a restructure plan for the international industry was done by distributing the products and management activities for companies and big principles in a world between some big countries. The locations for that distribution depend on the presence of producer activity in a main principle of developed world countries. While the advanced technology was concentrated in modern countries of the world. It had argument that economic, financial, commercial rules for the new global system was done.

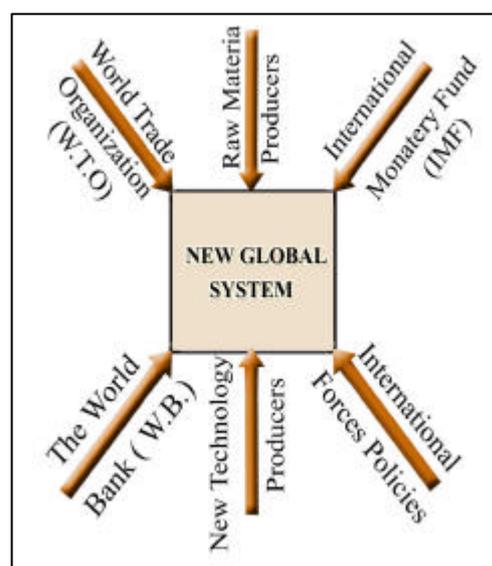


Fig. No. (4-1) Shows New Interactions of global system

4.4 The modern Changes in World Economy

The world now more in evolving in political and economic relations, any country is not able to be separate, the modern industries are depend on world variations, also the point not different on economic aspects, (epically the new world countries became more involving to each other), so it take by future planning and it is not by centered planning. The separate economic units take a decision in focus of what available information which usually more accurate and detailed. A new economic organizations were appeared such as:-

4.4.1 The international Monetary fund (IMF)

The international monetary fund specialist on fund problems. It gives a short run loans facing the financial problems, and correcting performance that facing participated for countries. It also acts as a guide on international monetary system and works on removing the defacing

of payments balance for different countries and putting payments rules for his deficiency and its conditions.

4.4.2 The world Bank (WB)

It is specialist for helping participated countries and the developing countries in financing their development projects so it helps in long run loans.

4.4.3 World Trade Organization (WTO)

The world trade organization was built at 1994. It works for international trade development between participated countries. This organization was a result of development the general agreement for tariff & trade (GATT). Tariff get on international trade liberty from influence of governments. (figure 4-1 shows new interactions of global system.

4.5 Economic reform in Egypt

The economic replanning program at Egypt means change to development economic which depend on continues development so it aim to strengthen and inquire the ration of economic rate not less than three times of population growth. The rate is between 7% or 8% through period of 1997/2017. The Egyptian law No., 203 for 1991 had been found a new frame for the sale of public sector parts, so the Egyptian government prepares a detailing guide to reform the public sector. This program was reformed more than time. The fast one was at October 1996 but the main items of law were still as it. The guide reference determines that government must depend on its policy on two ways which suppose that every one will complete each other, they are :-

First : The main originals must be prepared for sale.

Second : Reforming some public sector companies to attract investors to buy some of its units after reforming.

Specialist experiment of economic program at Egypt from the most experiments which has a lot of debate. This was due to some reasons that used in application and management. The main aim was to preserve the main origins of the government country that acts as public sector companies from loosing. It's also essential to determine its real values. The proposed economical reform at Egypt depends on three axis which are :-

(Financial reform policy, Structure adaptation policy and Social political policy).

The reforming economical and structure Egyptian program passes by three steps which are:-

1. **First step** : reforming economical stage (1/30/1990 – 28/2/1993)
2. **Second step** : reforming economical stage (1/30/1993 – 30/6/1996)
3. **Third step** : create development stage (1/7/1996 – 30/6/1999)

It also have been added fourth step during two years "attached reforming economical program and Egyptian structure" and it was finished at the end of 2001. The aim from this attached stage is to complete what happen in second step (reforming structure) which represent the specialist national programme. Egypt had been seen through 1997 a big movement in specialist reform. So that most of public companies were valid for sale. About 47 companies had been sold. The income from its sale were about 5.2 milliard Egyptian pounds. At 1998 the specialist economic programme depends on two axis:-

* **Reforming companies** : the government find a cohesive programme which try to solve the financial position of about 82 public sector companies. To solve these problems about 12,5 million pounds must be paied to banks.

* **Improvement the management efficiency for more in companies** : It have been tried to train about 2200 from managers and high management leaders staff from different types of companies (especially which deal with clothes). This is done in order to add new experts for these companies to moderate the management youth in this sector.

4.6 Egyptian Urban Development According to New Economic Reform

The urban development is planning for urban growth for the existing cities and creates new cities according to comprehensive plan which has main principles to cover the present time and future needs. There is no general policies available to be implicated in all countries. In case of similar conditions in more than countries, there are three strategies that can be followed for correcting the balance in population growth. These strategies are:-

- Spreading strategy.
- Concentrating strategy.
- Concentrate spread strategy.

All these strategies have a great effect on all planning levels in Egypt on both local and National levels. The urban development in Egypt had been a lot of problems. These problems caused due to financial aspects and management systems, but the major problem in Egypt which delay all efforts of urban development, is the continuous increase of population. Another problem of urban development in Egypt is directed to the concentrated population for urban zones in the Nile zone in linear pattern parallel to the Nile river from north to south. The planning structure for urban development was changed over the last 20 years from slow simple form to it's opposite. So the rate of depending on free market tools was increased in the second half of eighteens of the last century. Globalization has a strong effective. It changes the direction of planning from master plan to follow strategic mythology. This strategy will be in equilibrium with urban movement in Egypt. It was considered by city growth in certain environment and facing hard changes. So the planning become closer to continues caring of urban development movement. The strategic methodology is limiting the resources and takes in consideration all partners in planning process. As follow it will share in forming an equilibrium future for the society. Even the application of this methodology of planning at Egyptian government sectors must be coordinated with some improvement in its organizations structure. Governmental part in development is changed to activate the traditional parts such as police, military, judgment, finance management and external relation affairs.

In development strategy at 2017 it is demanded to encourage the private sector to do its parts as a main partner in development and activate investment in network structure and services, that on frame of international planning structure. The private sector can do its duties with the complete responsibility. From the most important advantages of free economic market getting benefits and more money but also ability of caring the lossness of money with ought going to the government to cover their loss ness of money. Through different approaches to activate the private sector in development, it had been applied the natural development for tourist regions at Egypt. This approach was difficult to be applied on the new cities because there are so many different conditions and principles between new cities and tourist regions. But complete development in planning and development for new cities are failed when applied by governmental organizations due to much difference between new cities requirements and touristic development. From suitable approaches in Egypt at new cities development are sharing of private sector in the individual and activation development. It allows to all development fields to participate in planning process.

5. New cities at Egypt as a Tool for urban Development

New cities consider as urban political development that many countries needed to solve lack of service and increasing the network structure problems. The main aim of constructing new cities is to influence the increase of urban regions. There are no equilibrium between work and home. It is required to decrease the population rate and services attraction the economic activity that concentrate on biggest urban centers (that have a lot of resources) and encourage the development process in resources region. The new city political considers an important strategy for urban growth development. New cities contain some of economic social environmental and political solutions.

5.1 Factors affect development on new cities in Egypt

City growth is affected by economic, social political condition for any country since it is part not separate from urban pattern. We can classified the factors which affect the city development to internal and external factors as show in figure(5-1).

First : Internal Factors :-

It was the administrative staff council characteristics for new city that contain:-

- Technology environment and uses of modern communication systems at world and benefits from its experiments.

- Organization characteristics such as the organization structure for administrative staff council of the city.
- The management behavior or political management.
- Strategic management of administrative staff for especial actions and resources and what benefit from it. Work systems which include data & control systems.
- Available activities of technical staff and its specialist degree.

This is clarifying the main internal characters effect on new city urban development that was combined by its development management process.

Second : External Factors :-

Contains all external environment changes that effect on development such as :-

- Economic system that applied on nations (capitalism, communism, mixing).
- Possibility of providing natural resources and funds for activity infrastructure and city needs.
- Applied laws in the society.
- Values of society pressure groups such as investors.

It is clear that, the essential part which pressure group played on society development (investor – private – companies) effect on urban growth of at new cities and ability to inquiry it's aims.

The paper interested by management factors as an important factors that affect on urban development in new cities. In addition to clear the important part of private sector played in urban development as an external effective factor and ability of its benefits rule of new cities development.

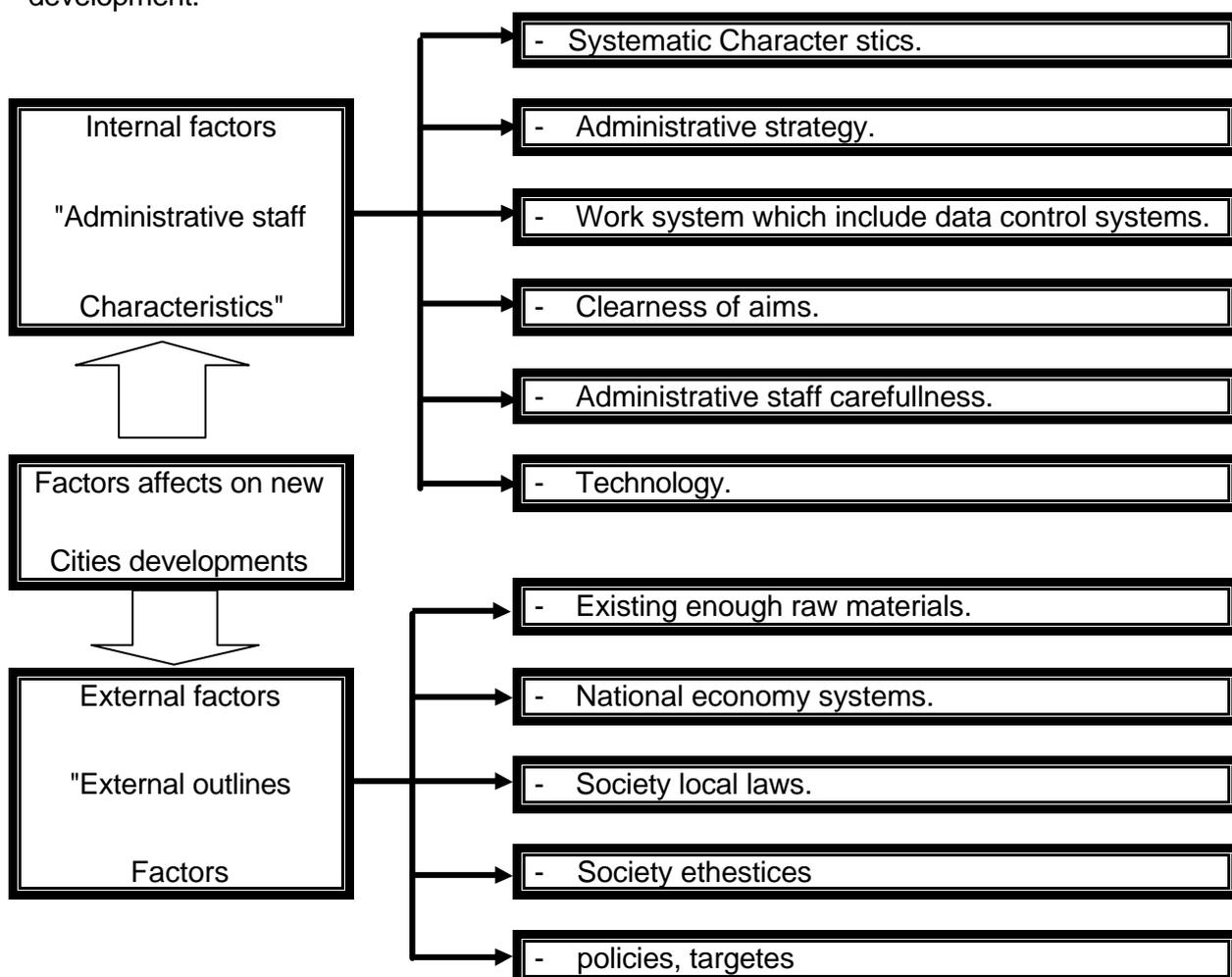


Fig. (5-1) Factors affect of New Cities Development

Source : Dalia Hussen Dardery – Al hram book volume 197 – May 2004".

5.2 Egyptian Experience in new cities

This part contains the Egyptian experiment in new cities based on urban development in view of urban policies of, new cities. This is done through describe, population, employment, financing and then study the urban development on it. The goal is to determine the weakness and strong point at the new cities. An Essential must be done study is for deterring the most important reasons not achieve new cities targets. It built to give citizens the complete power to inquiry a great benefit from new cities, and that through uses special analysis by check collecting information, reclassified in determining positive and negative factors affect on development process.

5.2.1 Urban Development Strategies

The Egyptian urban pattern now loss equilibrium between habited and inhabited zones, which leads to a confusion between population size and the unused areas of land. The population size at Egypt reaches to 59.272 million people that reference to 1996 census, increasing more than million people every year, and still habited area not reached 4% of total area (one million km²). The population size still take its needs and life demanded from agriculture lands which is about 8.5 million acres. According to the population increase within the same agriculture lands there are some several economic and social negative effectives which are:-

- Increasing the population density in populated areas to reach about 276 person/km² in 1897 to more than 1685 person/km² in 1996 census.
- Concentrate the habitation on delta and in liner pattern of individual form. This is leads to living some Egypt regions have a greet important locations (Sinai – south regions, east regions) without suitable no. of population. Even so the importance of these regions as a join factor between Egypt and neighboring countries.
- Continues decrease in person share from agriculture land will arrangement the big size of food gap and continues decrease in self sufficient rate.
- Increasing the social and economical problems, in existing cities and biggest urban countries cause continues emigration of people from city country which increase side effects on urban areas.

For that reforming the population map of Egypt which achieve equilibrium between people and resources and between planning regions in view of investments, and social planning to reach habitation ratio to be 25% from total Egypt area.

The ministry of New Urban communities was built a new map for Egypt of 2017 to achieve special criteria's as follows :-

1. Establish a data base for industrial economy in new communities.
2. Maximizing the benefits of existing urban development in addition to find a new axis in terms of resources and existing potentials which increase investing opportunities.
3. Investing all resources in Egypt deserts and beaches in order to attract people to these zones and also decrease population density to existing population.
4. Creating attraction areas in desert lands in order to redistribute Egypt population map.
5. Creating new communities in frame of regional plan and National plan.
6. Improving the suitable conditions for investments in new cities through facilitate all requirements for governmental permissions to construct projects.

5.2.2 New cities development policies

for the last twenty years, new cities development policies in Egypt became an essential part of economical and social development. But there is no any comprehensive plan for all these cities in which there are coordinate interaction relation between them. There are two types of new cities in Egypt which are:-

- A) **Independent new cities:** such as (10 Ramadan city, Sadat city). These cities were planned to be as a new community for housing, work opportunities, and all required services for a good environment, based on economic independent base. This type of new cities had not been achieved its estimated aims.

B) Satellite cities: Such as (15 May city, 6 October city and New Cairo city). This type tries to find a new city near existing big cities to depend on the big city economical system. A lot of new cities were constructed, they become about 17 new cities by the year 1995. The new communities organization (N.U.C.O) planned to construct about 44 new cities by the year 2017. This new plan was put to occupy about 2 millions of acres. The following table shows the basic data of new cities in Egypt at the year 1999.

No.	New Cities	Agglomeration Area – Km2	Population Plan	Main Activity
Urban Characteristics For The First Generation Of New Communities				
1	10 Ramadan	56	500.00	Industry
2	El Sadat	47	500.00	Industry
3	15 May	12.4	150.00	Craft Indistric
4	6 October	52	500.00	Touristic & Industry
5	El Ameria	47.8	500.00	Industry
6	El Salhia	6	70.00	Agreculture & Industry
7	New Damiate	16.9	350.00	Commrical & Industry
8	El Salam	11	250.00	Services Activity
Urban Characteristics For The Second Generation Of New Communities				
1	El Ebour	21	250.00	Commrical & industry
2	Bader	15	250.00	Regional Services Act.
3	El Nobaria	5.2	75.00	Agreculture & Industry
4	New Beni Soweif	21	100.00	industry & services act.
5	New Menia	5.9	60.00	industry & services act.
Urban Characteristics For The Thrid Generation Of New Communities				
1	New Assiut	8.4	130.00	Industry & services act.
2	Sohag & Akhmim	3.4	100.00	Industry & services act.
3	New Asswan	4.8	100.00	Touristic & services act.
4	Tiba	2.8	50.00	Touristic & services act.
Table No (2) Urban Characteristics For The New Communities In Egypt to the year Source : Ministry of new urban communication report / 1999				

5.2.3 New Urban Communities Organization Development Tasks for new Cities

The law No. 59 for the year 1979 defines the limits of new communities organization (N.U.C.O) for planning and taking decisions for the policies of new cities in Egypt. This role of new communities organization begin from the first studies of any new city to construction stage and also all details of the city data base until the responsibility of the city become under control of its municipality. The new communities organization (N.U.C.O) has the authority of four main tasks. They are as follows:-

A) Planning Tasks :-

- Preparing main policies issues for new cities and all plans required to achieve that.
- Selecting the best locations for new cities in the frame of regional plan for every region of Egypt.
- Organize all data between different ministries and governmental offices which responsible for urban activities. Also studding infrastructure plans in National level.
- Determine the required and suitable locations for big industrial zones in these new communities and determining what is possible to be suitable for a private sector.

B) Construction Tasks :-

- Constructing housing projects in new cities and putting all administrative rules for policies of renting or the system of ownership.
- Constructing all types of infrastructure investments for land divisions (to be prepared for small private investments). These types may be under ground infrastructure or service buildings.... Etc.

- Preparing the new cities locations by all required equipments for land leveling and survey instruments.
 - Controlling all required data for developers such as governmental data and documents to facilitate for their agreements and taxes facilities.
 - Providing easy system for transportation to the new cities, especially at early times.
- C) Financial Tasks :-**
- Facilitate governmental grants to private sector, especially for small investors, this is done in terms of all legal rules in these issue.
 - Saling or renting land areas at new cities to private sector, in order to get funds to finance all service projects.
 - Help developing programs of Banks which aims to develop new cities plans, especially in housing projects.
- D) Follow Up Tasks :-**
- Follow up all land divisions which owned to government. Frequent reports must be done to follow up programs of these lands in order to check these projects.
 - Follow up private projects in order to be sure that there are programs worked as the permissions put for them.
 - Preparing monthly reports for all programs of both public and private projects. These reports discusses plans of these projects and if there are some problems, and how the new urban communities organization (N.U.C.O) try to finish it.

5.2.4. Proposed Structure for new Urban Communities Organization (N.U.C.O)

The new urban communities organization structure is consists of three levels of administration which are :-

- **First Level** : This level includes main council of the organization which mainly represented by chairman of the organization and council committee. The council committee are consists of main members of the new communities organization on a degree of minister assistant and some members represent planning consultants.
- **Second Level** : It mainly includes the administrative staff of the new communities' organization. This staff has experience to follow up all new cities plans and program. The staff also works to facilitate all problems for investors and developers. The staff formulate and prepare a basic data about new cities which under studies or under construction.
- **Third Level** : It includes the staff of municipalities of these new cities. This staff location is put in the new city center to be in touch with developers and investors in the site hand by hand. This staff called city urban administrative council (C.U.A.c) which usually found in the city itself. This council is usually having the main responsibility for new city construction and following up all city projects construction.

5.2.5 Private sector rule in new cities at Egypt

The Egyptian Government had put some policies to attract large investors to new cities as follows :-

- An office with high responsibility administration was found in the Egyptian industrial ministry called "Industrial investment office for new towns". This office was found to facilitate all administration problems for developers.
- Allowing the construction of a special society for investors for every new city. This society has responsibility to represent investors in front of government offices.
- Offering all governmental facilities to investors to encourage them to develop in these new cities such as saling lands in long run payments, ... etc.
- Offering the permissions of construction for investors in short time and reducing all documents required to conclude these permissions. This is done through developing city administration office".
- Representative council "It is a new council was established by the new urban communities organization". This council consists of members of main investors, for every new city and also some selective persons which already live in the city. A decree of establishing this representative council No. 101 by the year 1986 was done for the

first generation of new cities in Egypt. The first council was established for 10 Ramadan city (50 km. faraway from Cairo). This council consists of all types of representatives such as:-

- * Representative from new community's organization.
- * “ “ different ministries.
- * “ “ main developers.
- * “ “ Industrial organization.
- * “ “ public citizens live in the city.
- * “ “ planners & consultants.

This council has three years as election period. This means that every three years an election was done for selecting a new one. The council has its own budget and all private account in documented bank. The council has all responsibilities to put his own rules for encourage development at new cities.

These representative council's were done for all new cities of first generation but unfortunately they cannot play their complete rule. They had failure to build a basic data about their new cities. This is done due to financial problems and complicated systems of administration.

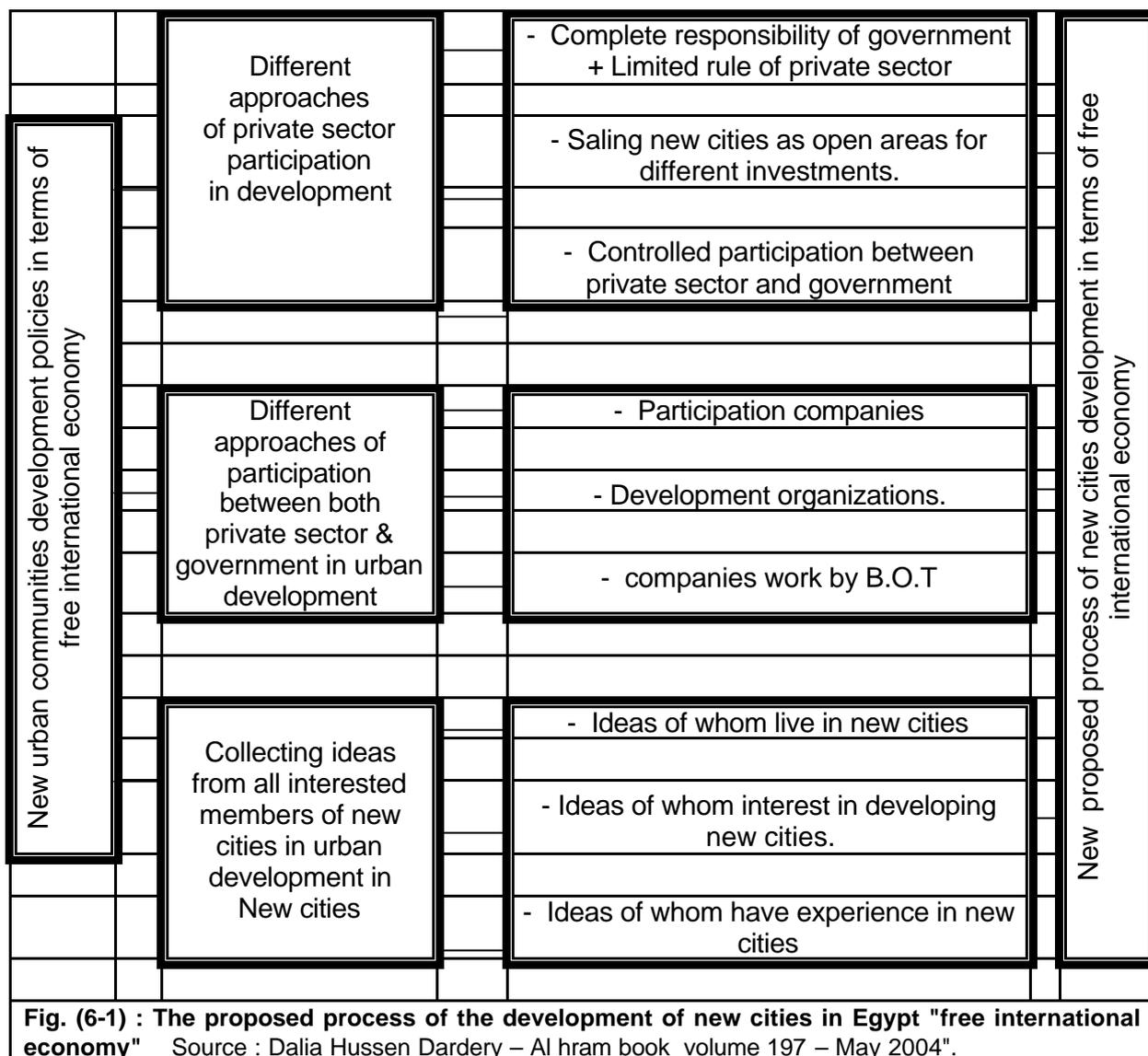
6. New Administrative System for new Urban Communities in terms of Free Economic base in Egypt

Egypt had been redesigned its economical policies to be combatable with international market. This is done as a result of some failure of new communities experiment. At the last ten years it's discovered that a huge values of investments in new cities under construction were deviated and attracted out of Egypt. Therefore, a lot of negative effects were found in the plans of developing process for these new cities. To avoid these negative effects of urban development, a new view of governmental administration policies were done which directly based on free economy for private sector. This new policy encourages the policy of save time and money through open business and free economy. The following part discuss the open mind policies in Egypt which were put to develop new cities urban development by maximizing the rule of private sector in parallel to the rule of governmental plans. The following diagram (6-1) shows the proposed process of the development of new cities in terms of free international economy: The strategic plan of 2017 confirms the essential part of private sector as a main partner in development process. The private sector participation may be about 80% of total investments in this plan of 2017, while governmental share less than 20% of total investments.

The plan of 2017 also tries to attract private sector to invest in the field of infrastructure and all service activities, but in the main frame of national plan. The policy of constructing new towns represents a main issue of development process with in maximizing the all types of privet sector participation. This issue tries to reduce the load from government responsibilities, just its participation will be essential for projects which control social and cultural aspects, and projects which touch low income people. There fore the participation of government in the last twenty years had four stages as follows:-

- **First stage** :- Be out of participation of high level housing projects and it will be only for private sector.
- **Second stage** :- The government permits for private sector to participate in financing and constructing infra structure systems.
- **Third stage** :- B.O.T system in allowed for private sector, especially for infrastructure projects.
- **Fourth stage** :- Private sector has all authorities to participate in huge projects, this is including small cities, infrastructure, and housing projects.

All these stages enable the private investments to be used in large scale.



7. Special Mythology for Urban Development in new Cities

As a new policy for urban development to reduce financial requirements, Government encourages all types of private sector to participate in financing large projects in new cities. To achieve this strategic issue, a lot of studies were done which take into consideration the experience foreign nations. The following issues were considered as a basic direction for urban development as follows :-

First Issue :- Complete Government responsibility about development within an limited power for private sector to participate in large projects construction. This issue aims to provide a responsibility to one authority to be able to control development criteria. In the same time enable private investment to take all chances.

Second Issue :- Offer new cities for open investment.

This issue aims to offer the private investors a wide scale of investment in new cities to participate in its development. This can be done by offering distinguished investors huge areas of lands in new cities. They develop it in terms of new cities master plans.

Third Issue : Equal participation between government & private sector :-

This issue depends on demand and supply policy between population requirements and services offered. This issue offers the opportunity to both government companies and private companies to participate in developing projects. The best which offers minimum price and

high quality will win the projects. All these were done under the control of new urban community's organization (N.U.C.O).

8. Possibilities offered for participation between private sector and government in urban development administration

As it had been discussed before, there is a need to create new possibilities of participation between private sector and Egyptian government organizations. It is clear that the new cities in Egypt are in need to change its administration process to encourage all types of investments in order to develop its urban growth. To get more applications of good relation between private sectors and government authorities in different cases of new cities, a new forms of relation were created such as :-

A) Participation Companies :-

These companies are consists of members of new urban communities organization, investors, persons whom own companies in the new city, and representatives of new city citizens. These companies administrate the urban growth and follow up the infrastructure projects and try to provide all projects which accelerate urban development.

B) Development Agencies & organizations :-

It is established by investors which work in the city. It has a legal form and has council members. This council has the authority to put laws for the development process. After formulating the agency laws manual, a long term policies were put for achieving master plan requirements. These agencies have the authority to offer tenders for public service contracting for infrastructure projects and service maintenance.

C) Companies Work by B.O.T management System :-

The B.O.T management system provides the investors and companies the authorities of complete management of projects for definite year's ranges between 30 – 100 years. After, all project buildings and ownership return back to the new city governmental council or the original owner. This system enable investors to be have compete ownership to large projects for limited time without paying land price which usually represent a large percentage of the total cost of the project. Therefore, this system encourages investors to save land prices and have a good opportunity to invest their money to the construction itself. In this system the investors get all benefits of the project along period of tender and also have all risks of failure if it happened. When the tender time is finished the project must be in good condition to be return back to the government of main owner.

9. Conclusions

This paper concludes some main strategic issues which try to accelerate urban development in new cities in Egypt in terms of free economy market and these issues can be summarized as follows :-

First Issue : Maximizing management criteria as a target in urban development

1. Confirming the rule of participation of private investors in new cities by attracting them in economical projects of industrial development.
2. Developing all management systems of governmental authorities and reducing process of its procedure, this is by developing mentality of administrative staff of new cities council. An electronic government system must be provided.
3. Developing the policies of funds for large projects and providing more elastic financial plans for development through participation of local and National Banks in development projects. This is in terms of National market demand and supply requirements.
4. Accelerate the construction of infrastructure projects and provides all requirements of population services (education, commercial, Health, transport, ..etc.) in order to attract more population to be live in these cities and help in improving urban development.

Second Issue : Before constructing a new city, the following process must be done:-

1. New urban communities organization (N.U.C.O) must offer a number of locations for investing a new city.
2. A careful studies must be done by planners and new urban communities organization to select the best location of the new city in terms of strategic issues of constructing this city.
3. A master plan must be done and offered to main investors to provide their offers to participate in constructing this city.
4. The new urban communities ministry provides a decree for establishing a new council for this city. This council members are elected and consists of members of new urban communities ministry and city consulting planners and administrative staff. This council has the responsibilities of :-
 - Preparing all documents for master plan developments and all reports required to follow up master plan implementation.
 - Taking all decisions related to city construction and follow up all requirement for projects tenders.
 - Coordinating between different ministries to get all legal permissions for constructing projects.
 - Follow up both private investors and governmental companies in several stages of construction of urban projects and be confirmed that they work parallel to city master plan.
5. The new city council has the authority to own a large scale areas of land of the city. This ownership enables the city council to finance its projects and at the sometime have funds to finance its staff in sustainable system.

Third Issue: Sustainable administration system to the existed new cities must be provided.

It is essential to provide a sustainable system to the administrative staff of the new cities after its construction. This is as follows :-

- The city council must have the legal power as an individual authority from government to be able to stop any illegal projects and other projects which are not compatible with approved master plan.
- The city council staff must be selected by fair criteria which depend on experience in computer science and up to date experience in management.
- Long term plans and short ones must be prepared in order to be able to face world changes and more advanced technology.
- Allowing Academic experience represented in urban planning departments to have a new ideas and up to date experience.

- Establishing complete data base about the new city include all details about city maps using G.I.S. computer program and all data about land divisions. This data base must be renewed every five years.
- Follow up all projects and put a follow up system for maintenance to avoid any drop of services efficiency.
- A sustainable plan must be prepared by the new city administrative council to have self finance.
- The city administrative council has the authority to rent or offer some divisions of land in the city to be invested by B.O.T system. By this way a long term of finance will be achieved to get a permanent income to the council.
- Coordinate between different investors and ministries to attract special contracts of new projects or maintenance of existing ones, in order to develop urban growth plans.

The diagram (9-1) shows the strategic process issues for new cities management in Egypt.

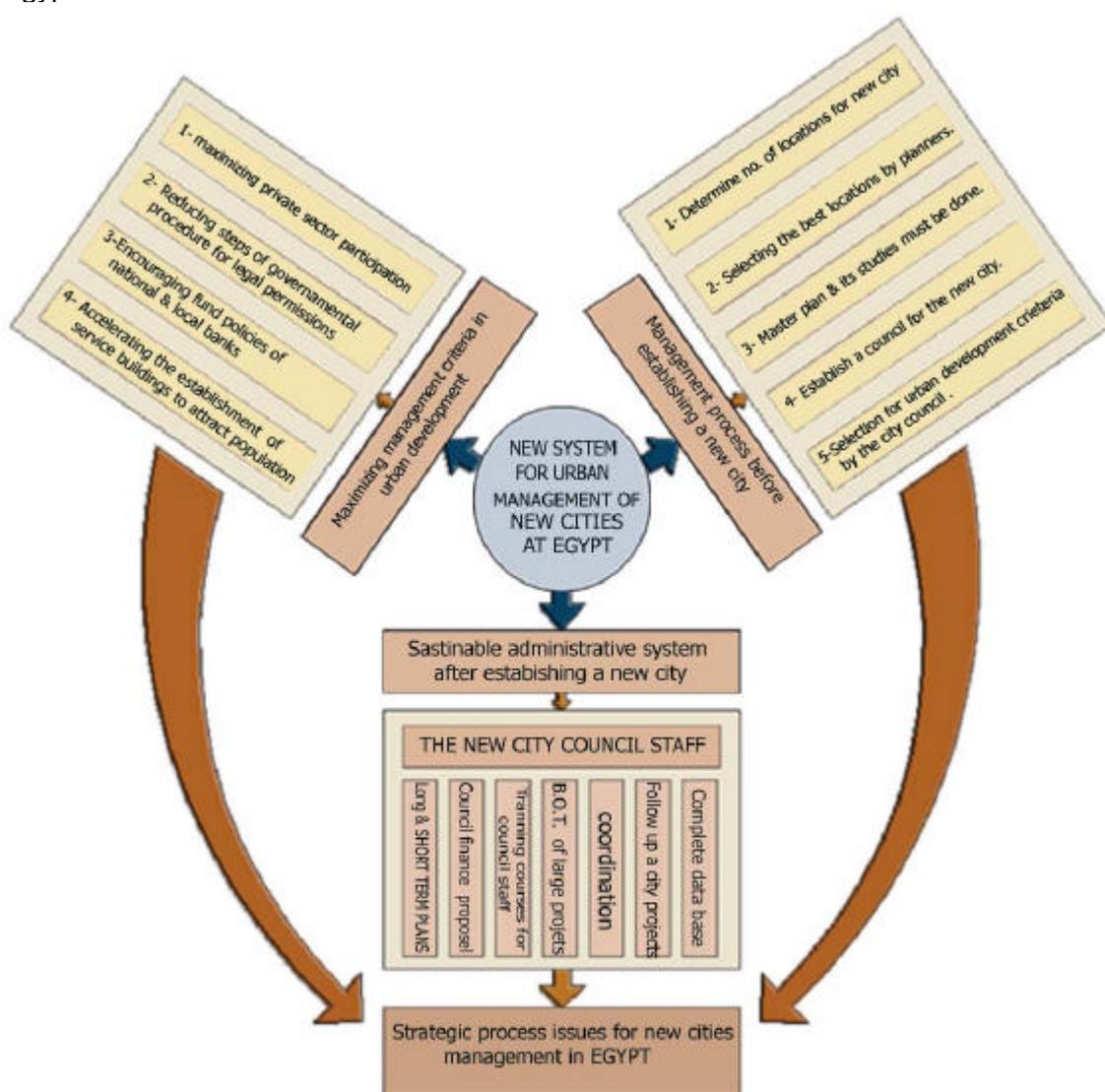


FIG (9-1) The proposed Methodology for strategic process issues for new cities in EGYPT

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