

Management Strategies of Existing Urban Areas Development under Egypt's Vision 2030: Between State Policies and the Rights of Existing Residents

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Abstract This research aims to propose guidelines for managing existing urban areas development to address the opposite reactions emerging from existing residents toward the government policies for achieving the objectives of Egypt's Vision 2030, by highlighting the development projects implemented in the Greater Cairo, namely the areas at the destination of infrastructure projects and the degraded urban areas through a case study of the existing urban areas within King Salman's axis in Giza. The methodology for the study is based on an inductive approach with two major axes. First, theoretical study that contains identifying general concepts of Egypt's Vision 2030, the rights of existing residents and the Egyptian's policies of existing urban area development. Second, analytical approach that contains analyzing data using quantitative statistical methods also assesses the results by using SWOT analysis to identify strengths, weaknesses, opportunities and threats that may impede the sustainable development objectives of existing urban areas. Finally, the paper found that the state policies of existing urban areas development projects don't serve the social sustainability, and there is a gap between the theoretical and applied concepts of Vision 2030, which relates to human, urban and economic requirements. The results show the importance of activating community participation, development initiatives and taking into account the right of

existing residents to make decisions about the development of their areas.

Keywords Egypt's Vision 2030, Sustainable Urban Development, Urban Development Policies, Rights of Existing Residents

1. Introduction

Human rights that are recognized and encouraged in urbanization processes can turn this phenomenon from one in which people's rights are too often overlooked or denied into one that benefits the majority of the world's population (Office Of The high Commissioner).

In late 2008, a strategic plan for the development of Greater Cairo area, called the Cairo 2052 plan, was prepared by Egyptian government under the slogan "An interconnected green world". This plan includes a series of development programs aimed at raising the living levels of Egyptian citizens in general, through a number of procedures such as, the population redistribution, the rural and slums areas development, the road networks expansion, and other programs (Tadamun, 2014).

In early 2016, the Cairo plan was incorporated into

sustainable development strategy "Egypt's Vision 2030" which is founded on the ideals of "comprehensive sustainable development" and "balanced regional development," emphasizing full participation in development and ensuring that all parties benefit from it. It aims to make cities and human settlements more inclusive, safe, resilient and sustainable (Goal 11). As a result, it aims to increase Egyptian inhabitants' quality of life and standard of living through an integrated development framework (The Ministry of Planning, 2016).

Recently, the Egyptian government has implemented several development projects, especially within existing urban areas, such as road networks expansion, heritage upgrading, slum eradication and urban renewal projects, among others, to improve the quality of urban environment and upgrade the civilized appearance, relying on dispossession policies for public interest. These projects have led to a great societal debate about their aims and purposes. There are support those projects because they reflect the civilizational image that the country deserves, and on the contrary, some believe it is necessary to contain the citizens and enable them to participate in the development of their area (Tadamun, 2017).

The research aims to examine the reasons for satisfied or dissatisfied residents with those projects and trying to accommodate state policies with the rights of existing residents.

The research argues that the processes for public participation could improve the social impact for development and planning policies of existing urban areas in Greater Cairo. Therefore the research focuses on the citizens' rights to be empowered and to participate in the decision-making of the management and development their areas.

The research raises a set of questions including the following:

- Do state policies for existing urban areas development serve the social sustainability?
- What are the characteristics of proper management for existing urban areas development that accommodate with sustainable urban development goals?
- How to accommodate Stat's policies with citizens' rights?

2. Research Methodology

To achieve its objectives, the methodology formed a questionnaire to emphasis the reasoning in which existing residents considers their rights. This research was based on inductive approach and was divided into four sections;

The first section is literature review, which has two main axes:

- (1) By identifying successful elements of sustainable urban development, urban management, urban quality of life, Egypt's Vision 2030 and urban citizens' rights.

- (2) By presenting state policies for developing the existing urban areas in Egypt and discussing international case study.

The second section is Evaluation results and outcomes: This section analyzing the areas around "the king Salman's axis" in Giza city as a case study.

The analysis used quantitative statistical methods to address and asses the results of development policies by using SWOT analysis technique to identify strengths, weaknesses, opportunities and threats of existing urban areas.

Interviews were conducted with individual stakeholders identified among government officials, urban and sociology specialists. And questionnaires were conducted with existing residents. This approach has been used to generalize a conclusion for future public participation process in planning and development projects.

The third section is proposed guidelines that were developed by the researcher to solve the research problem.

The fourth section is Discussion and Conclusion: In this section, a previous analysis of outcomes was discussed through which proposed guidelines could be developed to address the research problem.

Research results and recommendations are presented at the end of the paper.

3. Literature Review

3.1. Sustainable Urban Development

Since sustainable development emerged as a concept in the early 1980s, its focus has been on global environmental issues. Initially, cities and urbanization received less attention from the sustainable development movement. Then, in the early 1990s, the Istanbul Declaration on Human Settlement placed particular emphasis on the importance of sustainability within the urban context. Since that time, the international community has come to recognize the sort of problems experienced in urban areas and the need to find solutions to achieve sustainable urban development (Morad, 2018).

A sustainable city is one in which social, economic, and physical development successes are built to last. A Sustainable city relies on steady supply of natural resources for its development (using them only at a level of sustainable yield). A sustainable city provides long-term protection against environmental threats that could jeopardize development progress (allowing only for acceptable risk) (Gebre-Egziabher, 2004).

3.2. Successful Elements of Sustainable Urban Development

To ensure the achievement of sustainable urban development aims requires a number of essential elements,

as shown in fig. 1.

- **Community participation in policy-making and sustainable development decision:** Indigenous people have the right to participate in the creation, execution, formulation, and evaluation of national and regional development plans that affected them, as stated in the International Bill of Human Rights (Tripathi, 2017).
- **Civil society empowerment and effective participation in development:** Empowering civil society participation in sustainable development, being able to work toward maximizing the quality of their lives (Nikkhah & Redzuan, 2009). Community-based efforts have become an urgent need to identify the requirements and problems facing sustainable development.
- **Social justice and equity:** People live in safe, stable neighborhoods with a choice of inexpensive and accessible housing, economic opportunity, healthcare, education and transportation options in all parts of the city (Long, 2016).
- **Human needs and satisfaction:** According to life domains, life satisfaction is determined by an individual's judgment of several components in their life domain that suit their needs, such as family relationships, financial life, social accommodations, and social life (Campbell, Converse, & Willard, 1978).
- **Reducing opportunities of municipals corruption:** Municipals corruption gain undermines people's confidence in their governments and institutions, weakens the effectiveness and fairness of public policies. But the political will to build strong and transparent institutions can turn the tables against corruption.
- **Strengthening the sense of citizenship and belonging the following:** Belonging and loyalty mean an emotional connection and moral commitment to the country and society. This requires the integration of different groups of society in all spheres of social, economic and political life. It also requires the encouragement and support of community-based organizations and the stimulation of individuals to participate in development processes and the strengthening of the sense of citizenship.
- **Activation of municipals governance principles:** A key to the success of efforts to achieve sustainable development is the inclusion of governance or good governance, adopted by United Nation institutions with the aim of inducing governments in developing countries to practice authority in the management of society affairs, to promote community voice and achieve a high degree of participation, transparency, accountability and social justice (Abu-Elghyt, 2018).

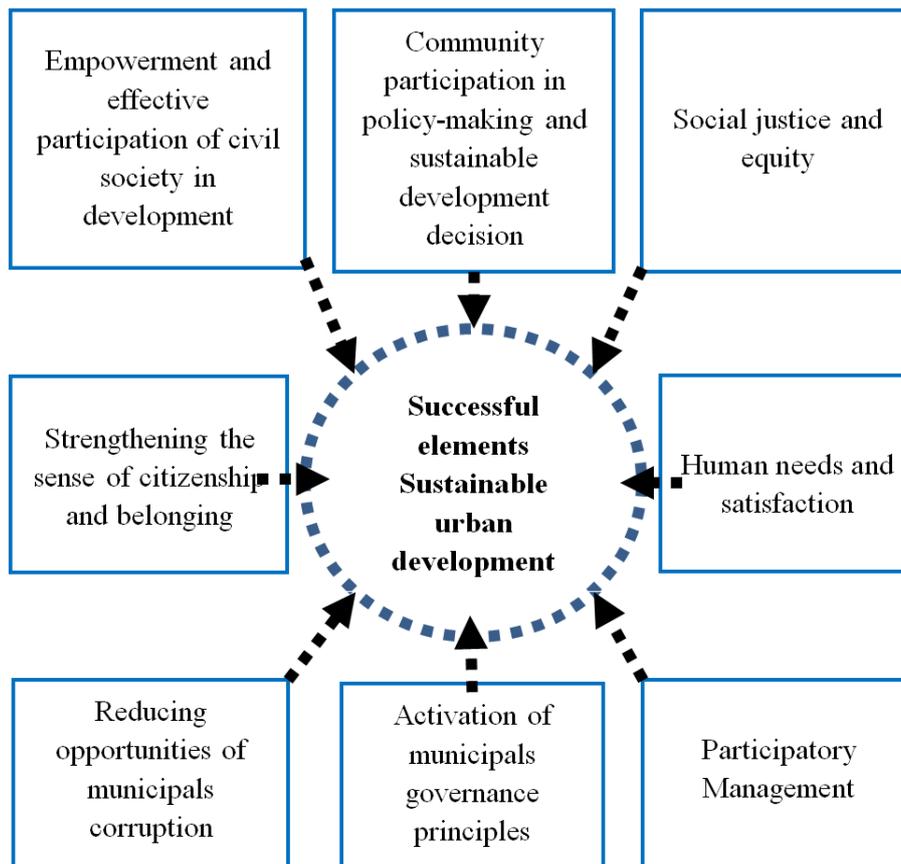


Figure 1. Successful elements of sustainable urban development

- **Participatory Management:** it means the partnership between the various actors in the development process, which plays a role in the production, delivery and distribution services. Without this partnership, urban environmental affairs can be managed only within the framework of a plurality of institutions and the strengthening of democracy and the role of local communities. This will move beyond centralization in planning, financing, decision-making and transfer to municipalities and community associations.

3.3. Urban Management

Although the fact that the phrase “urban management” is frequently used, it is rarely defined and usually poorly defined, therefore there is no widely agreed definition (Yousry, Ashour, Eid, & Khaleefa, 2016). Urban management depends on various factors which may be grouped under two broad headings: the context and the content. The contextual factors, such as social cohesion and political stability, the skills and interests of actors involved and management process are crucial (Davey, 1993). The content may indicate who is to be charged with executing various policies and such decisions can affect how the policies pursued (Grindle, 2017). Urban management refers to the political administrative structures of cities and the major issues they face to providing both social and physical infrastructure services, according to a complete definition that encompasses both process and institutional aspects (Wekwete, 1997).

3.4. Urban Quality of Life

The term “Urban quality of life” is used to characterize not just some physical elements, but all of the relationships, both dynamic and complex, which exist between those physical features (El Din, Shalaby, Farouh, & Elariane, 2013). Improving the quality of life in cities entails determining how to achieve human satisfaction with

various urban qualities such as public spaces of quality, recreational options, land use patterns or population and building density, transportation (Elsayd, 2021).

3.5. Egypt's Vision 2030

Egypt's Vision 2030 is a national agenda that was launched in February 2016 and reflects the country's long-term strategic strategy to accomplish sustainable development aims and principles in all areas. As demonstrated in Egypt Vision 2030, the ideals of "comprehensive sustainable development" and "balanced regional development," guide the country's development (Figure 2). It has used the sustainable development principle as a broad framework for enhancing quality life and welfare, while also taking into account the rights of future generations to a successful life; hence, it has dealt with three basic dimensions; economic, social and environmental (GIA, 2020).

Egypt's vision has a set of objectives; the state plan's objectives are to improve citizen standards through an integrated development framework. In addition to adopting an efficient and effective integrated system of social protection based on community inclusion, enrichment of cultural life, upgrading surrounding environment and civilized appearance and developing digital infrastructure, the government works on the foundations of justice and equity (GIA, 2020).

3.6. Urban Citizens' Rights

Urban citizens' rights are interrelationships between many characteristics of locations and communities, such as social, economic, political, and environmental, safety, mobility among others. Obviously, the interaction between those elements helps us grasp existing residents' urban rights (El Din, Shalaby, Farouh, & Elariane, 2013). The eight critical dimensions that contribute to realizing the urban rights of existing residents can be determined from the literature review, as shown in (table 1.).

Table 1. Dimension of existing residents' urban rights

Dimensions of residents urban rights	
Social urban rights	The neighborhood's social components, human interactions, individual choices, and resident participation.
Psychological urban rights	Individuals' feelings about their areas, such as place identity and attachment.
Economical urban rights	All features that describe the area as a place of economic activity while also taking property values into account.
Safety and security urban rights	Crimes is on the rise, as car accidents, riots and violence, and displacement.
Physical urban rights	To make the urban fabric, land use, services, facilities, and infrastructure more accessible.
Mobility urban rights	Accessibility, traffic and transportation difficulties are discussed.
Political urban rights	The policies in place in the city that promote the concept of residents' urban rights, as well as the extent to which these policies are followed.
Environmental urban rights	The natural and physical environments are thought to buffer the urban areas from major pollution sources.

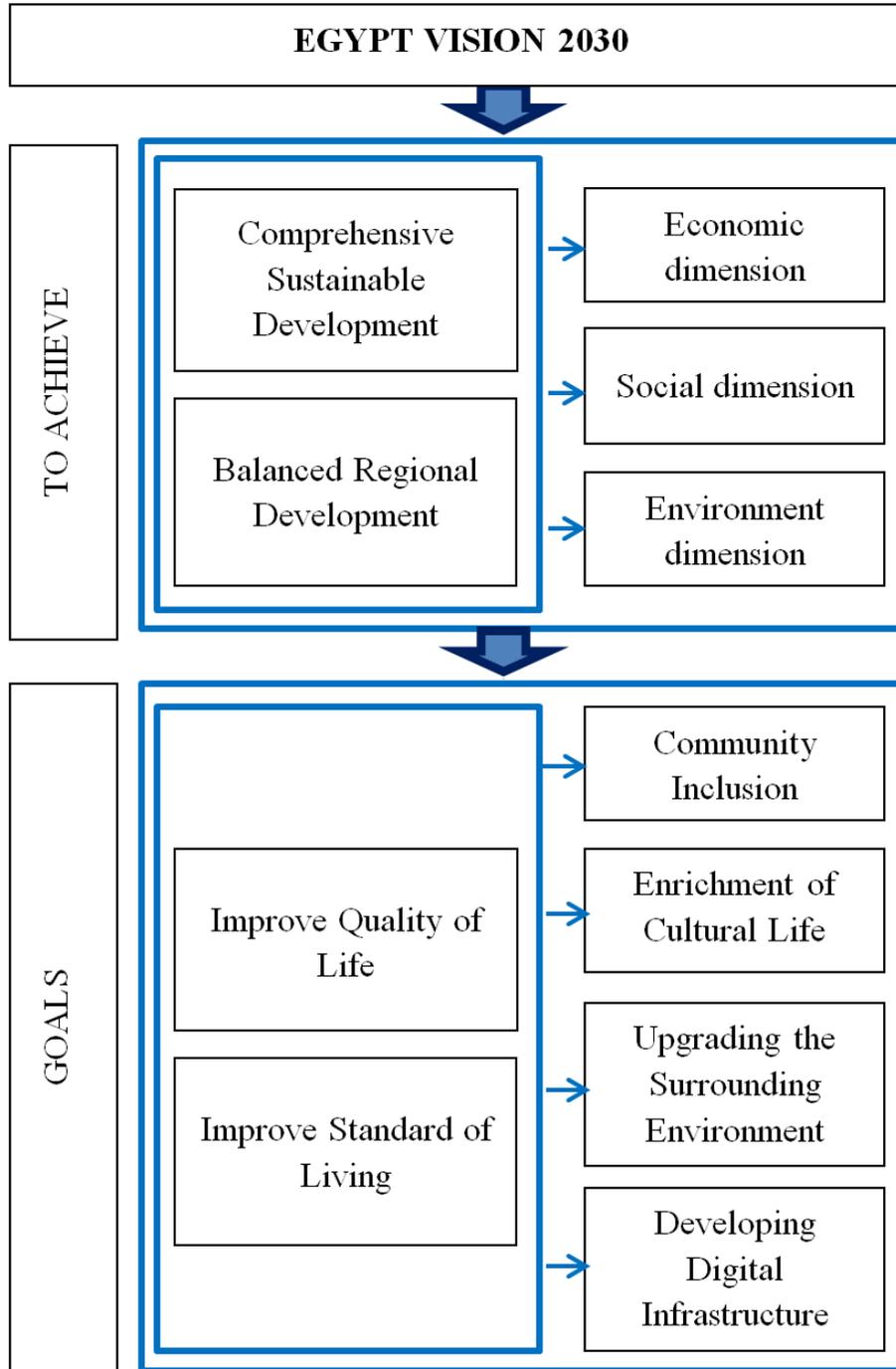


Figure 2. Egypt's Vision 2030



Figure 3. Mosalas Masbero development in Cairo



Figure 4. Nazlet El-Semman development in Cairo



Figure 5. King Salman's axis in Giza: Expansion road networks

3.7. State Policies for Developing the Existing Urban Areas:

- **Urban renewal:** On the one hand, the urban renewal program was implemented as a part of housing policy to address insufficient housing, slum elimination, and upgrade the civilizational façade of inner-cities, on the other hand, it resulted in massive displacement (Ay, 2016).

Figure 3 illustrates the urban renewal policy at Mosalas Maspero project in Cairo.

- **Upgrading:** It is broadly characterized as cooperative physical, social, economic and environmental improvements performed by citizens, community groups and local governments to assure long-term gains in individual quality of life (Alliance, 2003). Figure 4 illustrates upgrading policy at Nazlet El-Semman project in Giza.

The main purpose of upgrading projects is to establish secure land tenure in informal, often unlawful, settlements, as well as to improve basic infrastructure and service delivery (Nitti & Dahiya, 2004).

- **Rehabilitation:** It defends as the return of something that has been damaged or deteriorated to a previous

status. Figure 5, illustrates the expansion road networks of King Salman's axis in Giza.

The benefits of road rehabilitation have roughly reduced the time of trip and minimize the vehicle operating costs by 20%. However, a notable negative effect has been the displacement of households, invasion of privacy and quick increase in car accidents on the rebuilt roads (Elsayd, 2021).

3.8. International Case Studies

3.8.1. Lakefront Development, Ahmedabad (India)

Globalization and neoliberal changes of local administration in India's cities have reshaped the physical and social landscapes of country's cities, generating competition between the privileged and the dispossessed.

As a result of policy and local government procedures that pay little regard to the risk of impoverishment, the displaced poor households have become even more deprived. The urban poor are excluded from infrastructure development and relocation planning, resulting in the state's lack of knowledge of their requirements and their ultimate impoverishment (Patel, Sliuzas, & Mathur, 2015). Figure 6 illustrates Lakefront before and after displacement.



Figure 6. Satellite pictures from 2001 and 2010 show slum displacement in Lakefront Development project, Ahmedabad



Figure 7. Part A: Containers on transit need to be stored near the port for easy handled. Part B: Unplanned residential area occupying land for port-related facilities

3.8.2. Kurasini Ward Redevelopment (Tanzania)

In Tanzania since 2006 the government implementing Kurasini ward redevelopment plan to allow the provision of land for Dar-ElSalam port expansion after it became clear that there was a large increase in goods handled, as shown in fig. 7. (Ndezi, 2009).

More than 34.500 individuals who had been living in various informal settlements inside the ward will be relocated as part of the redevelopment. The resettlement and compensation, on the other hand, give nothing to the majority tenants (Es Salaam-Tanzania, 2010). Tanzania's Urban Poor Federation and the Centre for Community Initiatives (a local NGO) are working with municipal officials and the Ministry of lands, Housing and Human settlements to find alternative land and shelter solution for displaced people (Hooper & Ortolano, 2012).

4. Evaluation Results and Outcomes

Existing urban areas within King Salman's axis in Giza were selected as a case study. The applied study depends on questionnaire with the existing residents and interviews with executives, experts and specialists to recognize their

view on the State' policies of development existing urban areas within King Salman's axis. The existing residents of those areas were asked to know their satisfaction regarding the existing urban areas development policies. The study sample includes two groups of examiners. The first group is 217 individuals of existing residents, it is mix of owners, tenants and occupants, and their views have been identified by questionnaire. The second group is 24 individuals of government officials, urban and sociology experts, it has a variety of occupations, and their views have been identified by semi-structured interviews. Multiple choices and a 5-point Likert scale survey were used in the research studies. The following is a brief survey of the opinions on the development projects in the study area.

First: Table 2 illustrates questionnaire data of the existing residents' opinions.

Residents' satisfaction with majority of the questions was quite low, according to the questionnaire. It means that the development projects in their areas don't meet their needs. And the residents disagree with the government decision to implement those projects in this method.

Second: Table 3 illustrates interviews data of the State's officials and experts' opinions.

Table 2. The existing residents' opinions

Statement	Opinion	Frequency	%
What's your assessment of this project?	negative	77	35.50
	useless	50	23.00
	Positive	90	41.50
Total		217	100
Why do residents object to the project?	we stick to our area	144	28.00
	Our works and interests will be affected	113	22.00
	We are going to be displaced	112	21.80
	The project threatened the security and safety of the residents	32	6.20
	The project violated the residents' privacy	37	7.20
	There is no communication with the existing residents	31	6.00
	The compensations are useless	45	8.80
Total		514	100

Table 3. State's officials and experts' opinions

Statement	Opinion	frequency	%
The State's officials have participated in the existing residents in development decisions.	Strongly disagree	0	0
	Disagree	10	41.7
	Neutral	6	25
	Agree	6	25
	Strongly agree	2	8.30
Total		24	100
How do you think existing residents' objection to development projects can be overcome?	By coordinating with all development partners	14	41.20
	By providing just compensation to existing residents.	8	23.50
	By awareness and convincing existing residents of the importance of development.	6	17.65
	By local initiatives and public seminars.	6	17.65
Total		34	100

The interviews showed that the state's officials didn't participate the residents in the decision-making of the development of their areas. It means that the State must take all measures, such as coordinating with all development partners and providing a just and adequate compensation for the affected residents, to avoid the residents' objection to development projects.

The Statistical studies have shown a number of challenges, threats and weaknesses identified next:

- There are no qualified administrative cadres capable of managing existing urban area development, and there is administrative system that allows for active participation of existing residents.
- Absence of the role of Egyptian House of Representatives members, non-governmental organizations and grassroots leaders.
- Inadequate attention to residents after relocation to new areas by providing essential services such as schools, hospitals and appropriate transportation commensurate with actual requirements. Despite the establishment of youth centers in new areas, the role of these centers is limited.
- The lack of justice during distributions of compensation, where the compensation value is equal without distinction between owners, tenants and occupants.
- The lack of integrated and coordination among the actors of general policies related to existing urban areas. Some of the implementing agencies do not know what others do or face obstacles where many actors are involved in urban development, such as the Ministry of Housing, Utilities and Urban

Communities (Central Agency for reconstruction), Informal Settlement Development Fund (ISDF) and the Ministry of Tourism and Antiques and National Organization for Urban Harmony.

- Policy-making for existing urban areas development -in general- lacks scientific studies, alternative assessment ambiguity, excessive centralization and limited participation, even for those directly involved in policies, some policy makers may also maximize their achievement in a form that is closer to public propaganda than to actual policy evaluation.

5. Proposed Guidelines

The proposal guidelines concept would be to establish a Legalization Committee that contains Facilitation Committees and Existing Urban Areas Development Fund (EUAD). The Legalization Committee is working to solve the urban, social and economic problems that obstruct development projects in an integrated scientific manner and thinking.

The Legalization Committee and its Facilitation Committees are composed of representatives of State's executive bodies, experts and grassroots leaders. The institutional framework for Legalization Committee is outlined below:

First: Governing legislation: Legalization Committee for managing the existing urban areas development to be established as a specialized committee subject to Egyptian Law No. 9 of 1993 and under the Egyptian Cabinet.

Second: Configuration: the Egyptian Cabinet shall establish the Existing Urban Areas Development Fund, from which the residents' compensations and the fees for committee's representatives shall be paid.

Third: Funding: The Existing Urban Areas Development Fund shall be financed from the state budget, value added from development projects, and communities and non-government contributions.

Forth: Tasks:

- Reviewing existing urban areas development strategies and plans.
- Classification of development plans according to development areas and projects.
- The study of the current situation and preparation of environment, urban, social and economic statistical database.
- Identifying strengths, weaknesses, opportunities and threats in existing urban areas before development projects are launched.
- Identifying requirements, potentials and final decisions of development projects to be adopted by the Egyptian Cabinet.
- Developing a management implementing approach for development plan and distributing roles to development partners.

Fifth: Monitoring and Follow-Up:

- Before implementation: The Legalization Committee presents reports for approval by the Egyptian Cabinet.
- During implementation: The Legalization Committee will correct errors and make sure that what's done is what's needed.
- After the occupation: The Legalization Committee, in cooperation with the Central Accounting Office monitors after the occupation.

6. Discussion and Conclusion

This research has considered the issue of the state's failure to respect the citizens' rights when implementing development projects in existing urban areas. The focus has been possibility to empower the citizens in decision-making and participation in their areas development, through develop proposed guidelines for managing existing urban areas development.

The study had initiated by questioning; on the compatibility of the State's policies on existing urban areas development with social sustainability and the proper management features. And whether those policies are compatible with sustainable development goals and respect the citizens' rights.

By studying some of international case studies of existing urban areas development projects, the integration and participation of community organization in all stages of development process is showing positive results. By analyzing the case study which selected in the Greater Cairo, gap exists between the State's policies in existing urban areas development and the sustainable development goals and its social, economic and urban dimensions.

The study showed that, despite the state's efforts to develop existing urban areas, there is a criticism of the possibility that these efforts will achieve a measure of significant improvement in the sustainable development of these areas. According to this view, the state's policies to develop the existing urban areas don't serve the social sustainability and will threaten social ties. Some also criticized those policies for not taking into account the economic dimensions of linking workplaces and employment opportunities, as well as creating jobs in productive and service activation.

The study showed that, the current practices by the State didn't achieve the social justice and the urban quality of life, but rather, those policies have led to impoverishment amongst the dispossessed and displaced.

The study reaches to the following results:

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

- The lack of participation of people in decisions and actions for the development of their areas.
- The lack of the role of official media, members of the council of representatives, local councils and non-governmental organizations in providing residents with accurate information and raising their awareness of the importance of development projects in their areas.
- Residents have used alternative media and social networking sites to know the facts about development projects and the compensation, and have formed community committees to claim their right to decide and participate in development.
- The lack of property price valuation committees at present market value.
- The lack of justice in the distribution of compensation among the population, since the amount of compensation varied from house to house despite equal space, the number of floors as a result of favoritism and patronage, and the presence of some exploiters in municipalities, led to digesting the right of the poor.
- Unfair equality in the value of compensation between property owners and those with old or new rents.
- The greater visible social problems are the disruption of social ties because planning patterns that have not taken into account the social sustainability of adjacent areas and following the policy of moving residents to alternative areas.
- Social severance and the disappearance of certain social manifestations among the population as a result of the expansion of roads and the creation of bridges in the surrounding areas.
- Negative impact on shops lying within the path of bridges.
- Too many accidents and the waste of funds due to the lack of respect for the humanitarian scale in the design of road networks
- The existing urban development projects implemented in Greater Cairo do not meet the needs and requirements of the population, nor do they take into account the human dimension and social diversity of the population. This led to the emergence of these problems.
- The need to develop management strategies of the central government to support the right to development of residents.
- The role of local administration must be activated because it is the link between the State and the residents.
- The need to open official and non-official channels of communication between the State and society, and to strengthen trust between local councils and community.
- Attempt to develop existing urban areas must be subjected to architectural and urban studies, as well as increased community participation.
- It is necessary to activate the role of the architect when designing road networks that have a good aesthetic and environmental impact.
- Expertise and specialists in road network projects and in landscape must be used, and the human dimension must be taken into consideration throughout the design and planning of road networks, in order to arrive at integrated and accurate solutions aiming at upgrading road networks into positive elements.
- The need to give authority to residents to claim and defend the right to development, to participate in the management and development of their areas, to develop solutions and to use their views on design, to participate in the resolution of their problems, to monitor the levels of service and to make decisions affecting its path.
- The participation of specialists in the formulation of the urban development of existing areas, where it is possible to take advantage of all ideas and opinions.

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7. Recommendation

This research makes recommendations to better ensure compliance with State policies and the rights of existing residents.

- The executive authorities must take measures on the National Organization of Urban Harmony, urban aesthetics and Egyptian codes in all development and upgrading of existing urban areas in the context of development projects;

- inside Inherent Neighborhoods and their Impact on Residents' Urban Quality of Life Case Study: "Hiliopolis" Neighborhood-Cairo. (Dept. A). *MEJ. Mansoura Engineering Journal*, 46(2), 1-14.
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