

# **Towards a Proposed Methodology to Push the Implementation of Strategic and Detailed Plans Outputs of Egyptian Cities**

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**ABSTRACT** .The State has recently adopted several planning policies to address Egyptian urbanization problems through various axes and studies, the most important of which are the strategic and detailed plans of Egyptian cities and villages in order to establish an integrated system for sustainable urban development, reduce unplanned growth and develop existing urbanization.

In spite of the efforts exerted to develop urban planning plans and policies in recent times, this resulted in a great gap between the theoretical side and the actual application on the ground, which required thinking about how to find a sustainable system to reform the planning process. As a result, this will push the implementation of the outputs of these plans towards sustainable and targeted urban development.

In this context, the research conspicuously aims to formulate a proposed approach for reforming the planning process and pushing the implementation of its outputs to achieve the sustainability and effectiveness of urban plans (strategic and detailed). Besides, it identifies the most important obstacles facing urban plans in their implementation, classification and analysis in order to find out the most impactful obstacles on the implementation of urban plans.

**KEYWORDS:** Urban Planning - Strategic Plans - Detailed Plans - Urban Planning Laws - Urban Sustainability

## **I. INTRODUCTION**

Urban planning is considered an effective tool to achieve partial aims within the objectives of comprehensive development, which includes the optimal exploitation of resources and the protection of natural resources along with providing a healthy urban environment to accommodate and serve the growing population(1). After the emergence of strategic planning approach and the beginning of its application to development plans of existing Egyptian city, scientific researches warn against the importance of applying what only fits Egypt concerning developmental approaches in order to suit the nature and specificity of the very distinctive situation of the Egyptian society along with the various variables affecting it (2) Moreover, it was assumed that the use of strategic thought efficiently contributed in the implementation of these plans on the ground, but what happened was the opposite. Many years after the adoption of this approach in the field of urbanization in Egypt, the outputs of these plans suffer from non-implication due to some factors affecting these outputs in addition to the lack of clear regulation of the relationship among the elements that influence the implementation of these schemes.

The research methodology is based on a theoretical part dealing with the concepts, sustainable urban policies, local and international experiences in this field and its mechanisms to achieve an integrated and sustainable planning system. This is in addition to an applied part dealing with the obstacles and difficulties facing the outputs of strategic and detailed plans, their classification and analysis in an attempt to reach scientific solutions to achieve the implementation of those outputs. Through following the actual investigating approach and dealing directly with the problems applied to the situation of the cities of Fayoum Governorate, an integrated approach is derived on the issue of the implementation of strategic and detailed plans as well as the obstacles in the implementation phase and the most influential. Finally, the

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research concludes with finding out a proposal approach to reform the planning process in Egypt and to implement the developmental outputs of the strategic plans.

## II. THE PLANNING PROCESS

The planning approach is defined as the intellectual framework that governs or determines the course of the plan or working team during the process of dealing with a planning problem or problems, whether at the level of a district, suburb, city or region that ultimately leads to the achievement of the society's objectives of development and progress. The planning approach should be derived from and compatible with the general intellectual framework embraced by society as a whole. The planning approach is also defined as the integrated work system to carry out the planning process to achieve comprehensive urban development. The planning process, in the past, limited itself to the limits of small and simple problems or focused on providing solutions to parts of the planning problems commensurate with the possibilities of the limited curriculum, until it emerged in the past years and starting in 1930 new approaches and planning methods. Besides, it has tried to improve its working methods to a level commensurate with the approaches conditions faced by the planner(3) or a series of decisions and operational steps taken to solve existing problems and / or achieve a set of previously defined objectives(4)

While strategic planning in general focuses on important issues and on how to resolve them, it provides a general framework for work, including setting priorities, identifying informed choices, and directing limited resources to achieve agreed objectives for appropriate decision-making. Consequently, strategic planning can be defined through the following:

## III. DEFINITION OF STRATEGIC PLANNING

It is a comprehensive and integrated intellectual framework, in which all levels are involved in analyzing the external environment, evaluating self-capacities, formulating its mission and objectives, selecting general and sub-strategies for functions, and developing policies, programs, plans and budgets under specific planning assumptions.(5)

### A.Strategic Planning Stages of the City

The strategic urban planning of the city undergoes the basic stages required by the preparation of a strategic plan for developing and directing great organizations or institutions. Thus, the city can be likened to a major organization or institution that includes many administrative and executive multi-level units; and serve many workers and dealers. It is a planning based on the participation of many local governmental agencies, the private sector and the community. Additionally, strategic planning aims to answer four key questions representing the basic theoretical outputs of the planning process:

- 1- Where are we now? It includes the start-up, development partners and then analyzing the current situation and assessing needs.
- 2- Where would we like to go? It includes vision, issues, objectives and projects.
- 3- How can we get there? Through development strategy, working plan, organization and implementation.
- 4- Have we arrived? Through using follow-up and evaluation, and then making the required modifications

### B.Advantages of Strategic Planning

Steinberg (2002) states that Strategic Urban Planning is a "process that allows the activation of private and public stakeholders who seek to join forces in the reconstruction and development of the city"(6)

- A flexible style that is easily adapted to changing circumstances.
- A mechanism for local reconstruction that ensures quality of life as well as social and economic progress
- It provides a reference for all economic and social forces.
- A new mechanism to facilitate the management of the city in light of multiple and radical changes
- A way to promote advanced management that helps to develop local democracy through genuine collaboration between private and public stakeholders

- A modern and democratic pattern of shared thinking about development



Figure No. (1) General Framework of Strategic Planning

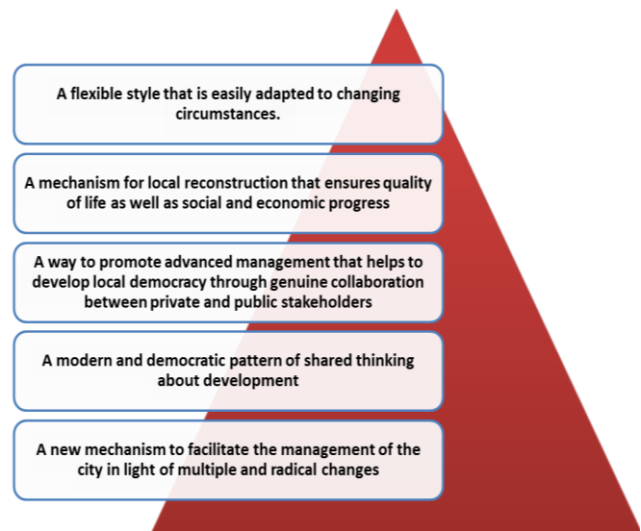


Figure No. (2): Advantages of Strategic Planning Steinberg (2002)

#### IV. URBAN PLANNING SYSTEM IN EGYPT

The urban planning system in Egypt includes institutional and organizational frameworks and legislative frameworks. The organizational frameworks includes a set of institutions, central and local parties that have a great role in the process of planning and formulating strategic and detailed plans along with the limitations and roles of all including parties. The following will define the methodology of strategic and detailed planning as set out in the Building Law and its implementing regulations from the stage of preparation to implementation.

##### A.Strategic and Detailed Planning in Egypt

Egypt has been using public planning for years, focusing on the urban dimensions without the participation of different groups of society. With the general orientation to the principle of participation and activating the role of the community in urban development, Egypt began to use this approach through applying on villages. In the financial year (2006-2007), the project of preparing the general strategic planning of cities all over Republic through the General Authority for Urban Planning as the body responsible for the preparation of plans in accordance with Law 119 of 2008. Besides, in 2007-2008, the United Nations Human Settlements Program participated in this project, targeting small cities less than 60 thousand people.

##### Aa.Strategic Planning for Urban Development

The General Authority for Urban Planning affiliated to the Ministry of Housing, Utilities and New Urban Communities, in accordance with Law No. 119 of 2008, develops the National Program for the preparation of strategic plans for urban development at all levels. This is in addition to the preparation of strategic plans for urban development at the national and regional levels as well as the government and the general strategic plans for cities, villages and their urban areas.(1)

Moreover, the concerned bodies of urban planning and development develop their views on the objectives and policies related to future plans to be sent to the Technical Secretariat of the Supreme Council for Urban Planning and Development to prepare the necessary studies and report their results to the Council for approval.

### Ab.Strategic Plans Structure as Stated in the Unified Building Law

Article (3) of the Building Law has drawn a structure of the strategic plans, which are mentioned in detail, until they reach the building and planning requirements that draw the final image of construction. The building and planning requirements are defined as those contained in the detailed plan according to the general strategic plan. The following figure is extracted from the provisions of Article (3) of the law. It explains the logical access sequence to and from the structural and planning requirements of the strategic and detailed plans in order to achieve the objectives of these(3) plans.

### Ac.The Stages of Preparing the Strategic and Detailed Plan of the Egyptian Cities according to the Reference Work Manual

The work manuals for the preparation of strategic and detailed plans are the mechanism through which the provisions of the law are applied; the law stipulated that the plan should be prepared in accordance with its work manual, and accordingly the General Authority for Urban Planning took over this task in accordance with its role prescribed by law. The stages of preparing the plan for the city are divided into three stages:

- The First Phase

Preparing the general strategic plan for the city with the participation of all relevant parties and identifying priority development projects.

- The Second Phase

Preparing the detailed plan, executive work plans and detailed feasibility studies of the agreed priorities, including the preparation of business conditions and specifications of the tender and the schedules for implementation

- The Third Phase

Preparing a framework for implementation procedures for the follow-up and evaluation of urban development programs in the city and the implementation of projects

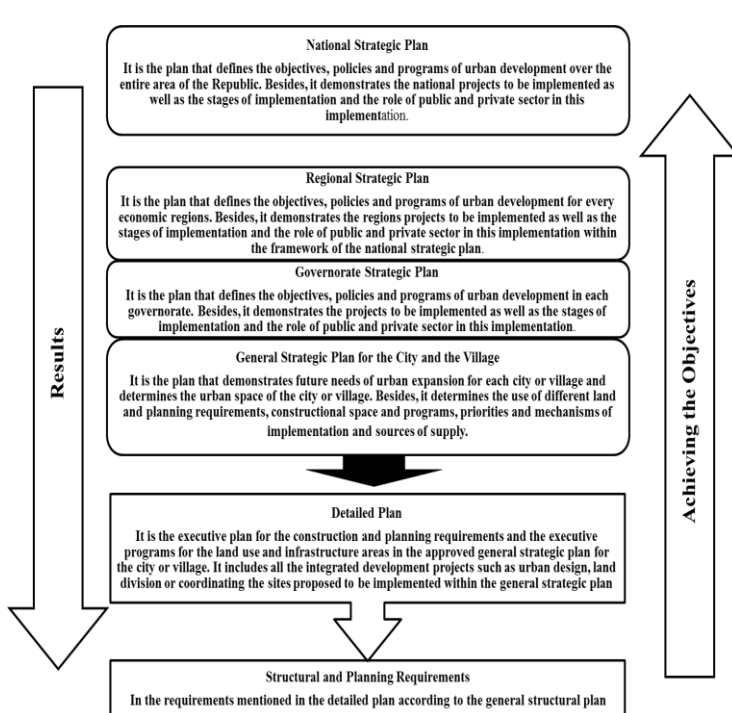


Figure No. (3) Strategic Plans Structure of the Unified Building Law and its Executive Regulation

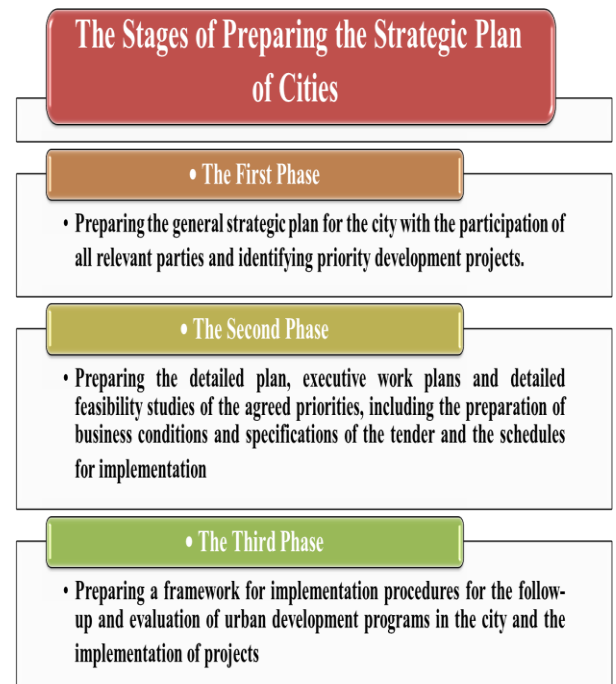


Figure No. (4) The Stages of Preparing the Strategic and Detailed Plan



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## Ad.Strategic Plan Outputs

The outputs of the strategic and detailed plan for cities are those that reflect the future needs of urban expansion, the projects and plans of economic, social, environmental and urban development necessary to achieve sustainable development. Among the outputs of the general strategic plan are the following: (8)

- Determining the urban space up to the “target year” indicating proposed land uses, future urban expansion sites, re-planning areas and basic services.
- List of proposed projects and priorities for implementation up to the target year
- Planning and building requirements, determination of structural density and relation to population density and heights
- Preparing an integrated database and information for the city



Figure No. (5) Outputs of Strategic Plans for Cities

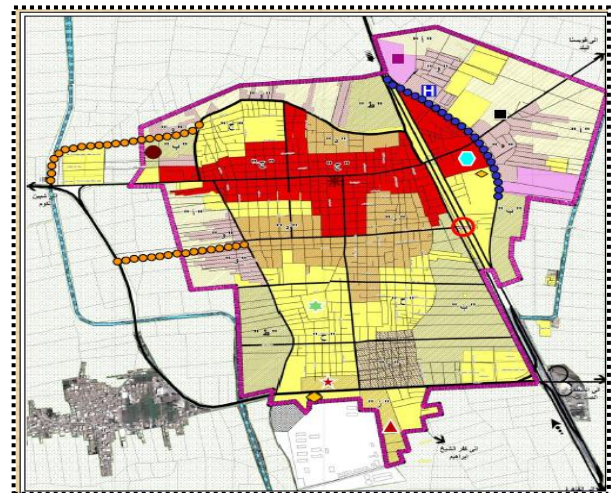


Figure No. (6) A sample of a map showing the outputs of the general strategic plan of the city

## Ae.Detailed Plans of the Egyptian Cities

Detailed planning is considered one of the most important mechanisms for the implementation of urban plan. Law No. 119 of 2008 and its executive regulations stipulated in articles 15 and 16 that detailed plans should be prepared for the areas identified by the law as being the real executive tool and mechanism for transforming planning thought, through strategic plans, into tangible reality.

## Af.Definition of Detailed Plans

It is the executive plan for the construction and planning requirements and the executive programs for the land use and infrastructure areas in the approved general strategic plan for the city or village. It includes all the integrated development projects such as urban design, land division or coordinating the sites proposed to be implemented within the general strategic plan.(9)

The Detailed Plan Shall Take Into Account The Following (From Article 36 Of The Executive Regulation Of Law No. 119 Of 2008).

- Different land uses and proportions in each region to each other
- Land ownership (stable and unstable) and how to deal with each of them
- Population and constructional densities for areas
- The capacity of public utilities in the region of water, electricity, sewage, telecommunications and others
- Street network, sidewalks, waiting places, charge and discharge systems, public and private transport systems
- Traffic that results from the permitted uses of the area, including sidewalks, private cars, transport and others

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- The general nature and environmental requirements of the area
- The importance and quality of these studies vary according to the specificity of the case and characteristics of each region as shown in Figure (7).

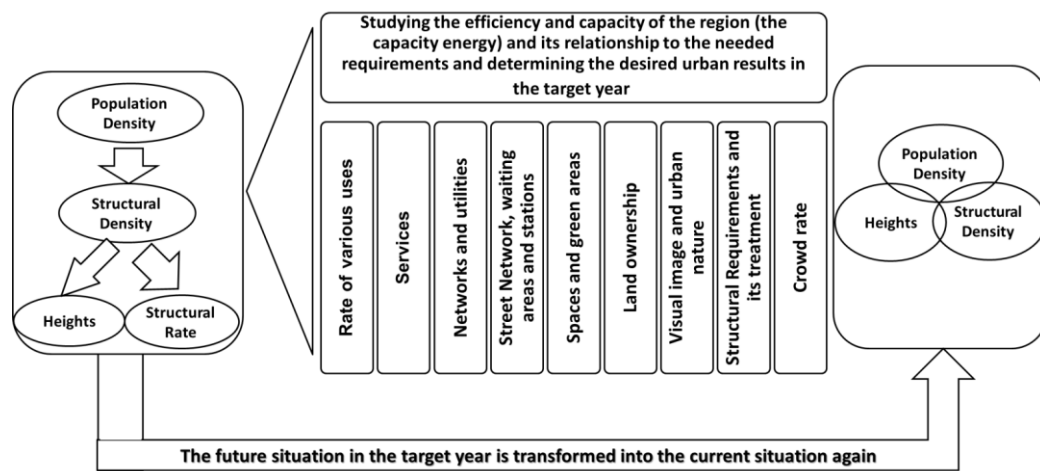


Figure No. (7) Detailed Plans' Studies System

## Ag.Stages of Preparing Detailed Plans

The preparation stages of the detailed urban planning process consist of several main tasks according to the TOR, which is close to be an approach to any planning methodology. Besides, it aims to diagnose the problems in the planning area and identify them in the preliminary identification of the goals and objectives of the proposed plan. This is in addition to determine the planning process initially – collecting information and data on the planning area with a focus on problems - identifying future needs and requirements in a suitable time based on the diagnosis of existing problems, namely (10)

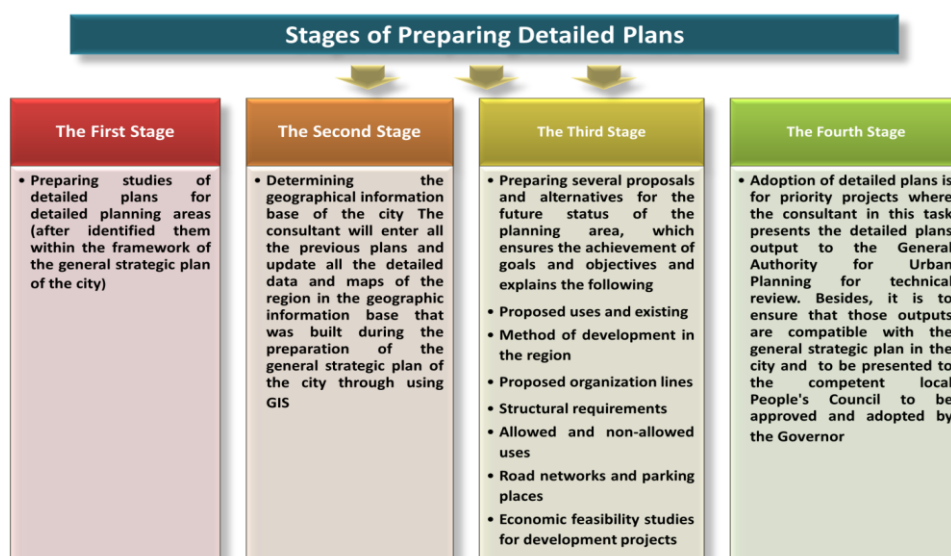


Figure No. (8) Stages of the preparation of the Detailed Plans of the city

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### Ah. Outputs of Detailed Plans

Outputs of Detailed Plans can be summarized in the following points (11)

- 1- Maps and reports of detailed planning studies for each of (the proposed land uses, proposed organization lines, street networks, transportation, public utilities networks, distribution of services, green spaces, spaces, parking spaces, etc.
- 2- The requirements of the regions include the requirements that determine the residential densities and therefore the population, land use, occupancy of buildings, heights, building densities and the maximum area occupied by the building.
- 3- Executive programs for different sectors and their time distribution

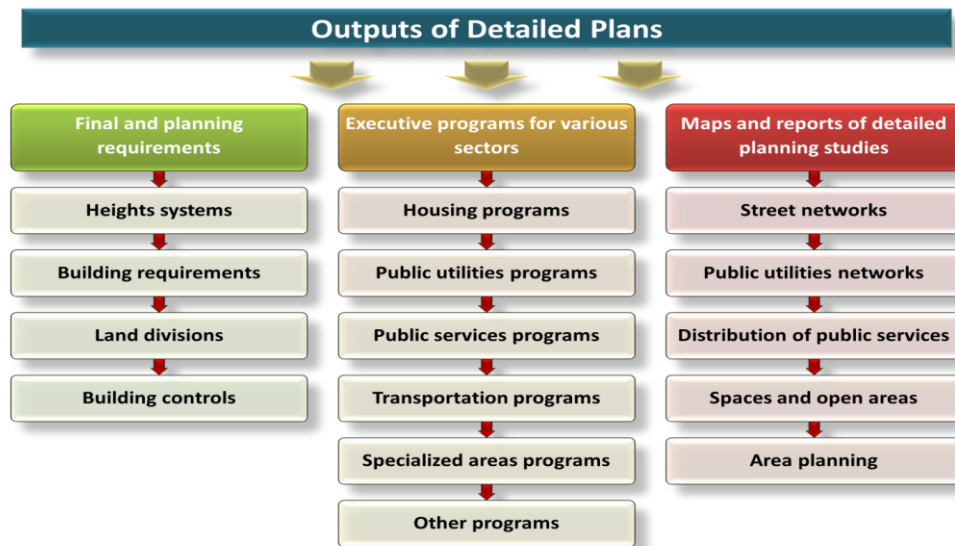


Figure No. (9) Output of the Detailed Plans of the city

### B. Outputs of the Planning Process (General Strategic and Detailed Plans for Cities) and their Feasibility

Through the study and analysis of the methodology for the preparation of strategic and detailed plans, there are a number of difficulties not to implement these plans, due to the following factors:

- The procedures and mechanisms mentioned in the Building Law 119 of 2008, concerning the preparation of strategic and detailed general plans for Egyptian cities, are highly complex and involve many central and local parties, which require a great effort in coordination and effective communication between these parties.
- The complete separation between the planning mechanisms and the available funding mechanisms and sources makes the plans unenforceable. Building Law No. 119 of 2008 and its Executive Regulation did not refer to specific mechanisms that can be followed to ensure the implementation of these plans.
- Not taking into account the specificity of the case and put one methodology for all Egyptian cities without taking into account the spatial scope and specificity of the case
- The lack of flexibility in the planning process in the case of variables or unexpected events can be remedied in the development and modification of the proposed schemes
- The strategic plans concerned with the first stage of the strategic planning, which is the preparation stage and omitted the stages of implementation and follow-up, and this was evident in the lack of coordination between the various state agencies and their future plans when preparing the plans.(22)
- The dominance of the central government (the General Authority for Urban Planning and its Regional Center for Urban Planning) on the process of drafting the plan largely under the marginal and limited role of local bodies
- The outputs of the planning process in its current form are not feasible; in addition, there is difficulty among local authorities and their cadres to understand these plans well.(12)

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Not taking into account the specificity of the case and put one methodology for all Egyptian cities without taking into account the spatial scope and specificity of the case

The lack of flexibility in the planning process in the case of variables or unexpected events can be remedied in the development and modification of the proposed schemes

Strategic plans cared for the first stage of strategic planning which is the preparation stage and closed the stages of implementation and follow-up which appeared clearly in the lack of coordination between the various state bodies and their future plans when preparing plans

The complete separation between the planning mechanisms and the available funding mechanisms and sources makes the plans unenforceable



The procedures and mechanisms mentioned in the construction law for the preparation of schemes are highly complex and involve many central and local parties, which requires a great effort in coordination and effective communication between these parties

The dominance of the central government (the General Authority for Urban Planning and its Regional Center for Urban Planning) on the process of drafting the plan largely under the marginal and limited role of local bodies

The outputs of the planning process in its current form are not feasible, and there is difficulty among local authorities and their cadres to understand these plans well under weak technical capacity to its cadres

The objectives of sustainable development set by the state in urban planning, where they took some and not all and most of these goals are achieved theoretically only on paper and did not come into effect that is one of the most important shortcomings in the difficulty of implementing the planned outputs

Figure No. (10) Outputs of the planning process and its feasibility

## C.Roles and Functions of the Authorities Concerned with Urban Management at Different Levels in Accordance with Law No. 119 of 2008(24)

In line with technical and administrative responsibilities, supervisory responsibilities can be drawn through the Presidential Decree No. 29 of 1993. This is regarding the organization of the strategic plans system for urban development at different national and regional levels. This is in addition to the plans of the cities and villages of the governorates to the detailed plans, the construction and planning requirements of the different areas of land use in various authorities or institutions, departments and officials for studying and reviewing. Consequently, it is to ensure the process of achieving the objectives of the above-mentioned law. The following figure specifies the bodies and departments responsible for Planning, Urban Development and responsibilities for technical inspection of the construction works of the Ministry of Housing, Utilities and Reconstruction and the new urban communities. It is responsible for investigation, control and follow-up on the works of specialized administrative bodies concerning planning and organizing in local unities all over the Republic. These bodies and their most important roles can be presented according to The Unified Building Law No. 119 of 2008 in Figure No. (11)

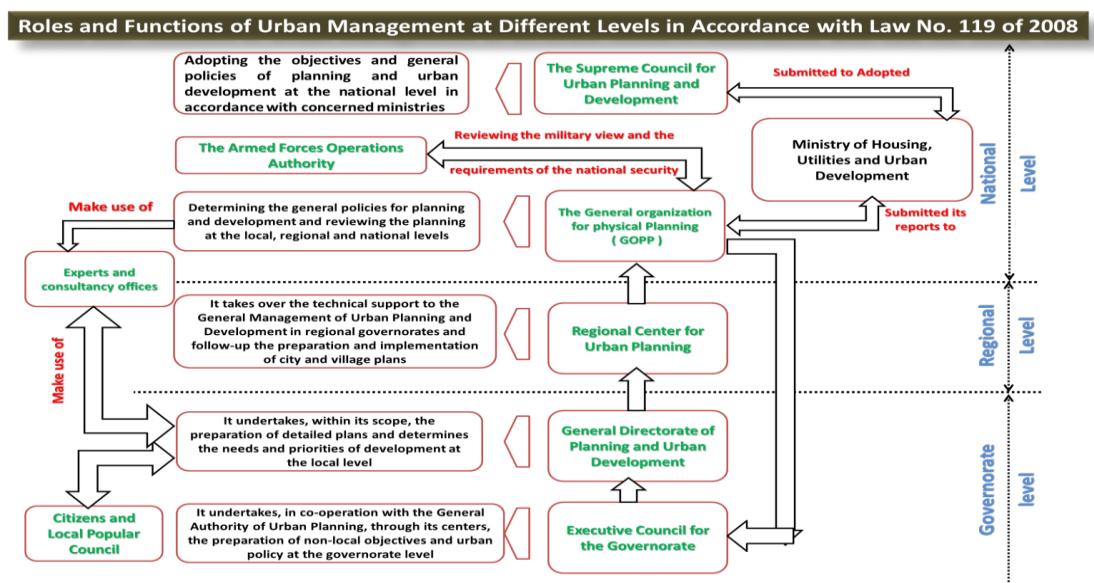


Figure No. (11) Bodies Involved in the Preparation of the Strategic and Detailed Plan of the City



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## D. Tools to Implement Strategic and Detailed Plans

States and their governments, in cooperation with local and international institutions and organizations, seek to develop strategic plans for development, but they are primarily aimed at the implementation of development programs and projects. Interaction between different governmental, community and private entities; such as employees of planning departments, planning committees at the local, regional and national levels, ministries and government service agencies, urban developers and investors, bodies of environmental reverse, housing associations ... etc. Although government agencies dominate implementation, it should be emphasized that the private sector and society have an important role to play in the implementation of public plans. This is done through several operational tools that must work within clear mechanisms to achieve this objective. The tools used vary according to the entity that is executing. Thus, these various tools and mechanisms have been classified into (legislative tools - administrative and institutional tools - financing tools - human tools - technical and planning tools - land management tools - monitoring and evaluation tools).(13)

## V. STUDY AND ANALYSIS OF STRATEGIC AND DETAILED PLANS APPLIED TO THE CITIES OF FAYOUM GOVERNORATE AT THE LEVEL OF THE NORTH UPPER REGION

The evaluation of any experience helps in measuring the success of this experiment. Moreover, in order to complete the study of the composition of the comprehensive framework on the implementation of the outputs of strategic and detailed plans, an analytical study has been applied to a sample through the study of the cities of Fayoum governorate of the North Upper Region. Detailed plans and strategies have been prepared and adopted. Then, the obstacles of the implementation of the urban plans of the cities under study were studied by following the methodology of the investigation of the reality and dealing directly with the problems in order to form a complete scientific vision and to find out an integrated action plan on the issue of the implementation of strategic plans. This is in addition to the most influencing obstacles faced in the implementing stage. After the completion of the study and analysis of the above experiences, the study concludes with the compilation of the results in the form of the matrix of the obstacles of the implementation of strategic and detailed plans from the preparation stage to the actual application stage. Finally, the research ends with a proposed methodology for the sustainability of the planning process in Egypt as a first step that that contributed to pushing the process of implementing the developmental outputs of strategic and detailed plans. The following is a presentation of some pictures and maps of the strategic and detailed plan of Fayoum Governorate cities and the problems that led to the difficulty of implementing its outputs.(26)

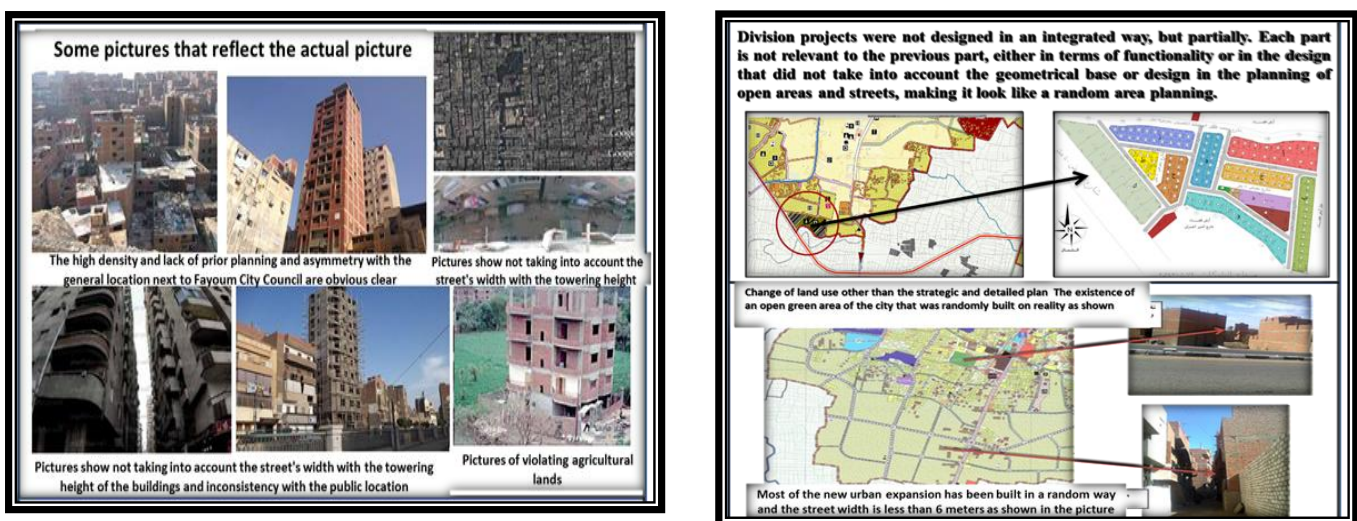


Figure No (12) . Some Pictures That Reflect The Actual Picture



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- 5- The lack of government space land and the spread and fragmentation of private property impacted the selection of sites for various services, which led to the difficulty of localization of services proposed in the strategic plan in general and detailed plans in particular.
- 6- Height restrictions imposed by the Armed Forces, especially in cities that are capitals of the governorates where the heights of buildings planned by the Ministry of Defense in some areas do not fit with the values of land, which stops the adoption of schemes on the one hand and incurred significant losses on the other.
- 7- Waste of technical effort, study and financial huge returns spent by the state on the plans, whether strategic or detailed but without real feasibility in implementation.
- 8- Neglecting the methods of follow-up implementation of urban plans, which is considered as one of the most important stages that must be taken into account in order to ensure applying the targeted development of the city
- 9- Adoption of urban aspects and focus on the localization of spatial uses such as residential and service uses and thus the final product will be urban product only.
- 10- Neglecting the process of human resources development (Local Departments), which would participate in the success of the implementation of the schemes along with paying attention to the awareness of individuals about the importance of detailed schemes and the importance of interaction with them
- 11- There is absence of the role of the bodies responsible for the implementation of some services such as (education - health - social services,..) despite the fact that the detailed plans and the proposed strategy include important development projects. However, they do not refer directly during the making of spatial decisions to the responsible authorities and there is no obligation for these entities to implement the contents of the scheme.

**Table No. (1)** illustrates the main challenges that led to the difficulty of implementing detailed and strategic plans and the obstacles affecting the implementation process(15)

Table No. (1) illustrates the main challenges that led to the difficulty of implementing detailed and strategic plans and the obstacles affecting the implementation process

Main Challenges	Implementation Problems
<b>Legal Challenges</b>	<ul style="list-style-type: none"> <li>• Lack of documented evidence of ownership</li> <li>• Difficulty in approving and implementing land division projects</li> <li>• Difficulty of localization of service projects</li> <li>• The large number of laws governing urbanism and building requirements</li> </ul>
<b>Administrative and Institutional Challenges</b>	<ul style="list-style-type: none"> <li>• Lack of information, spatial maps or database in local departments</li> <li>• Conflicting views between the regional planning centers, the General Authority for Urban Planning and the urban planning departments in the governorates</li> <li>• Lack of tangible resources and lack of technical competencies in the general departments of planning and urban development in the governorates to help prepare detailed plans</li> <li>• Lack of clarity of the role of regional centers for urban planning and development of the General Authority for Urban Planning</li> <li>• Weakness and ineffectiveness of existing information centers and weak ability to provide executive entities with updated data and information and analyzing them</li> <li>• Multiple bodies responsible for the implementation of the mechanisms for the implementation of strategic and detailed plans</li> </ul>
<b>Procedural and Organizational Challenges</b>	<ul style="list-style-type: none"> <li>• The length of time since the completion of the strategic plan and the start of the preparation of the detailed planning</li> <li>• The wide gap between the proposed annual plan and the already implemented annual plan and these annual plans are not taken into account in the outputs of the strategic plans for the different planning levels.</li> <li>• Contradictory assumptions and planning solutions with the current situation</li> </ul>
<b>Spatial Challenges</b>	<ul style="list-style-type: none"> <li>• Lack of area maps of the current situation</li> <li>• The current status of the detailed planning has changed from what was adopted by the strategic plan for cities</li> <li>• Fragmentation of agricultural ownership and lack of inference to landowners</li> <li>• Mismatch of ownership lines for the current land plots with registered contracts, if there are even found</li> </ul>

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	<ul style="list-style-type: none"> <li>• Random growth of urban expansion areas proposed in the strategic plan</li> <li>• Weakness of local technical staff and lack of appropriate expertise</li> </ul>
<b>Funding Challenges</b>	<ul style="list-style-type: none"> <li>• Failure to consider the sources of funding and how to manage it, as well as providing land necessary for the implementation of projects when preparing the strategic plan, which represents only a theoretical rather than a practical concept</li> </ul>
<b>Technical and Planning Challenges</b>	<ul style="list-style-type: none"> <li>• The lack of completion or late adoption of some city plans has led to difficulty in linking them with the annual plans.</li> <li>• The lack of a specific system to follow up the implementation of plans and overcome obstacles of implementation</li> <li>• Deficiencies in the database base on which planning decisions were built</li> </ul>

## VII. THE MAIN AXES TO REFORM THE PLANNING PROCESS IN EGYPT, WHICH BEGINS WITH THE CONSTRUCTION OF THE SYSTEM

Through analyzing the current situation and identifying the challenges facing the implementation of strategic and detailed plans projects, it was found that the planning system in Egypt should be developed as follows(16)

- The structural reforms adopted by Egypt since the beginning of the nineties did not deal with the methodology and planning system for economic and urban development, which requires the development of the institutional framework governing the central government and its relations with the regional and local level
- Sustainable development and the need to link the social, economic and environmental aspects
- Inevitability of decentralization in planning and implementation as well as giving broader powers to sub-central levels(17)
- The necessity of involving the private sector and civil society organizations in the planning process(18)
- Involving citizens in the planning process is considered as part of the process of democratic transformation. In order to formulate, implement and evaluate strategic plans, there are general necessary to formulate, implement and evaluate strategic and detailed plans for Egyptian cities are represented in the following



Figure No. (14): Fundamentals for the implementation of strategic and detailed plans



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## VIII. PILLARS OF THE REFORM SYSTEM OF THE PLANNING PROCESS IN EGYPT

Since the research aims primarily to develop a sustainable system of the planning process and to push the implementation of its outputs in order to achieve the sustainability and effectiveness of (strategic and detailed) urban plans, the pillars of the reform process of developing planning process are achieved through nine basic pillars:

(Legal and Legislative Pillar - Administrative and Institutional Pillar - Financing Pillar - Technological Pillar - Procedural and Organizational Pillar - Technical and Planning Pillar - Participating Parties - Land Management - Monitoring and Evaluation).

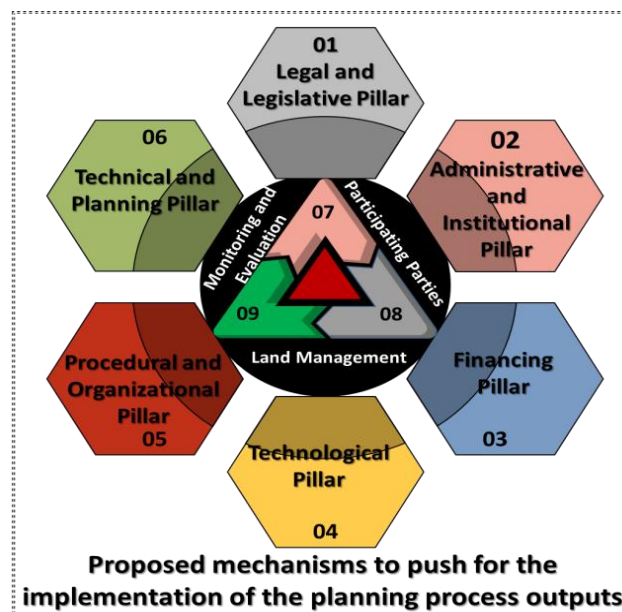


Figure No. (15): The main pillars needed to reform the planning process

From the above study, the analysis of the planning system and the obstacles affecting the non-implementation of the outputs of the plans, the research concludes with a proposed methodology. This methodology includes the study and evaluation of the basic elements of the implementation of urban plans as well as the necessary basics and pillars, within the framework of an executive plan to deal with these impacts in all stages of the planning process to push the implementation of its outputs. This is shown in **Figure No. (16)**. Through four stages in the planning process, the outputs of strategic and detailed plans of cities in Egypt can be implemented efficiently and effectively. These are the input stage and the preparation of processing where the necessary inputs are processed for a stable planning process and the stage of the planning process according to a specific implementation plan to ensure implementation along with the two stages of implementation and follow-up. These two stages are considered as a mechanism to achieve integration and communication between various planning levels as well as the stage of updating the plan as it aims to develop the process of preparation and formulation of the city's vision according to theoretical standards and in a way to ensure its feasibility.

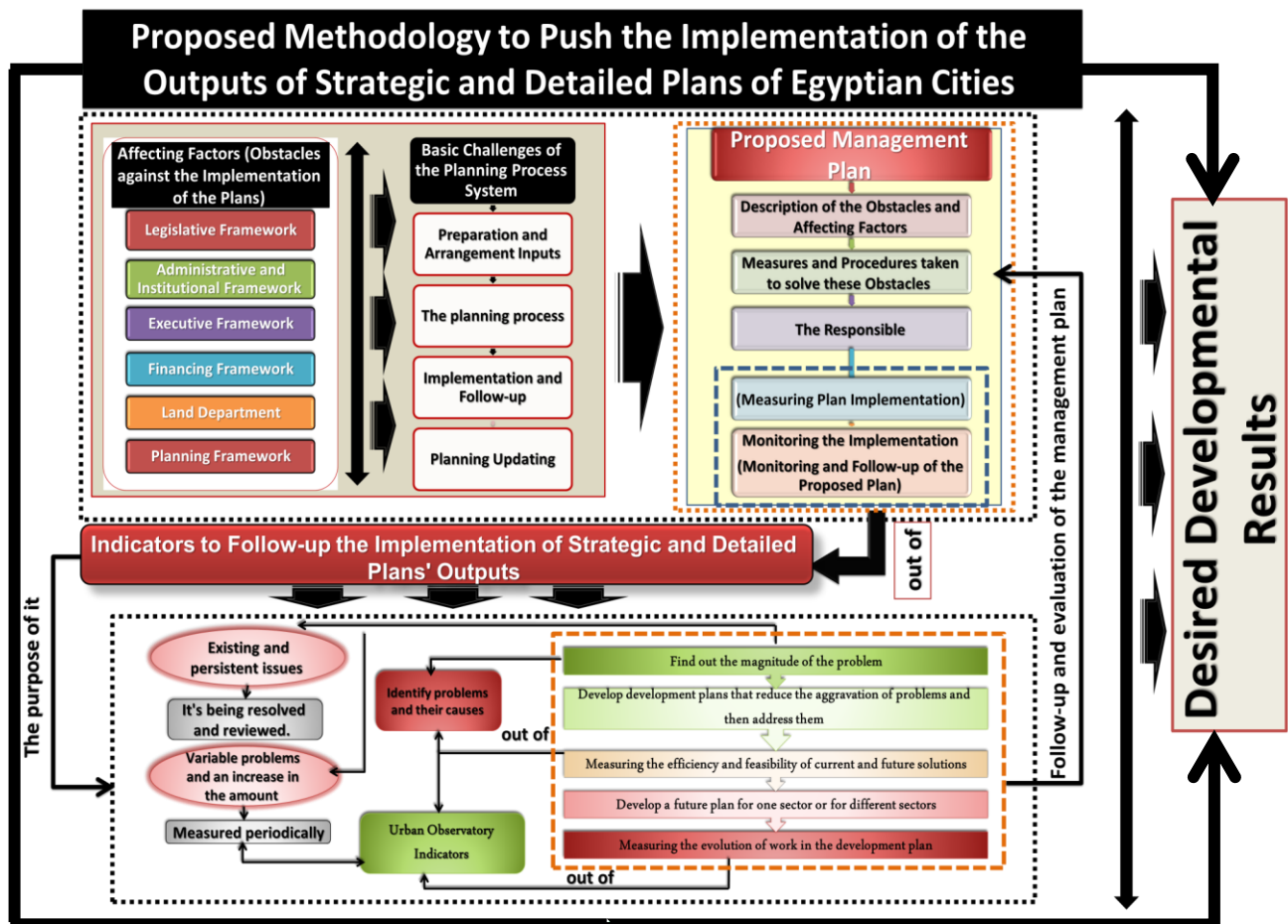


Figure No. (16) Proposed Methodology to Push the Implementation of the Outputs of Strategic and Detailed Plans of Egyptian Cities

### IX. CONCLUSION

Due to the long time span of the activation of the strategic and detailed plan, there is a possibility of having many developments and changes, whether in the emergent needs of citizens or in political and security conditions. This is in addition to technological developments or internal and external economic transformations. As a result, the unit responsible for activating the strategic and detailed plan for cities should activate the detailed and strategic plan of cities. This is done through a continuous review of the strategies and recommendations of the detailed and strategic plan on three axes:

- Omitting the strategies and recommendations that have been implemented and which prove to be ineffective for shifts in circumstances or for emergent variables.
- Modifying some strategies and recommendations in light of the new developments to make them more activate, effective and logical.
- Adding new strategies and recommendations imposed by emergent developments or called for by the activation process and not included in the recommendations of the strategic plan of the city.
- The planning process, including the executive part, can be successful only with political, administrative, technical and financial support in a balanced way.

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- Increasing the efficiency of the departments concerned with the implementation of the plans through training courses that allow understanding and application of the schemes in a proper manner.
- Working to build a complete database of plans containing all the outputs and data that are updated periodically to serve as the basis for periodic follow-up and continuous evaluation of policies.
- Identifying roles and responsibilities in the evaluation plan and follow-up of urban plans through activating the role of the Urban Observatory and make necessary coordination with local bodies.
- Paying attention to the periodic evaluation of the development plans of cities in their various stages, the stage of preparing the plan, the implementation stage, and the post-implementation stage, as well as taking into account the unification of evaluation criteria so that they are diverse, comprehensive and balanced in accordance with the desires of development partners.
- Entire link planning mechanisms with locally available funding mechanisms and sources through binding legal texts
- The need to make modifications to the reference manuals for the preparation of strategic plans in order not to separate the stage of implementation from the preparation, the existence of institutional building for the implementation, monitoring and evaluation specifically, and annexed by the guidelines for the mechanisms of implementation of the outputs of the strategic plans.
- The need to activate the role of the National Urban Observatory at the General Authority for Urban Planning through establishing a strong and effective urban planning information system that provides and provides a comprehensive, accurate and realistic picture along with the indicators of the various sectors and economic fields, so that the city's development strategy in all its aspects becomes measurable elements to provide policy makers and decision-makers of development to contribute to the preparation and development of national urban policies

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