

Regional Development Evaluation Assessment Case Study of the New Suez Canal Role in Regional Developing

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ABSTRACT: Regional Development as any other field of planning procedures needs a well-established evaluation assessment. The importance of evaluation assessment is as significant as strategy formulation because it spots light on the efficiency and effectiveness of the comprehensive plans in attaining the anticipated outcomes. It can also assess the suitability of the current processes and methods and acclimatize them to keep up with socio-economic, political and technological innovations of our dynamic world. Another aspect of the significance of regional development evaluation lies in its capability to synchronize the task performed by executive managers, working groups, divisions and subdivisions etc., through controlling of performance. Moreover, it helps in developing inputs for new strategic planning, enhance feedback process, review strategic management process and judging the validity of strategic choices. In August 2015, Egyptian Government announced its new regional development strategy to develop Sinai Peninsula based on the establishment of the economic zone of the New Suez Canal. The economic free zone of Suez Canal is expected to change the nature of the whole region socially, economically and also on the urban planning level as what Jebel Ali Port of Dubai did. The Egyptian new development plan comprises a strategy aims to establish new factories, logistic services areas, fisheries, agricultural lands reclamation and formation of new urban communities. The impact of such a development needs to be pre-assessed on the planning level to estimate the degree of success or failure that could be attained by the end of strategy time frame on 2052.

This paper is exploring the impact of such a strategy on the area through conducting SOWT analysis followed by a proposed framework capable of determining –quantitatively- the degree of the mentioned strategy in fulfilling the targeted aims.

KEYWORDS: Regional Planning, Strategy Assessment, Evaluation Process, Assessment Methods.

I. INTRODUCTION

Located strategically between three continents which hold thousands of markets and industrial global zones, the Suez Canal is considered to be the shortest link between the east and the west due to its unique geographic location. This importance is getting augmented with the evolution of maritime transportation of the world trade, being the cheapest means of transportation, whereas more than 80% of the world trade volume is transported via waterways. The main aim of the strategic plan for developing this specific region has not being limited to transform the corridor to be a pioneer zone in maritime transport industry in the world and to make it a kernel for a future industrial zone around the Suez passage, but the project aims to develop 3 major regions along the banks of Suez Canal and its eastern territories. These regions are:

- Port Said Region
- Al Ismailia Region
- Suez Region

Carrying out mechanisms of the mentioned strategic development plan of Eastern Egypt is an on-going project which focuses on reinforcement national and local governments by building capacities in planning for sustainable human settlements, particularly in strategic planning and community-based planning. It endeavors decentralizing the procedures of planning and handling human settlements by building the capacities of local and regional authorities to

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formulate plans for government-owned desert lands, promote informal areas, establish and operate a monitoring system for human settlements.

II. AIMS

This paper aims to evaluate the strategic plan set up by the Egyptian Government through a proposed framework able to:

1. Assess, validate and identifying strategic/policy and institutional aspects that have the influence on the targeted aims (or obstacle of results).
2. Provide recommendations for the future of proposed projects to improve its role in developing strategic urban plans and detailed plans.

III. METHODOLOGY

In order to achieve this purpose, a research methodology was set as follows:

1. In-depth literature review was used to achieve a better understanding of the importance of effectiveness and the role of evaluation and indicators.
2. Formulation of an evaluative and quantitative framework/checklist able to assess the regional development strategy in order to maximize the benefits of the developed area.
3. Identifying development strategy set by the Egyptian government to develop the Suez Canal region on the urban planning level.
4. Applying this framework on the Suez Canal Development Strategy to determine its strength and weakness elements.

IV. LITERATURE REVIEW

One of the most important questions for regions and regional planning is the question of effectiveness and the role of evaluation and indicators. There is an ironic body of literature discussing the procedure, creation and accumulation of indicators. As Jody Kusek and Risthere annotate, the literature on indicators and evaluation has emerged from several different sectors. First, government and public policy use indicators for evidence-based policy analysis. This field generally realizes indicators as an approach of evaluating the effectiveness of policy involvements so that alterations can be made into programs and strategies. Generally, this is much more mutual in policy areas such as health, social services and education where data is more defined and clearly stated and results can be perceived in a shorter time frame. Second, the environmental and natural resources management fields apply and use indicators as models of impacts response to endorse adaptive management. These are commonly brought in the form of state of the environmental reporting, and they are considered as a way of monitoring ecological condition. Finally, urban studies and urban planning indicators have mainly emerged from the previous two parts plus sustainability concepts and Agenda 21 planning aspects. However, there is increasing focus on indicators for assessing the performance of plans and planning organizations.

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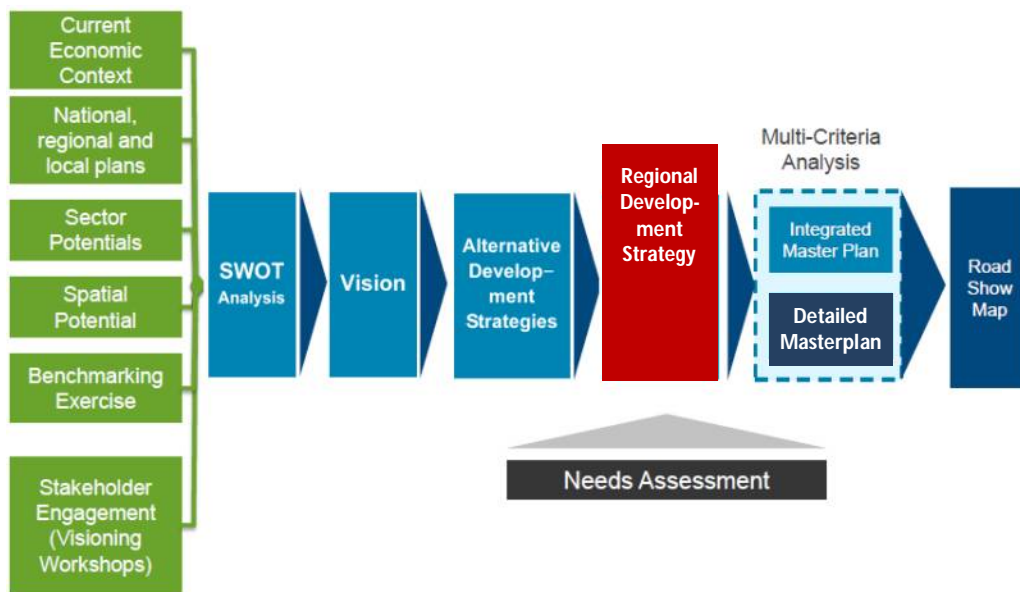


Figure 1: hierarchy model adopted by many organizations in the field of urban and regional planning to come up with a road map of new development areas

Jody Kusek and Risthere (Rist., 2004) added that governments, organizations and most of assessment bodies around the world vary in their approaches to adopting strategies-evaluation systems. Mostly, they adopt a hierarchy model as Fig.1 This model is basically depended on indicators which have an important role of measuring performance and considering the process of strategy assessment. It is essential to have trustworthy measurable indicators. Several approaches to assess strategy evaluation assessment were based on indicators that represent economic, regional, environmental and social factors. Ugwu and Haupt (Ugwu, 2007) inspected existing techniques for appraising different aspects of strategy assessment through the use of indicators. Zhang, Wen, Du, and Song (Zhang, 2008) used the methodological basics of numerous assessment methods to propose a classification, which split them into three different categories: strategy build-up assessment, results-based evaluation and strategy process evaluation. Many researches are endeavoring to document the scope to which regional planning strategies are or are not becoming more effective through the use of indicators, and to disclose the applied challenges that are being encountered in the process.

However, the choice process of indicators must not be about assembling the info for all indicators, but rather selectively analyzing those which are more essential in spirit and more likely to create the most precise info about the prominence of practice. Mega and Pedersen (Mega, 1998) stated that indicators need to be clear, simple, scientifically sound, verifiable and reproducible. According to the United Nations Statistical Institute for Asia and Pacific (Pacific, 2007) ;

“an indicator should be SMART.
(i.e. Specific, Measurable, Achievable, Relevant, and Time-related).”

Zhang, He, and Wen (Zhang, 2003) proposed that strategy assessment indicators should provide at least the following: (1) explanatory tools to translate the concepts of policy into practical terms; (2) pilot tools to assist in making policy choices that promote strategy and (3) performance assessment tools to resolve the degree of effectiveness.

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V. STRATEGY EVALUATION PROCESS

Based on the limitation of the paper, the study will concentrate on the first choice of the previous section. The following sections are concerned of building an evaluation process/framework depends on explanatory tools that are capable of transforming policy aims to an effective strategy or action plan. To do so, four steps has to be set clearly;

- **Setting benchmark of performance**

In order to determine the benchmark performance to be set, it is crucial to realize the distinct necessities for carrying out the main aims. The performance indicator that best classify and express the distinct necessities might then be determined to be deployed for evaluation. Both quantitative and qualitative criteria could be used for comprehensive assessment of performance. Quantitative criteria include determination of net population immigration to the region, services/capita, expected income in the new developing communities, distance between old and new urban communities, rate of employee turnover etc. Among the Qualitative factors are subjective evaluation of factors such as skills and competencies, risk taking potential, flexibility etc.

- **Measurement of performance**

An important component of moving forward with the regional planning development is the establishment of a process for monitoring the success of the region in achieving its goals and vision. (Council, 2014) A list of indicators should be developed in a way that formulates comparable measures to ease setting up the standard performance. This standard performance is a benchmark with which the actual performance is to be compared. (Experts, 2013)

The recording and communication scheme help in determining the performance. If applicable techniques are accessible for quantifying the performance and if the criteria are set in the right method, strategy evaluation becomes easier. Numerical indicators are generally used to guide policy-making at the national level and measuring performance. Likewise, local governments sometimes use “community indicators” to examine their effectiveness or to measure progress toward policy/strategy aims in fields such as transportation or quality of life. (Kohl, 2012)

The terms “indicators” and “benchmarks” are sometimes confused, or even used interchangeably, but they have different meanings. This paper uses these two terms as:

- Indicators: Numerical quantities that offer information about past and current developments to help decision makers in making decisions that affect future outcomes.
- Benchmarks: Measurable targets that form community ambitions. Indicators are the tools that can measure progress over time in achieving those aims.

Indicators and benchmarks are specific types of quantitative measures. They fluctuate from other quantitative measures that are used by local governments, though these other measures are occasionally used in forming indicators or benchmarks.

- **Examining Variance**

While measuring the actual performance and comparing it with standard performance there may be variances which must be analyzed. (Experts, 2013) The strategists should indicate and recognize the degree of tolerance between actual and standard performance that may be accepted. The positive deviation specifies an improved performance while the negative deviation is a question of apprehension as it specifies a deficiency in performance. Consequently, the causes of deviation must be discovered and remedial action has to be taken to overcome it.

- **Remediation Action**

Once the deviation in performance is recognized, it is necessary to plan for remedial actions. If the performance is reliably less than the preferred performance, the evaluation process must carry out a detailed SWOT analysis of the factors accountable for such performance. If the evaluators discover that the executive potential does not match the performance requirements, then the standards/benchmarks must be adjusted to a lower level. Another exceptional and radical remedial action is reformulating the strategy which requires going back to the process of applying the strategic policies, reframing of plans based on the change in variables and its consequent. (Experts, 2013)

VI. BUILDING EVALUATION SYSTEM

Although experts diverge on the precise structure of steps in building a results-based monitoring and evaluation system, most of them agree on the general intent. For instance, some experts recommend four- or seven-step models. Regardless of the number of steps, the crucial actions involved in building such a modeling system are to:

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- Articulate outcomes and objectives
- Choose outcome indicators to monitor
- Collect baseline information on the existing state
- Set precise goals to achieve and times for accomplishing them
- Repeatedly collecting data to evaluate whether the goals are being met
- Scrutinize and report the results.

In this context, the proposed framework follows the 10-step model principles that was presented by Jody Kusek and Risthere (Rist., 2004) (Figure 2). This model differs from others because it provides wide details on how to formulate, maintain and sustain a results-based evaluation system. It also varies from other approaches in that it covers an exceptional willingness assessment. Such an assessment must be applied before the actual formation of the system.

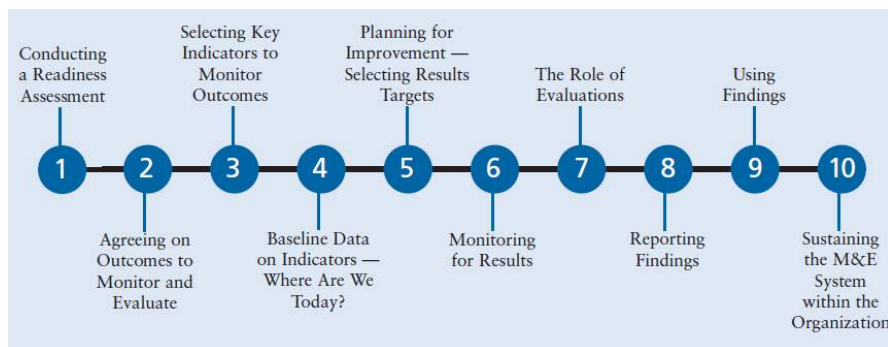


Figure 2: 10-Step Model for Building a Results-Based Monitoring and Evaluation SystemInvalid source specified.

Based on that, the proposed Regional Development Assessment model RDA goes on to outline consistency as requiring “considerable progress toward achievement of the goals.” Considerable progress suggests that there will be measurable or noticeable change from the current situation to a situation that is closer to what is intended by the goal. This assessment examined the policies, programs and projects recommended in the regional plans with the following questions in mind:

- Are there policies or strategies in the plan, which if applied, would result in a measurable or noticeable change?
- Are the policies/strategies stated clearly and specifically enough to guarantee the anticipated outcome?
- Do the policies/strategies do more than state the desired outcome; do they define how to achieve the anticipated outcome?

VII. THE RDA MODEL

The Model starts with a clear statement of the Vision/Policy and Mission stated by the government, organization or the responsible planning panel. For example, and by applying the model on the Egyptian Plan for developing Suez Canal Region after achieving the New Suez Canal project; The policy and mission was as follows:



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The second step was to formulate the assessment elements to be assessed based on “Vermont Association of Planning and Development Agencies, 2013”, Guidelines. The RDA model was designed to be an objective model with a scaling rate 1-5 otherwise the subjective approach of Vermont model. For the required plan elements, the assessment considered the following:

(1) Statement of Basic Policies and Strategies:

The assessment questions in this part were articulated around some aspects such as: Does the policy express a clearly vision and guiding values for progression and development in the region? Is the language used confirmed, well defined and directive (‘must’ or ‘shall’) or proposed (‘may’ or ‘encourage’)? And so on.

The minimum required score for this element is 36 points, which is divided into mid-average score of 3 points for each item.

POLICY/STRATEGY EVALUATION CREDITS						
5	4	3	2	1		
5	4	3	2	1	Statement of Basic Policies and Strategies	min. req. score 36 Points
5	4	3	2	1	Credit 1	Required 3
5	4	3	2	1	Credit 2	3
5	4	3	2	1	Credit 3	3
5	4	3	2	1	Credit 4	3
5	4	3	2	1	Credit 5	3
5	4	3	2	1	Credit 6	3
5	4	3	2	1	Credit 7	3
5	4	3	2	1	Credit 8	3
5	4	3	2	1	Credit 9	3
5	4	3	2	1	Credit 10	3
5	4	3	2	1	Credit 11	3
5	4	3	2	1	Credit 12	3
SCORE						

(2) Land Use Element.

The assessment questions in this part were articulated around a quiet few questions related to the concept of land use and does the strategy cover this element on its current state and in future? Is there a transcribed description of the anticipated future land use pattern for the region, counting the fitting location, intensity and type of development? How was the strategy created and what does it signify? Does the strategy identify the order of the regional settlement pattern (ex. downtowns, village centres, suburban neighbourhoods... etc.)? Can municipalities use the strategy to notify local land use plans and regulations?

POLICY/STRATEGY EVALUATION CREDITS						
5	4	3	2	1		
5	4	3	2	1	Land Use Element	min. req. score 15 Points
5	4	3	2	1	Credit 1	Required 3
5	4	3	2	1	Credit 2	3
5	4	3	2	1	Credit 3	3
5	4	3	2	1	Credit 4	3
5	4	3	2	1	Credit 5	3
SCORE						

(3) Energy Element.

Does the strategy include a list and assessment of the energy being consumed in the region? Does the strategy consider how the new region’s planned growth and development will affect energy claim? Does the strategy include guidelines on energy preservation that are precise enough to direct action to decrease energy consumption? Does the strategy make strong links between land use patterns and energy consumption? Does the strategy propose guidance on the appropriate arrangement or renewable energy projects in the region? Can municipalities use the strategy to notify local energy planning and programs?

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5	4	3	2	1	Energy Element	min. req. score	26 Points	
					Credit 1	Does the plan include an inventory and assessment of the energy resources?	5	
					Credit 2	Does the plan consider how the region's planned growth and development will affect energy resources?	5	
					Credit 3	Does the plan include policies on energy conservation that are consistent with the region's energy resources?	5	
					Credit 4	Does the plan make clear connections between land use patterns and energy resources?	3	
					Credit 5	Does the plan offer guidance on the appropriate siting or scale of energy resources?	3	
					Credit 6	Can municipalities use the plan to inform local energy planning?	2	
					Credit 5	Measurement & Verification	3	
							SCORE	

(4) Transportation Element.

Does the plan include an inventory and assessment of the region's transportation infrastructure, facilities and services? Does the plan include a transportation map showing existing and any planned transportation features? Does the plan include a prioritized list of transportation improvements that will be needed to accommodate planned growth with estimates of timing and cost, and identification of potential funding opportunities? Can municipalities use the plan to inform local planning for transportation improvements?

5	4	3	2	1	Transportation Element	min. req. score	18 Points	
					Credit 1	Does the plan include an inventory and assessment of the region's transportation infrastructure, facilities and services?	5	
					Credit 2	Does the plan include a transportation map showing existing and any planned transportation features?	5	
					Credit 3	Does the plan include a prioritized list of transportation improvements that will be needed to accommodate planned growth with estimates of timing and cost, and identification of potential funding opportunities?	3	
					Credit 4	Does the plan identify potential funding opportunities?	3	
					Credit 5	Can municipalities use the plan to inform local planning for transportation improvements?	2	
							SCORE	

(5) Utility and Facility Element.

Does the plan include an inventory and assessment of the region's utilities, facilities and services? Does the plan include a map showing existing and any planned infrastructure and facilities? Does the plan include a prioritized list of improvements that will be needed to accommodate planned growth with estimates of timing and cost, and identification of potential funding opportunities? Can municipalities use the plan to inform local planning for infrastructure and facility improvements?

5	4	3	2	1	Utility and Facility Element	min. req. score	18 Points	
					Credit 1	Does the plan include an inventory and assessment of the region's utilities, facilities and services?	5	
					Credit 2	Does the plan include a map showing existing and any planned infrastructure and facilities?	5	
					Credit 3	Does the plan include a prioritized list of improvements that will be needed to accommodate planned growth with estimates of timing and cost, and identification of potential funding opportunities?	3	
					Credit 4	Does the plan include a prioritized list of improvements that will be needed to accommodate planned growth with estimates of timing and cost, and identification of potential funding opportunities?	3	
					Credit 5	Can municipalities use the plan to inform local planning for infrastructure and facility improvements?	2	
							SCORE	

(6) Implementation Program.

Does the plan identify specific actions or projects that would implement its policies, including priorities, timing, cost estimates, funding opportunities, lead agency or organization, and potential partners?

5	4	3	2	1	Implementation Program	min. req. score	11 Points	
					Credit 1	Does the strategy identify specific actions?	3	
					Credit 2	Does the strategy identify specific projects to be accomplished in the region?	3	
					Credit 3	Does the strategy include priorities and timing?	2	
					Credit 4	Does the strategy identify cost estimates and funding opportunities?	2	
					Credit 5	Does the strategy identify lead agency or organization, and potential partners?	1	
							SCORE	

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(7) Compatibility Statement.

Does the plan include an assessment of the impacts that growth and development in adjacent regions may have on the region? Does it include an assessment of how its plan for growth and development may affect adjoining regions? Does it identify shared resources that require coordinated planning?

5	4	3	2	1		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Compatibility Statement	min. req. score 11 Points
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 1	Does the strategy include an assessment of the impacts that grow
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 2	Does the strategy an assessment of how its plan for growth and d
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 3	Does the strategy shared resources that require coordinated plan
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 4	Does the strategy identify cost estimates and funding opportuniti
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 5	Does the strategy identify lead agency or organization, and pote
						SCORE

(8) Housing Element.

Does the plan include an assessment of the region's housing needs? Is the assessment based on the best available data, and forecasts of demographic and economic trends? Can municipalities use the plan to inform local planning around housing issues?

5	4	3	2	1		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Housing Policy	min. req. score 9 Points
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 1	Does the plan include an assessment of the region's housing nee
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 2	Is the assessment based on the best available data, and forecast
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 3	Does the strategy shared resources that require coordinated plan
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 4	Does the strategy identify cost estimates and funding opportuniti
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 5	Can municipalities use the plan to inform local planning around
						SCORE

(9) Economic Development Element.

Does the plan include an assessment of the region's economy? Is the assessment based on the best available trend data and forecasts? Is there a description of desired future economic development in the region, including the appropriate location, type and scale of development? Does the plan recommend specific projects or programs to implement its economic development policies? Can municipalities use the plan to inform local planning for economic development?

5	4	3	2	1		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Economic Development Policy	min. req. score 12 Points
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 1	Does the plan include an assessment of the region's economy?
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 2	Is the assessment based on the best available trend data and for
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 3	Is there a description of desired future economic development in
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 4	Does the plan recommend specific projects or programs to imple
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Credit 5	Can municipalities use the plan to inform local planning for ecor
						SCORE

By reporting the required score for each item of the main categories, the minimum required score to approve the strategy should not be less than 156 points. A comparison Process between the minimum required score and the actual score should be applied on the final score results and for each category level.

Policy Totals (Minimum Required Score)	156 Points
Policy Totals (Actual Score)	

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VIII. EGYPTIAN REGIONAL STRATEGIC PLAN: FOR SUEZ CANAL REGION DEVELOPMENT

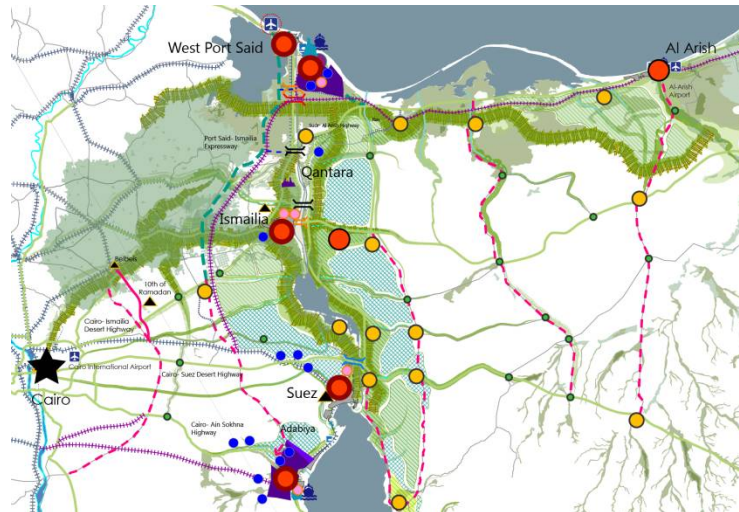


Figure 3: Cities of Suez canal Region and Proposed Development Strategy

Suez Canal Region is one of Egypt most distinctive regions. It is located on the east side of Egypt, linking the country to the outside world due to the presence of Mediterranean Sea on the north, Red Sea on the south and the linkage of Suez Canal. Its relative importance and specificity relies on its location that is considered as a gateway of eastern Egypt.

The region has not taken the optimum advantage of utilization and urbanization that could be gained based on the potentials resulting from the presence of the global navigational axes. All the plans that dealt with developing the region along the Suez Canal did not take into account the dimensions of the global interactions and the role of the canal itself and its influences on the region. The region is considered as one of the most promising areas for investment and development and comes at the head of the Egyptian national projects.

The region possesses what makes it very distinguished from the other urban planning regions of Egypt. One of the most obvious characteristics is the extreme variation of its topographic and geological nature that varied between severe mountains steep and rugged in Sinai, while in the eastern region the flat land and wet land in the west. These types of nature impose kinds of activities with remarkable diversity among tourism activities (marine and desert), mining, manufacturing and the spacious farming and shepherding activities. (Planning, 2015)

This topographical characteristics lead to a geographical diversity concentration of population and their densities. While jamming and rising population rates exist on the west side of the region, the eastern side that represented in Sinai Peninsula is almost vacant. The government seeks to rediscover the possibilities and resources of the region to re-employ them, allowing the integration of the region to the rest of the territories of the country and to maximize the exploitation of these resources and axes universality. Hence, optimistic policies that conclude some strategies were set to achieve those goals. Of them:

- Formulating a sustainable regional development strategy to guide the socio-economic development of the region to 2050. This strategy builds upon the region's competitive advantages, capitalizes upon opportunities and addresses current constraints.
- Translating the strategy spatially into a regional integrated master plan, building upon current linkages and ensuring integration of industrial and urban nodes. Infrastructure, transport, residential and community facility needs to support the master plan are identified.
- Detailing master plans for sites which have been identified as potential catalysts for the development for the region, and highlighting priority projects within them. Feasibility studies ensure they are technically and financially sound.

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- Developing an inward investment strategy which identifies investment needs and potential opportunities. This includes recommending a suitable supporting institutional structure, developing a marketing strategy and a plan for a roadshow.
- Estimating benefits which will be derived from the project, and identifying potential risks, through a strategic impact assessment.
- Raising public awareness and support for the project by engaging with the media through a media and communications plan.

IX. APPLYING RDA MODEL ON EGYPTIAN REGIONAL STRATEGY

By applying the RDA model on the regional strategic plan to develop Suez Canal region, the following results have been obtained and recorded by different specialized groups of:

Sample Type	No.
Engineers	11
Urban Planners	7
Regional Planners	4
Decision Makers	2
On-site Managers	22
Economists	13
Social Researchers	3

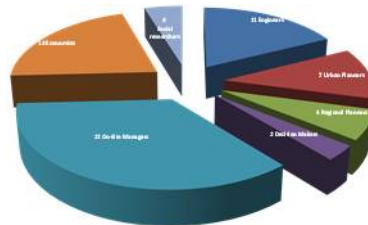


Figure 4: Participated sample in RDA model evaluation process

Sample Type	Number
Engineers	11,
Urban Planners	7
Regional Planners	4
Decision Makers	2
On-site Managers	22
Economists	13
Social Researchers	3

Number

An average was taken for each of the nine categories results. As can be noticed from Fig. 4 the Egyptian Regional Strategy achieved an overall score of (203), achieving a Silver Rating according to the Model.

Policy Totals (Minimum Required Score)	156 Points
Policy Totals (Actual Score)	203

Certified 156-200 points Silver 201-225 points Gold 226-250 points Platinum 251- 270 points

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This score seems to be satisfying to decision makers to move on with the plan. However several points have to be checked. Based on Fig. 5 that gives the average results on the ninth categories of the Model;

- Two categories failed in achieving the required points (energy and Utility elements);
- One category hardly achieved above the min. required score (Statement of Basic Policies and Strategies);
- Six categories have achieved a good score comparing to the required ones.

RDA MODEL RESULTS

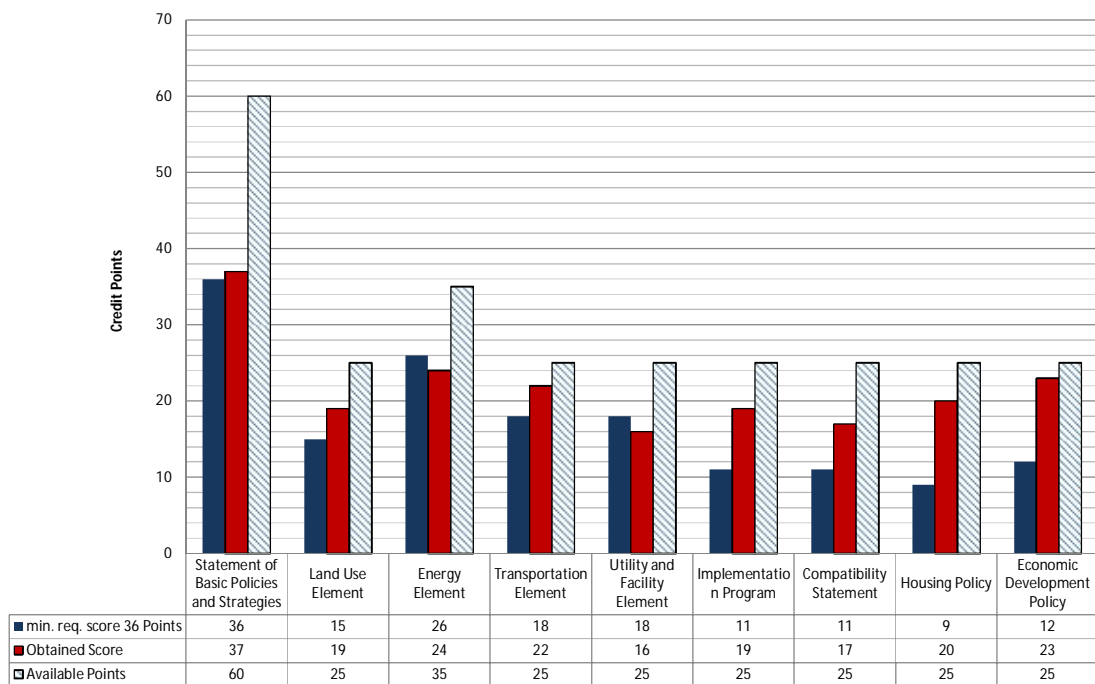


Figure 5: Egyptian Regional Planning Strategy for Suez Canal Region: Estimation of success: relationship between minimum required points to achieve the goals and real achieved points compared with the available rewarded points of certain item.

X. CONCLUSION AND FURTHER DISCUSSION

Based on the recorded results and the total assessment score, there are some elements achieved the required credit points, some did not and some hardly achieved. The priority here should be considered according to the goal of the policy. For example, the Egyptian Development Strategy was formed following the intention of the policy that aimed to achieve some of national goals, such as:

- Development of the areas adjacent to the Suez Canal, and formation of new urban, industrial and economic sectors.
- Creation of job opportunities through enlarging economic activity, which will contribute to reducing the unemployment and poverty rates in Egypt
- Attraction of new investment, which will contribute to the country's capital and be returned on Egypt's national budget and services offered to citizens.
- Enhancement in worldwide confidence in Egypt's national economy, and the country's capability to accomplish global economic projects.

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Hence, elements such as Housing, Economic Development, Implementation Program, Compatibility statement and Transportation are in fact at the heart of the policy. Any deficiency that affects those items could affect the effectiveness of the whole policy and its subtracted strategies. However, the failed elements such as Energy and Utility and Facility Element are still important to be considered but they can be postponed to a later stage.

The Model in its current shape has this deficiency, the strategy could achieve the required points to be accredited but in fact the weight of the elements should be varied according to the purpose of the policy. Moreover, the model needs governmental resources such as data acquiring and facilities and experts to apply it. More steps have to be done to enhance this Model however indicating results that could show the current status of the strategy.

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