

# Urban Economics

## Lecture 5

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### A settlement hierarchy

a chart used to model the relationship between various human population centers based on

size

population

available services

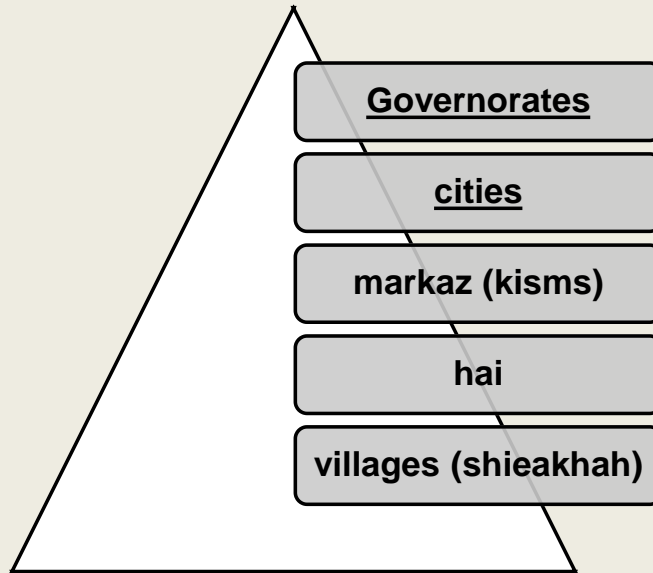
Medical services  
Shopping services  
Transport services  
Educational services

**A settlement  
hierarchy**

- Conurbation
- Metropolis/ large city
- Town (large/small)
- Villages

# Egypt

## ■ Five types of Local Units

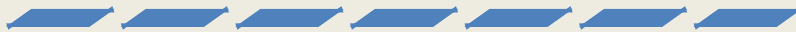


## An Introduction to Urban Strategic Planning

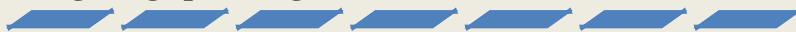
- A document that establishes the **direction** of a **work unit**, i.e. a country, a governorate, a municipality, a city, a district, a suburb, a village or town, a firm.

### Different time frames

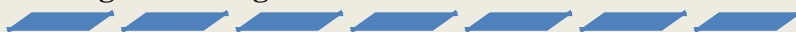
#### Short-range planning



#### Long-range planning



#### Strategic Planning



### Short-range planning

- **Operational planning**
- Processes that show results within a year (**annual objectives**)
- Examine main **characteristics** of the institution (skills of labor, condition of education, condition of health care centers, infrastructure quality)

### Long-range planning

- what the organization **wants to look like** at the end of a specified period of time (3-5 Ys), then use that vision to establish multi-year goals and objectives.

### Strategic Planning

- What the organization intends to be in the future and how it will get there (**develop a vision**).
- determine the necessary **priorities, procedures, and operations** (strategies) to achieve that vision.

Measurable goals (**realistic and attainable**, but also **challenging**)

**The differences between strategic and long-range planning is that “strategic planning generally places emphasis on how the organization will achieve its vision – while long-range planning places emphasis on determining the vision”.**

## Importance of Planning

- A critical component of good **management** and **governance**
  - **Good management**: provide services to the community in an **appropriate, efficient, equitable, and sustainable** manner.
  - **Good governance**: ensure **predictable, open and enlightened** policy, together with a **bureaucracy** imbued with a **professional ethos** and an **executive arm** of government accountable for its actions.  
(a strong civil society participating in public affairs)

- Ensure an organization remains **responsive** to the **needs** of its **community** and contributes to **organizational stability** and **growth**.
- Provides a basis for **monitoring progress**, and for **assessing results** and **impact**.
- It enables an organization to look into the future in an **orderly** and **systematic** way.
- It enables the **stakeholders** to set **policies** and **goals** to guide the organization.

## Example,

### Strategic plan for a country (country-level Strategic Planning)

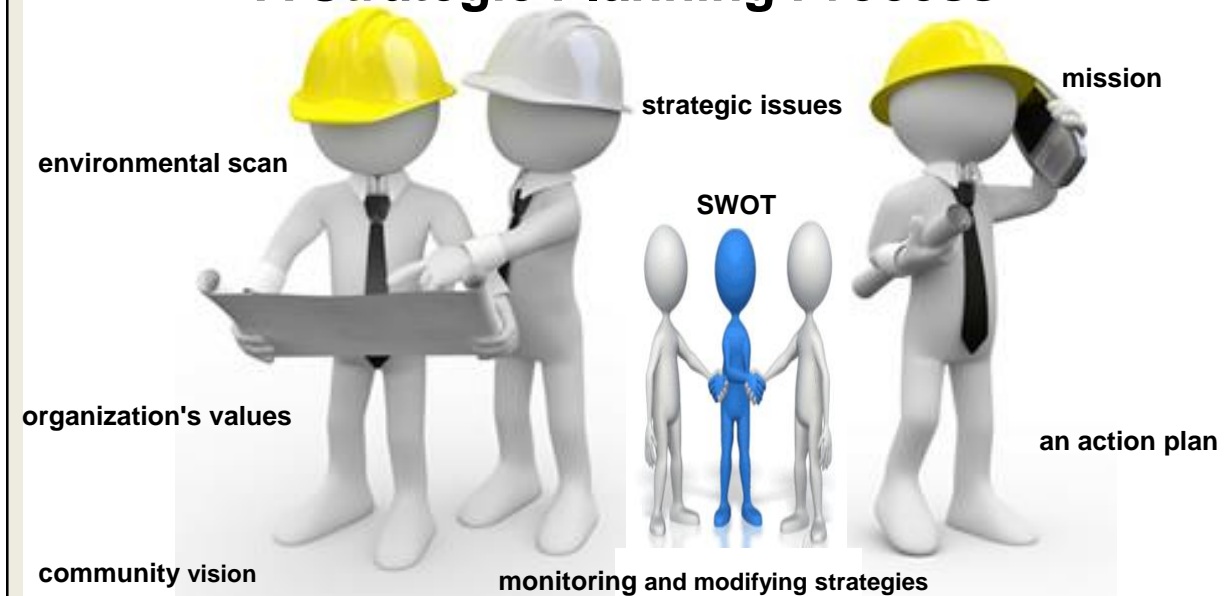
### The Environmental Scan

#### Egypt

- ❑ Divided into two regions:
  - ✓ **Lower Egypt** (Wagh al-Bahari), north of Cairo,
  - ✓ and **Upper Egypt** (As-Sa'id), south of the capital.
- ✓ Under the local government system established in 1960, Egypt is organized into 26 governorates

- ❑ The governorates are responsible for **social, health, welfare, and educational** services and for the social and economic development of their region.
- ❑ Governorates are also required to **supervise** the city and village councils.
- ❑ **Real authority** resides in Cairo in a highly centralized regime, heavily burdened by bureaucracy.
- ❑ Since **1994**, village mayors, who were previously elected, have been appointed by the Ministry of the Interior.

## A Strategic Planning Process



### **(1) Agree on a strategic planning process**

- ✓ General discussions (importance of planning, evaluating readiness of the organization for the planning)

### **(2) Carry out an environmental scan**

- ✓ The relationship between the organization and its external environment.
- ✓ "SWOT": strengths, weaknesses, opportunities, and threats.

### **(3) identify strategic issues**

- ✓ Identify key issues, questions, and choices to be addressed as part of the strategic planning

**(4) Define or review the organization's values, community vision, and mission.**

Core beliefs-your vision-public statement  
(promises)

**(5) Develop a shared vision for the organization**

**(6) Develop a series of goals statements which describe the organization in a specified number of years**

**(7) Agree upon key strategies to reach the goals and address key issues identified through the environmental scan**

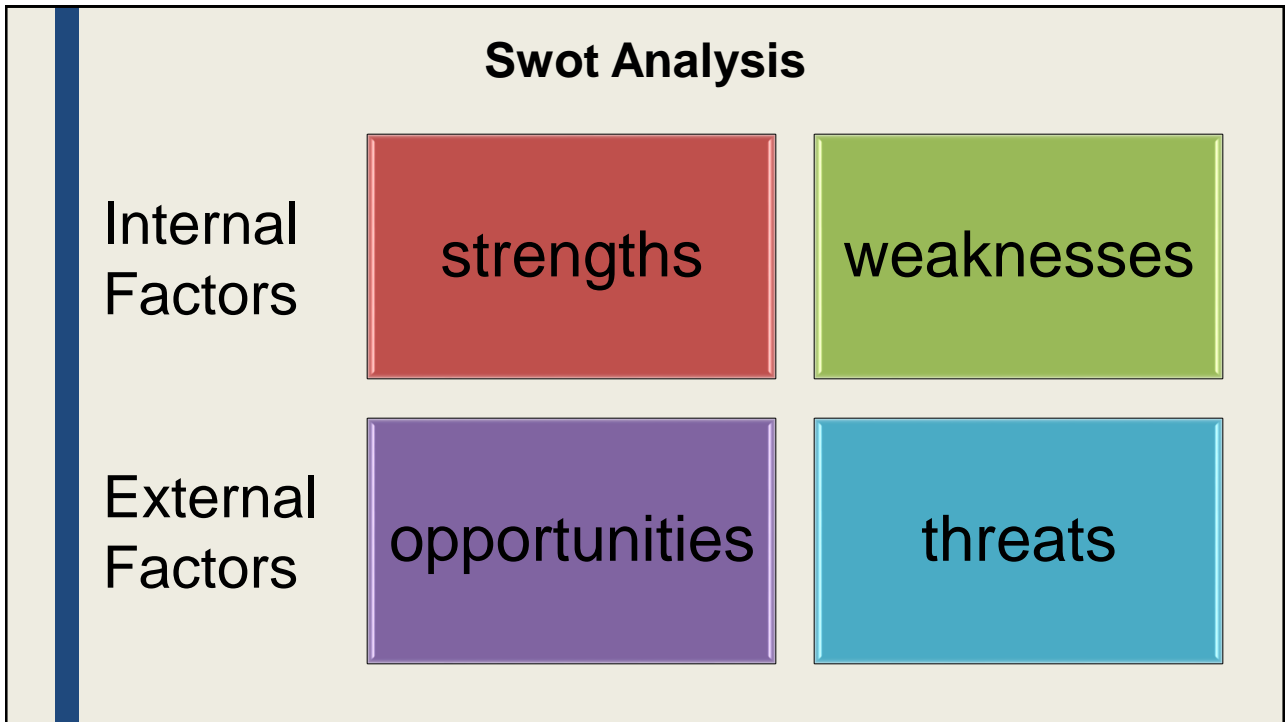
**(8) Developing an action plan**

addresses goals and specifies objectives and work plans on an annual basis.

**(9) Finalize a written strategic plan that summarizes the results and decisions of the strategic planning process.**

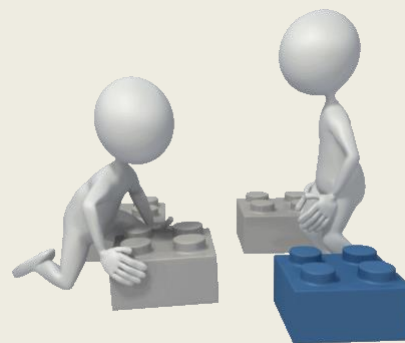
**(10) Build in Procedures for monitoring and modifying strategies**

based on changes in the external environment



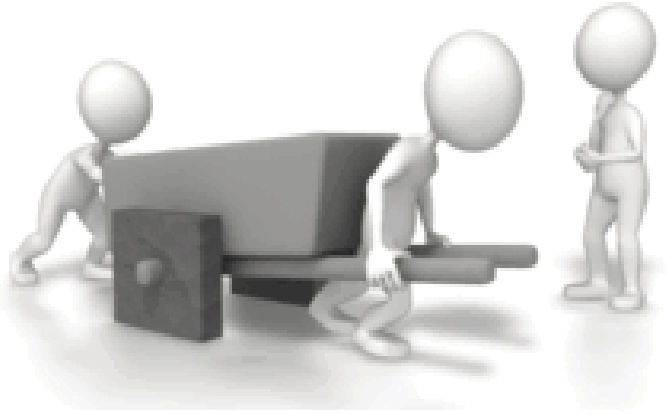
## Strengths

- **Positive** tangible and intangible **attributes**, internal to an organization.
- They are within the **organization's control**.



## Weaknesses

- Factors that are within an **organization's control** that detract from its ability to attain the core goal.
- Which areas might the organization improve?



## Opportunities

- External **attractive factors** that represent the **reason** for an organization to exist and develop.
- What opportunities exist in the environment, which will propel the organization?



## Threats

- External factors, **beyond** an organization’s **control**, which could place the organization mission or operation at **risk**.
- **Classify** them by their “**seriousness**” and “**probability of occurrence**”.

### Contingency plans.



What opportunities exist in our external environment?



What threats to the institution exist in our external environment?



What are the weaknesses of our institution?



What are the strengths of our institution?

## Brainstorming Questions





Thank you