The 14th Scientific Research Competition organized by the Arab Organization of Supreme Audit Institutions (ARABOSAI).

On the topic:

Evaluation of Public Programs and Policies – Best Practices and Experiences

Assessment of the Policy for Establishing New Cities in Algeria within the Framework of SDG 11

Case Study: The New City of "Sidi Abdallah"

Prepared by:

Ms. Belhouchet Halla

Financial Auditor at the Algerian Court of Accounts

06/06/2024

Study Summary

This research evaluates Algeria's policy of establishing new cities, specifically the new city of Sidi Abdallah, within the framework of Sustainable Development Goal (SDG) 11, as assessed by the Supreme Audit Institution (SAI).

Sidi Abdallah, one of Algeria's ambitious urban development projects, aims to achieve sustainable development amidst rapid economic and social transformations. New cities are seen as effective tools to address growing urban challenges and meet increasing population needs. The city strives to enhance citizens' quality of life by providing integrated infrastructure and modern facilities.

The research reflects the Algerian Court of Accounts' efforts in evaluating this policy, focusing on best practices and key findings. As Algeria's supreme audit body, the Court oversees the proper use of public funds and evaluates public programs and policies. It operates under legal guarantees that ensure its independence and objectivity, allowing it to produce precise and impartial reports and evaluations.

This study highlights the significance of improving governmental urban development policies, enhancing quality of life in new cities, and fostering long-term sustainable development. Through its recommendations, the Court provides stakeholders with opportunities to refine and redirect the policy's implementation.

The study employs a descriptive and analytical methodology, relying on official data and reports, interviews with relevant parties, and surveys. It also evaluates the environmental, economic, and social impacts of the policy.

Key findings indicate progress in housing projects at the expense of investment projects, affecting the city's economic attractiveness. Delays in meeting planned timelines, ineffective execution of housing programs, limited civil society involvement, and significant disparities between green space expectations and actual achievements were observed.

Based on these findings, the Court of Accounts provided strategic and practical recommendations, including:

- Accelerating investment projects.
- Enhancing urban planning.
- Increasing civil society participation to ensure transparency and inclusiveness.
- Developing specialized training centers.
- Addressing the classification and management of green spaces.

Implementing these recommendations is essential for achieving comprehensive and sustainable development in new cities.

Study Structure

To achieve its objectives, the study comprises theoretical and practical aspects:

I. Theoretical Aspect

Chapter 1: Theoretical and Conceptual Framework

- **Section 1:** Establishing New Cities and Their Impact on Sustainable Development

- **Section 2**: Fundamental Concepts of Public Policies

- **Section 3**: Evaluation of Public Policies by Supreme Audit Institutions

II. Practical Aspect

Chapter 2: Evaluation by the Algerian Court of Accounts of the Policy of Establishing New Cities in Algeria under SDG 11 – Case Study of "Sidi Abdallah"

- **Section 1**: Introduction to the Algerian Court of Accounts

- **Section 2**: Key Practices of the Court in Evaluating the Policy of Establishing New Cities

- **Section 3**: Findings of the Evaluation of the Policy for Establishing the New City "Sidi Abdallah" under SDG 11

Keywords: Public Policy Evaluation, New City Establishment, Urban Planning, Civil Society, SDG 11, Supreme Audit Institutions, Algerian Court of Accounts.

Index

Introduction

In the face of rapid global changes, the urgent need to adopt public policies and programs that contribute to sustainable development and the well-being of communities has become increasingly evident. Public policies play a vital role in shaping the development and progress of countries, as they aim to address a variety of challenges, from poverty and unemployment to climate change and sustainable urbanization.

The Sustainable Development Goals (SDGs), adopted by the United Nations in 2015, provide a comprehensive framework aimed at improving the quality of life worldwide by 2030. Goal 11, which focuses on making cities and human settlements inclusive, safe, resilient, and sustainable, is one of the central objectives that requires the implementation of effective and innovative policies.

In this context, the policy of creating new cities has become one of the primary tools used by many countries to cope with rapid population growth, ease the pressure on existing cities, and provide new economic opportunities. In Algeria, the policy of developing new cities is part of the national strategy for achieving sustainable development, aiming to establish urban communities that meet the needs of the population and provide a sustainable and integrated environment. However, the effectiveness of this policy remains contingent upon its ability to meet set objectives and respond to evolving challenges.

Furthermore, civil society is an essential component at all stages of designing and implementing public policies. Engaging civil society ensures the inclusivity of these policies, increases their acceptance, and enhances their effectiveness.

Through active participation, broader consensus can be achieved, directly improving quality of life.

The evaluation of public policies holds a central position in determining the effectiveness and success of these policies in achieving set goals. The Supreme Audit Institution plays a crucial role in this regard, as it is responsible for assessing and monitoring the financial and administrative performance of government projects and programs, ensuring the efficient and effective use of public resources.

This research aims to evaluate the policy of creating new cities in Algeria within the framework of Goal 11 of the Sustainable Development Goals, by assessing the effectiveness of this policy in achieving its desired objectives and reviewing the best practices employed by the Court of Auditors in this field. The study will focus on a case study of one of Algeria's new cities, relying on data, official reports, and interviews with various government entities, as well as offering recommendations based on successful international experiences to ensure the improvement of this policy and strengthen its role in achieving sustainable development. Additionally, it will emphasize the importance of involving civil society in all stages of this process to ensure the desired results and enhance transparency and accountability.

Research Problem:

"**How does the Supreme Audit Institution evaluate the policy of creating new cities in Algeria within the framework of Goal 11 of the Sustainable Development Goals, and what are the key results and recommendations it has identified?**"

1. What is the policy of creating new cities in Algeria?

2. What does the 11th goal of the Sustainable Development Goals represent?

3. What practical steps can the Supreme Audit Institution take to conduct the evaluation?

4. How can the Supreme Audit Institution ensure the inclusivity of the evaluation and the participation of all relevant stakeholders in the oversight process?

5. How can civil society contribute to improving the implementation of the new cities policy, and how can their participation be enhanced?

Hypotheses:

1. The policy of creating new cities in Algeria aims to alleviate pressure on major cities and promote sustainable development through comprehensive urban planning, providing integrated infrastructure, encouraging economic investments, and ensuring environmental sustainability, contributing to improved quality of life and regional growth distribution.

2. The evaluation process carried out by the Supreme Audit Institution involves several stages: programming, planning, evaluation implementation, and the preparation, publication, and utilization of the report.

3. To ensure the inclusivity of the evaluation and involve all relevant stakeholders, the Supreme Audit Institution should develop a comprehensive evaluation action plan that includes all areas and

concerned parties, identifying actors such as government agencies, organizations, NGOs, and civil society. Engagement should occur through meetings, workshops, and effective communication channels. Coordination with various stakeholders, the use of advanced analysis techniques to ensure evaluation accuracy, auditor training in best practices, and ensuring transparency and accountability through public dissemination of results are essential.

Importance of the Study:

- Assessing the success of government policies in achieving the Sustainable Development Goals.
- Sharing the experience of the Court of Auditors in evaluating public programs and policies.
- Offering recommendations for improving future policies in the field of sustainable urban development.

Objectives of the Study:

- Evaluating the effectiveness of this policy in achieving set goals.
- Presenting the best practices employed by the Algerian Court of Auditors in this regard.
- Studying the impact of the new cities policy on the Sustainable Development Goals.
- Providing recommendations to improve this policy and strengthen the role of civil society.

Methodology:

- Using a descriptive-analytical approach.

- Analyzing data from government sources and official reports.

- Conducting interviews with officials and various associations.

- Distributing, collecting, and analyzing surveys.

- Working in accordance with the public policy evaluation guide of the Algerian Court of Accounts.

- Evaluation of public policies based on the INTOSAI guidelines (ISSAI 9020).

Challenges:

- Challenges related to accessing citizens' opinions and perspectives.

- Lack of up-to-date data and information.

- Time and resource constraints for conducting the research.

Chapter One:

Theoretical and Conceptual

Framework of the Study

Preface:

The policy of establishing new cities and developing urban planning is one of the key strategies adopted by governments to achieve sustainable development and enhance the quality of life within communities. Urban planning plays a pivotal role in guiding urban growth, organizing land use, and distributing public services, all of which contribute to the comprehensive realization of Sustainable Development Goals.

In this context, evaluating the applied public policies is essential. Supreme Audit Institutions aim to assess the effectiveness of policies and programs implemented in the area of new city development and urban planning, offering necessary recommendations for their improvement and development. This ensures a more efficient and effective achievement of the Sustainable Development Goals.

This chapter is structured into three sections to explore the conceptual framework of the study:

- ✓ **Section One: The creation of new cities and their impact on sustainable development**.
- ✓ **Section Two: The fundamental concepts of public policies**.
- ✓ **Section Three: The evaluation of public policies by Supreme Audit Institutions**.

Section One: The Creation of New Cities and Their Impact on Achieving Sustainable Development

New cities, when designed and implemented thoughtfully, contribute to improving the quality of life. Sustainable urban planning helps achieve a balance between economic development and environmental preservation, thereby enhancing the well-being of residents and supporting the efficient use of resources. To better understand this subject, we have divided this section into three parts. The first part discusses the concept of new cities, their principles, and objectives. The second part focuses on urban planning for cities and its role in achieving the Sustainable Development Goals. The third part highlights the most successful global experiences in the establishment of new cities.

Subsection One: The Concept of New Cities, Their Principles, and Objectives

New cities are the result of well-thought-out planning aimed at creating model communities designed to reduce the problems of traditional communities, such as underdevelopment, and address some of the national development challenges, particularly the housing issue.

Subpoint One: Definition of New Cities

Various terms have been used to describe new urban communities, such as "New city" or "New town," among others. The term "new cities" refers to many communities that differ from one another in terms of objectives, functions, and size. The concept of new cities varies from one country to another due to urban, administrative, and financial reasons. These differences relate to the size of the

cities, their location, internal planning, the dominant type of housing, the nature of the project's owner, and the financing involved, among other factors[1].

Mariam Mustafa and Abdullah Mohammed define new cities through their definition of a "new community," which refers to a community that shares the characteristics of the old society, such as the establishment of necessary social, economic, and political systems to ensure its sustainability[2]. Therefore, new cities are planned based on government decisions and in a directed manner. Their goal is to accommodate population growth, create new job opportunities, and reduce the population pressure on major cities. These cities represent a new form of urban planning adopted by both developed and developing countries to solve urban crises by creating a community that achieves economic, social, and cultural development.

MERLIN PIERRE defines a new city as a planned city created within the framework of regional planning policies. A new city is self-sufficient in terms of employment opportunities, housing, and necessary services for its workers, as well as containing various facilities and activities.[3]

The Algerian legislator defines a new city in Law No. 02-08 regarding the conditions for establishing and planning new cities[4], in Article 2, as "any urban community created in an empty location or based on an existing nucleus or

---

[1] Siham Wanasai and Rima Zananeh, 2022, "The Policy of New Cities in Algeria and Its Issues," *Afaq Journal of Sciences*, Vol. 07, Issue 03 (2022), p. 705.

[2] Maryam Ahmed Mustafa and Abdullah Mohamed Abdel Rahman, *Sociology of New Communities*, Dar Al-Ma'arifa Al-Jami'iya, 2001, pp. 54-55.

[3] Mustafa Aoufi, Rawabhi Sanaa (2019), "New Cities: A Dream of the Past and a Crisis of the Future," *The Researcher in Human and Social Sciences Journal*, Vol. 11(01) / 2019, Algeria: Kasdi Merbah University Ouargla, p. 71.

[4] Law No. 02-08 dated May 8, 2002, concerning the conditions for establishing and developing new cities.

several residential nuclei, and new cities form centers for social, economic, and human balance by providing employment, housing, and infrastructure."

New cities are sometimes also defined statistically, as urban communities containing at least 5,000 inhabitants. Besides classification by population size, cities are classified by their functions and their local, regional, national, and international extent, particularly their historical, cultural, and architectural heritage. Although these definitions indicate a common goal of achieving specific objectives with the creation of new cities, they differ in the approach to populating these cities. The question arises whether this is a voluntary process through the attraction these cities exert, as the Algerian legislator suggests, or whether it is a mandatory one, as implied by Dr. Mariam Ahmed Mustafa's writings. In this study, we will adopt the definition provided by the Algerian legislator.[5]

Subpoint Two: Principles of Establishing New Cities
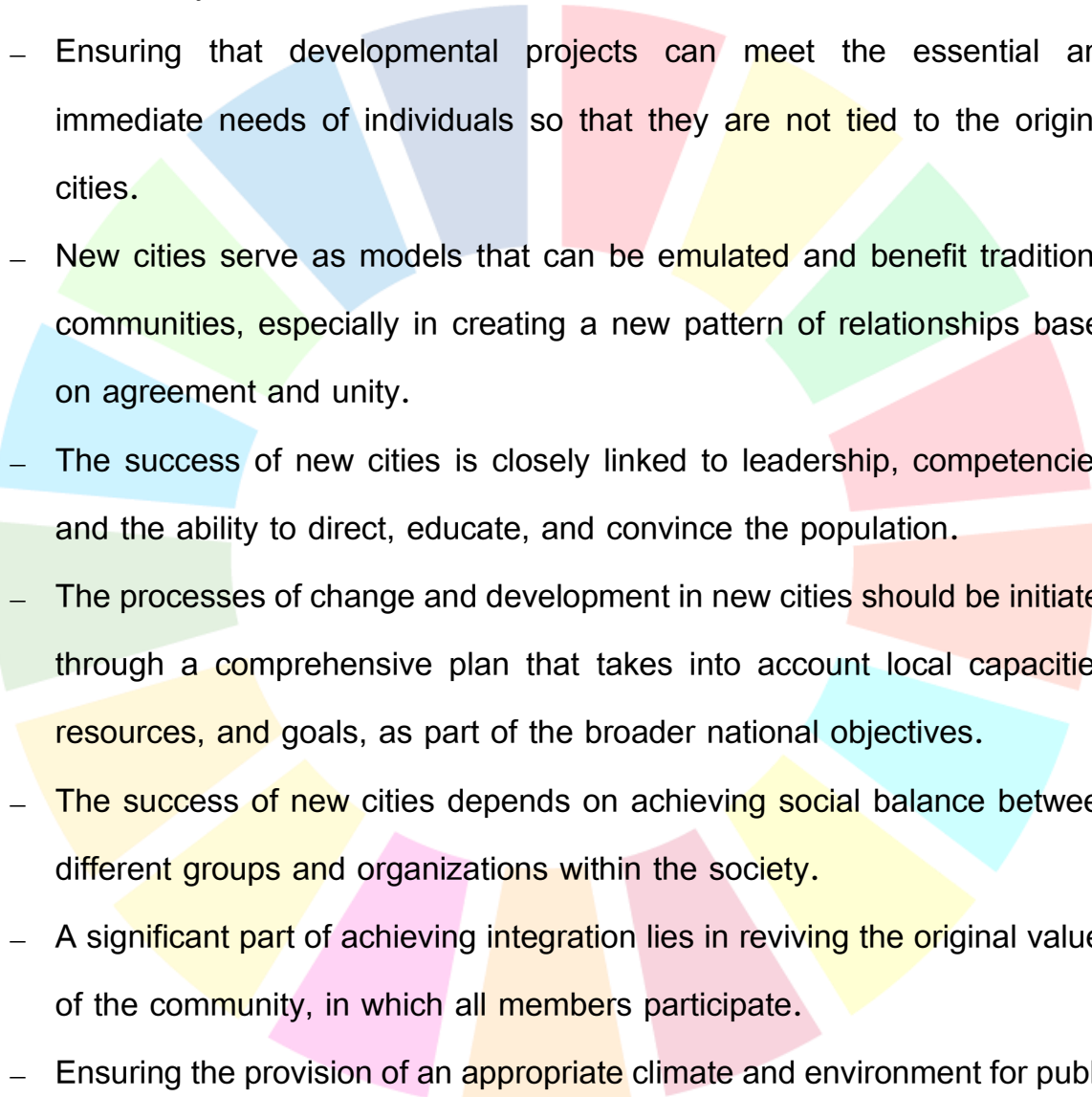
The goal of establishing new cities is to reach a social, economic, and cultural level that can overcome the problems encountered in older cities. While the issues facing societies differ from one place to another, planning is essential to guide the expected changes. Therefore, there are several principles upon which the creation of new cities is based:

－ New cities should not only be residential in nature, as they are primarily established to achieve specific economic and social goals.

---

[5] Dr. Said Rachidi and Dr. Karima Flahi (2020), "New Cities and the Problem of Development Action in Algeria: The Case of the New City of Ali Mendjeli, Constantine," *Al-Khaldounia Journal of Human and Social Sciences*, Vol. 12(1) 2010, p. 145.

– Ensuring the integration of services and completing them before starting the resettlement and relocation process. The level of services, which reflects the level of well-being in society, will undoubtedly contribute to the nature of public participation in the continuation of development in the new community.

– Ensuring that developmental projects can meet the essential and immediate needs of individuals so that they are not tied to the original cities.

– New cities serve as models that can be emulated and benefit traditional communities, especially in creating a new pattern of relationships based on agreement and unity.

– The success of new cities is closely linked to leadership, competencies, and the ability to direct, educate, and convince the population.

– The processes of change and development in new cities should be initiated through a comprehensive plan that takes into account local capacities, resources, and goals, as part of the broader national objectives.

– The success of new cities depends on achieving social balance between different groups and organizations within the society.

– A significant part of achieving integration lies in reviving the original values of the community, in which all members participate.

– Ensuring the provision of an appropriate climate and environment for public participation in the development of new cities[6].

---

[6] Dr. Said Rachidi and Dr. Karima Flahi (2020), "New Cities and the Problem of Development Action in Algeria: The Case of the New City of Ali Mendjeli, Constantine," *Op. Cit.,* p. 145.

Subpoint Three: Objectives of Establishing New Cities

Given that the policy of new cities primarily aims to attract economic activities concentrated in major urban centers and provide job opportunities, it is considered an important approach for organizing economic, social, and environmental development. New cities cannot be limited to a single function; although they are initially created for specific purposes, over time, their activities will diversify, and their objectives will expand. The dimensions that explain the nature of the establishment and growth of new cities are:

- **Demographic Dimension**: Aimed at redistributing the population and reducing its concentration in major urban centers.
- **Economic Dimension**: Aimed at exploiting environmental resources economically and redistributing small and medium industries across the country.
- **Social Dimension**: Aimed at meeting the basic needs of the increasing population.[7]

Based on the above, we can extract the objectives of establishing new cities as follows:

- **Urban Objectives**: Reducing urban concentration in major cities, especially capitals, which suffer from issues like overcrowding, congestion, and informal settlements, while creating balance and providing decent housing. Population growth may impact economic and social structures, and offer opportunities for political unrest.[8]
- **Political Objectives**: Achieving administrative balance, often by changing the country's capital and choosing a location with natural and administrative protection.

---

7   Khalaf Allah Boujemaa, Urbanism and the City, Dar Al-Huda for Printing, Publishing, and Distribution, p. 124.
8 Richard SANDUROOK, *The politics of Basic Needs*, urban aspects of assaulting poverty in Africa, Heinemann, London, 1982, pp2-6.

- **Environmental Objectives:** Improving the ventilation of major cities by reducing population density and increasing green spaces, which helps reduce noise pollution and congestion.
- **Social Objectives:** Meeting the basic needs of the growing population, reducing social stratification present in larger cities, and providing an acceptable living framework for most segments of society, along with creating activities that serve the purpose.
- **Economic Objectives:** Establishing industrial cities to attract large and medium-sized industries instead of concentrating them in major cities, creating new job opportunities by diversifying functions and economic activities, and providing necessary infrastructure for housing.[9]

Subsection Two: Urban Planning for Cities and Its Role in Achieving Sustainable Development Goals

In fact, discussing cities is inherently linked to urban planning, which is a crucial requirement for countries seeking to establish new cities based on modern planning principles. Therefore, in this subsection, we will begin by providing a comprehensive definition of urban planning, outlining its procedures, and highlighting its role in achieving sustainable development.

Subpoint One: Definition of Urban Planning and Its Procedures

Urban planning refers to directing activities that aim to develop a specific area to achieve a high-performance level when building a new city, upgrading an old city, or improving and raising the level of urbanization in it. This is done by

---

[9] Mustafa Aoufi, Rawabhi Sanaa (2019), "New Cities: A Dream of the Past and a Crisis of the Future," *Op. Cit.,* p. 72.

establishing the various scientific foundations for project implementation and defining its elements in accordance with the demands of the time.[10]

It is also defined as a strategy or a set of strategies followed by decision−making centers to develop, guide, and regulate the growth and expansion of urban environments so that urban activities and services have the best geographical distribution for the population, thus maximizing the benefits of these urban activities.[11]

One of the most commonly used definitions of urban planning is the actual application of a specific vision to achieve predefined goals related to the development of urban areas.[12]

➢ **Urban Planning Procedures**

Urban planning goes through several steps, which we summarize in three stages as follows:

✓ **Stage of Preparation and Formulation of the Plan:**

In this stage, the planned issue is studied and analyzed, and the key entities involved in the planning process are identified. This leads to the formulation of the details of the plan in its final form, and this is done in three phases:

▪ Plan Preparation: This is the most critical phase in planning as it is the foundation upon which the success or failure of the plan depends. During this stage :

---

[10] Aich Hasiba, "Urban Planning and Its Role in Achieving Urban Development Goals," *The Researcher in Human and Social Sciences Journal*, University of Batna, Issue 03, 2020, p. 248.

[11] Abd El-Ilah Abu Ayash (1979), "Behavioral Aspects of Urban Planning in the Gulf Cooperation Council States," *Gulf Studies Journal*, Fifth Year.

[12] Abdel Hadi Mohamed Wali (1983), *Urban Planning: A Theoretical Analysis and Practical Observations*, Egypt: Dar Al-Ma'arifa Al-Jami'iya, Alexandria, p. 20.

— Data and information about the community's circumstances, natural, demographic, social, and economic conditions, as well as the inventory of physical and human resources, are gathered in detail to allow for an accurate assessment of the current reality and proper forecasting of the future.

— The entities responsible for planning are identified, along with their roles and responsibilities in preparing, implementing, and evaluating the plan, according to regulations and laws.

— The goals of the plan are identified and prioritized according to a timeline outlining the implementation deadlines.

▪ Plan Report: This involves preparing the general framework of the plan as a first draft containing a set of proposals. It is submitted for consultation and discussion by central planning committees before being approved.

▪ Finalizing the Plan: In this phase, the central planning committees review the submitted proposals carefully and provide a detailed report of their opinions. Afterward, a final report is prepared and officially approved before being sent to the relevant institutions and entities for implementation.[13]

✓ **Stage of Implementation:**

In this stage, the plan is translated into actual application on the ground, and the programs outlined in the final plan are executed. This phase is essential in the planning process, as the success or failure of the planning process depends on it. It is linked to the practical steps taken in the previous stages and involves translating the plan and its programs into applied actions. It is crucial to ensure the administrative and technical efficiency of the executing bodies to guarantee the proper implementation of the planned programs[14].

---

[13] Aich Hasiba, (2020), "Urban Planning and Its Role in Achieving Urban Development Goals," *Op. Cit.*, p. 253.
[14] Mahour Basha (2015), *Urban Planning*, Pedagogical Support Print for First-Year Master's Students in Urban Sociology, Algeria: Sétif University-2, p. 160.

✓ **Stage of Monitoring and Evaluation:**

Monitoring the implementation of the plan involves tracking the progress levels of the planned projects and ensuring adherence to the set deadlines continuously. Effective execution requires identifying obstacles and weaknesses encountered during the implementation process and evaluating them periodically. It also involves measuring the success rate of the plan in achieving the desired goals.

Urban planning requires continuous monitoring of all its components in collaboration with the entities responsible for execution, identifying deviations that may arise between the planned and the achieved, and developing strategies to address them. This phase also requires the presence of a team of experts who periodically assess what has been implemented to identify flaws and gaps in the plan. This stage includes preparing periodic reports (quarterly, semi-annual, or annual) aimed at identifying the obstacles that appeared during the plan's implementation, errors that occurred, and their causes, to avoid these issues when preparing the next plan.[15]

Subpoint Two: Presentation of SDG 11

Goal 11 of the Sustainable Development Goals (SDGs) aims to: *"Make cities and human settlements inclusive, safe, resilient, and sustainable."*

Cities are central hubs for ideas, commerce, culture, and science, fostering social and economic progress. However, they face challenges such as overpopulation, lack of funding, inadequate housing, and deteriorating infrastructure. These challenges can be addressed by improving resource utilization, reducing pollution, and alleviating poverty. SDG 11 focuses on creating inclusive cities

---

[15] Mahour Basha (2015), *Op. Cit.*, p. 161.

that provide basic services, energy, housing, and transportation for all, ensuring their sustainability and prosperity.

All 193-member states of the United Nations adopted the 17 SDGs in 2015 as part of the 2030 Agenda for Sustainable Development, which outlines a 15-year plan to achieve these goals.

What sets the SDGs apart from other objectives is their emphasis on inclusivity. No single country can work in isolation to achieve social and economic growth within its borders alone. Instead, nations must cooperate and unite to ensure the achievement of these goals and the sustainability of the world as a whole. The SDGs provide clear principles and targets for all countries to adopt according to their national priorities and plans while addressing the global environmental challenges facing humanity.[16]

- **The table below (Table 01) outlines the objectives of Sustainable Development Goal 11.**

Target Number	Target
1.11	Ensure access for all to adequate, safe, and affordable housing and basic services, and upgrade slums by 2030.
2.11	Provide access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities, and older persons, by 2030.
3.11	Enhance inclusive and sustainable urbanization and capacity for participatory, integrated, and sustainable human settlement planning and management in all countries by 2030.

---

[16] United Nations Development Programme (2015). *Transforming towards Sustainable Development: Sustainable Development Goals*. Retrieved from: https://www.undp.org/sustainable-development-goals

4.11	Strengthen efforts to protect and safeguard the world's cultural and natural heritage.
5.11	Significantly reduce the number of deaths and the number of people affected, and substantially decrease the direct economic losses relative to global GDP caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations by 2030.
6.11	Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management, by 2030.
7.11	Provide universal access to safe, inclusive, and accessible green and public spaces, particularly for women and children, older persons, and persons with disabilities, by 2030.
11.a	Support positive economic, social, and environmental links between urban, peri-urban, and rural areas by strengthening national and regional development planning.
11.b	By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation, and adaptation to climate change, resilience to disasters, and developing holistic disaster risk management at all levels, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030.
11.c	Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials.

Subpoint Three: The Contribution of Urban Planning to Achieving Sustainable Development Goals

Urban planning plays a significant role in achieving the Sustainable Development Goals, leading to the development of healthy, resilient, and sustainable urban communities capable of addressing future environmental, social, and economic challenges. To contribute to the realization of these goals, urban planning focuses on the following elements:

- **Green Energy**

Urban planning integrates renewable energy sources into the design of cities and infrastructure. This includes planning for the installation of solar panels and wind turbines in urban areas, encouraging the use of solar energy in residential and commercial buildings to meet electricity needs and reduce harmful emissions. Additionally, urban planning supports the installation of electric vehicle charging stations, facilitating the transition to clean energy.

- **Sustainable Transport**

Urban planning develops efficient and environmentally friendly public transportation systems, such as electric trains and eco-friendly public transport. Transport networks are designed to enhance access to public transport and reduce dependence on private cars by providing safe pathways for pedestrians and cyclists. Urban planning also encourages the expansion of infrastructure to support electric vehicles, such as the provision of public charging stations.

- **Eco-Friendly Housing**

Urban planning promotes sustainable building standards that include the use of eco-friendly materials and energy-saving technologies. Residential neighborhoods are designed to integrate with nature, providing green spaces and rainwater collection systems. Urban planning also encourages the use of renewable energy systems in buildings, such as solar panels and solar heating systems.

- **Provision of Green Spaces**

Urban planning allocates extensive areas for public parks, gardens, and natural areas within cities. It contributes to the planning and design of these spaces to improve air and water quality, provide a healthy environment, recreational areas,

and community gathering spots. It also supports the preservation and development of existing forests and agricultural land as part of the urban ecosystem.

- **Community Empowerment**

Urban planning involves engaging civil society in the decision-making process through workshops, public forums, and surveys. It helps design initiatives and projects that enhance the role of residents in developing and improving their communities. This contributes to creating more cohesive and adaptable communities, where citizens feel a sense of belonging and responsibility toward their environment.

- **Sustainable Economy**

Urban planning promotes the development of economic zones that rely on clean energy and modern technologies. It supports the creation of green industrial areas that encourage recycling and the use of eco-friendly materials. It also works on developing policies that incentivize businesses to adopt sustainable practices and reduce carbon emissions, contributing to the creation of a balanced and sustainable economy that minimizes negative environmental impacts.

Subsection Three: Successful Global Experiences in Creating New Cities

The idea of creating new cities emerged in the early 20th century through the writings of Ebenezer Howard. Globally, there has been a variation in the objectives behind the creation of new cities. Some were aimed at spreading industrial development and reducing regional development disparities, as in England. Others were established to alleviate the pressure on major cities, as in France and Algeria. Some were created to establish new capitals for countries,

such as in Australia and Brazil. Below is an overview of some of these experiences:

Table 2: Criteria for Selecting Global Experiences

Reasons for Selection	France	England	Venezuela	Brazil	Saudi Arabia
Responsibility for the Decision to Create a New City	Primarily planners (collective planning decision)	Central government	Central government	Central government, with executive authority in the hands of the head of state, supported by the head of government and the head of state	Central government
Urban Conditions	High population concentration in services in the capital	Severe urban and industrial concentrations in major cities	High population concentration and services in the capital	High population concentration and services in major coastal cities, especially the capital	Population and economic concentration in three regions of the country, with a focus on Mecca and Medina

Administrative and Social Conditions	The capital is the administrative, cultural, political, and economic center	A pronounced centralization, with the capital being the administrative, cultural, and political center	The capital dominates political, economic, and social life	Significant population density in major coastal cities, with very low densities inland	Cultural, commercial, and tourist activities concentrated in three regions, especially in Mecca and Medina due to religious tourism
Country Classification	Developed country with a leading experience in creating new cities	Developed country with a leading experience in creating new cities	Developing country	Developing country, notable for its experience in creating new capitals	Developing country with one of the strongest experiences in creating new cities, especially in recent years

Source: Sihem WNASSI and Rima ZANANRA, 2022, "The Policy of New Cities in Algeria and Its Issues," Ibid., p. 171.

Subpoint One: France's Experience in Implementing New City Policies

France is considered one of the major countries that embarked on the experience of creating new cities, making its experience one of the pioneering models worth studying.

First: The Importance of Studying the Experience

The importance of the French experience lies in the presence of two key similarities between France's experience and that of Algeria. The first is that France shares with Algeria a fundamental urban characteristic: the high concentration of population in the capital. The second is the capital's role as the

center of culture, society, politics, economy, and administration. It is noteworthy that the urban laws and regulations in Algeria are largely derived from French law, which further highlights the importance of studying the French experience in general.

Second: Reasons Leading to the Creation of New Cities

Paris, after World War II, suffered from several problems, most of which were caused by the high concentration of population and services in the capital. The key issues were:

– High population density, especially in the capital, and poor living conditions in most areas in general.

– The exacerbation of the effects of the high population numbers, including traffic congestion on streets, increased consumption of water, sewage, and electricity, leading to negative environmental, urban, cultural, and tourism impacts.

– The huge disparities in service levels, income levels, and economic movement between the capital and the rest of the country.

Third: Key Results from France's Experience

– The main goal behind creating new cities was linked to the selection of their locations. The aim of establishing new cities around Paris was to reduce the severe concentration of activities in Paris and transform the city into an urban region that includes the central city and other centers. Therefore, new city sites were chosen within a 50-km radius of Paris to remain connected to it.

— Full commitment by the government to provide necessary funding for the creation of new cities, including land acquisition, public services, and infrastructure costs.

— The government's focus on connecting all parts of the region through the creation of major roads, regional roads, and railways to serve the new cities and ensure easy mobility for their residents.

— A set of strong regulations and laws were put in place to prevent industrial or commercial activities from being established in the capital, with the aim of attracting such activities to the new cities to contribute to their development.

Subpoint Two: England's Experience in Implementing New City Policies

The United Kingdom is one of the leading countries in the creation of new cities, and its experience stands out due to several distinctive features, making it noteworthy.

First: The Importance of Studying the Experience

The British experience is considered the first model in the field of new cities, which was later adopted more widely. The actual launch began with the creation of 14 new cities between 1946 and 1950, eight of which were planned around London, and two in the northeast of England and the Glasgow suburb in Scotland, or near Cardiff in Wales. Later, according to new decisions, the number of these cities in Britain increased to 32.[17]

Second: Reasons Leading to the Creation of New Cities

The idea of new cities in Britain emerged as a means of improving urban housing conditions in general. The concept began with the "Garden City" idea and was

---

[17] Mr. Abdel Ati El-Sayed, *Urban Sociology: Between Theory and Practice, Volume II*, Dar Al-Ma'arifa Al-Jami'iya, Alexandria University, 2004, p. 279.

followed by the establishment of new communities after World War II to absorb the population growth in major cities, especially London, the capital, which suffered from industrial expansion and its associated problems, including:

– The doubling of the population without a corresponding increase in job opportunities.

– A general increase in population density.

– Air pollution due to the concentration of industries in major cities.

– Deteriorating housing conditions and overcrowded dilapidated buildings.

– Traffic congestion and long commuting distances due to the concentration of population and services in limited areas.

– A significant increase in land prices.

– A scarcity of open spaces and natural parks.

Third: Key Results from the British Experience

- **Site Selection:** New cities were located near existing cities to ensure the availability of services and basic infrastructure, as seen with the city of Stevenage, whose location was chosen next to the old city of Stevenage to guarantee the development of the first phase.

- **Green Belt:** The green belt surrounding London was respected by choosing new city sites located 32 km away from London, ensuring no encroachment on it, which reflects the attention to the environmental aspect of planning.

- **Industry Attraction:** Large areas were provided for industries, equipped with infrastructure and services, and connected to other cities by transportation means and road networks. The government also controlled land prices by purchasing land for public benefit and fixing their prices.

- **Centralized Planning and Decentralized Execution:** The British experience was characterized by centralized planning and decentralized administration and execution in new urban communities.

- **Economic, Service, and Legal Harmony:** The planner, in collaboration with the government, successfully created economic, service, and legal conditions that supported the achievement of planning objectives.

Subpoint Three: Saudi Arabia's Experience in Implementing New City Policies

Saudi Arabia plays three prominent roles on the international stage: it is the largest oil exporter, with its oil reserves representing a quarter of the world's proven oil supplies; it is the heart of the Islamic world; and it is a member of the International Monetary Fund and the World Bank.

First: The Importance of Studying the Experience

The importance of studying this experience lies in the fact that Saudi Arabia is one of the prominent developing Arab countries with significant religious and political influence. It is also one of the earliest Arab countries to engage in urban development projects, with the development movement beginning in the 1970s, particularly in the Riyadh region

Second: Reasons Leading to the Creation of New Cities

Results from the 2004 population census in Saudi Arabia indicated that the total population had risen to 20.8 million, with an annual growth rate of 1.3%. As a result, the population was expected to reach approximately 39 million by 2019,

meaning it would double in twenty years. This growth is considered positive as it increases the national workforce, which is crucial for the vast area of Saudi Arabia, which covers 2.2 million square kilometers. Additionally, it supports the need to replace foreign workers with local labor.

However, urbanization trends indicate the concentration of population and services in a limited number of major urban centers, such as Riyadh, Dammam, and Jeddah, due to migration from rural areas to cities. This concentration leads to increasing developmental and urban disparities between these three regions (Riyadh, the Eastern Region, and Makkah Province) and the other ten administrative regions of the kingdom.[18]

Third: Key Results from Saudi Arabia's Experience

– The kingdom applied the principle of urban development based on development axes, which ensures improving the urban, economic, and service levels across the entire country.

– The availability of resources and capabilities within the country played a key role in determining the development method and the division of roles between the state and the private sector in the creation of new cities.

– The goal of establishing new cities was closely tied to the defined function of each city and the basis for selecting its location.

– The selection of new city locations was done near economic hubs that would provide activities and job opportunities, while also attracting

---

[18] Prof. Dr. Mahmoud Amin Ali, *The Functional Roles of New Cities and Communities within the Framework of National and Regional Policies for Comprehensive Urban Development*, Research Paper, International Conference on Policies for the Development of New Urban Communities, Alexandria Library, 2009.

population, labor, and secondary activities that complement the economic base.

– The new cities were located close to large existing cities to benefit from the existing infrastructure and transportation networks of these cities.

– The selection of the locations for the cities of Jubail and Yanbu in coastal areas was intended to facilitate the export activities that complement the industrial functions of both cities, opening up space for diverse economic activities and, thus, increasing job opportunities.

– Efforts were made to diversify the economic base. For example, in the city of Jubail, tourism and entertainment were added to the industrial activities, diversifying the city's function and, in turn, diversifying the types of labor and the population.

– The country's resources and economic structure were among the most important elements in determining the economic development policies for new cities and urban communities. The establishment of new cities can serve as part of the solution to urban problems.

Section Two: Fundamental Concepts of Public Policies

This chapter addresses the basic concepts related to public policies, through three sections. The first section focuses on the concept of public policy, the second section discusses how public policies are designed and implemented, and the third section outlines the conditions for the success of public policies, which are addressed as follows:
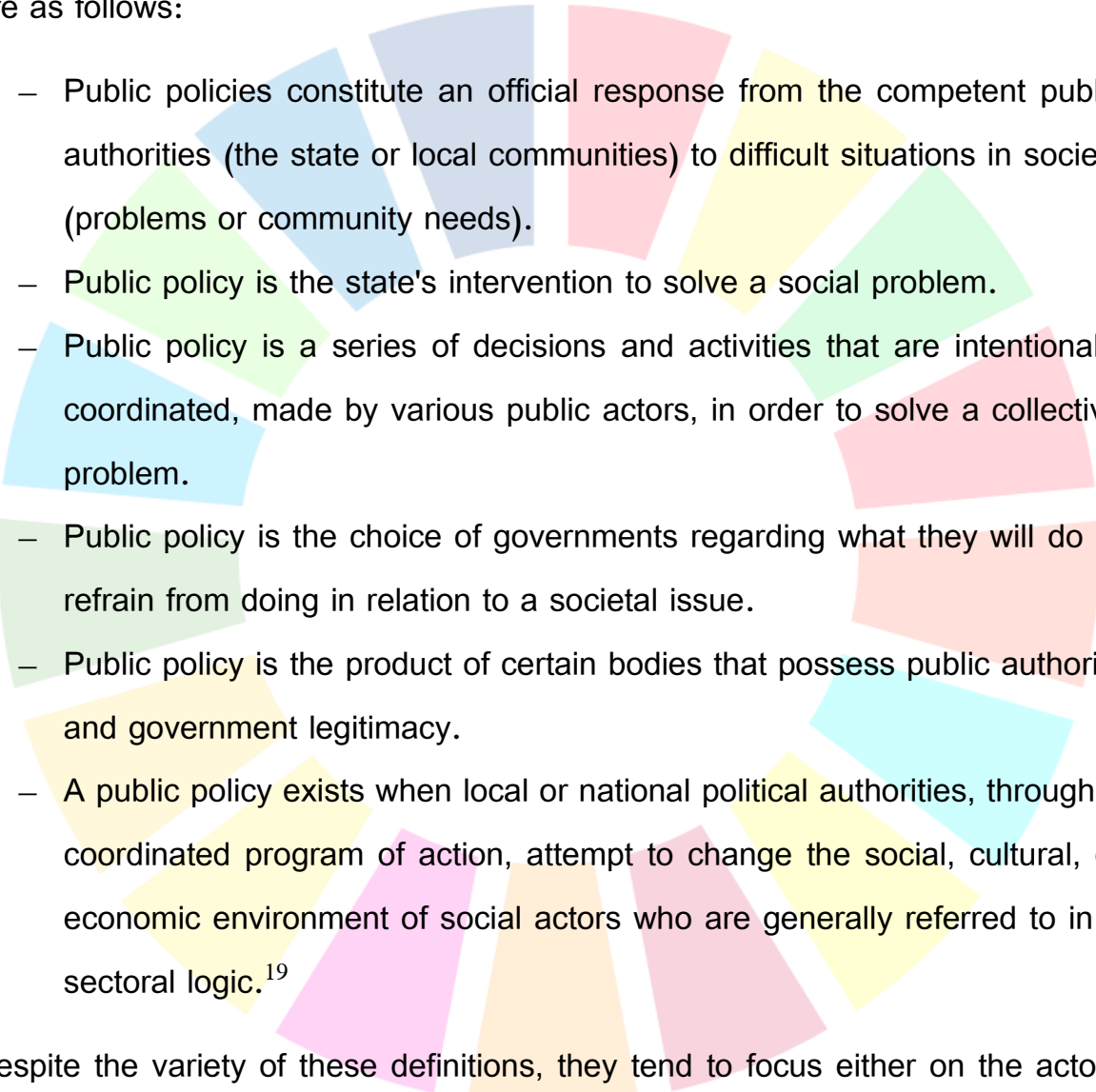
Subsection One: Conceptual Framework of Public Policies

This section will be tackled through three parts. In the first part, we will discuss the concept of public policies. In the second part, we will clarify the components

of public policy. In the third part, we will highlight the factors influencing public policies.

Subpoint One: Defining Public Policies

There are many definitions of the concept of public policy. Some of the definitions are as follows:

- Public policies constitute an official response from the competent public authorities (the state or local communities) to difficult situations in society (problems or community needs).
- Public policy is the state's intervention to solve a social problem.
- Public policy is a series of decisions and activities that are intentionally coordinated, made by various public actors, in order to solve a collective problem.
- Public policy is the choice of governments regarding what they will do or refrain from doing in relation to a societal issue.
- Public policy is the product of certain bodies that possess public authority and government legitimacy.
- A public policy exists when local or national political authorities, through a coordinated program of action, attempt to change the social, cultural, or economic environment of social actors who are generally referred to in a sectoral logic.[19]

Despite the variety of these definitions, they tend to focus either on the actors who possess public authority, the social problems that must be solved, or the actions taken by the state.

---

[19] Khalili Fawzi, (2020), **General Concepts on Public Policy Evaluation**, Presentation at a Training Meeting on the Topic "Evaluation of Public Policies," Court of Auditors, Regional Chamber of Annaba, Algeria, December 14-17. The meeting was organized using video conferencing technology in collaboration with the Arab Organization of Supreme Audit Institutions (ARABOSAI).

Public policy refers to the commitment of public authorities to a course of action, which represents a wide range of activities, regulatory measures, policies, programs, or projects defined as follows:

- **Policy**: A complex set of programs, projects, actions, standards, and regulations serving the same general purpose.

- **Program (or project)**: A set of activities (or projects) precisely defined in terms of means and objectives, limited in time, and working together to achieve a general goal.

- **Activity**: A non-divisible process, clearly defined in terms of objectives, means, and implementation methods.

It is important to ensure alignment and integration between public policies and other decisions, as policy represents the general principles from which strategic plans, executive programs, systems, and other regulatory arrangements derive. Public policy as a whole consists of decisions made by the government, and there should be no contradictions or conflicts between these decisions and related matters, while also considering applicable international or regional agreements and their intersections with these policies.[20]

---

[20] Guideline for Developing Public Policy, Ministry of Communications and Information Technology, Kingdom of Saudi Arabia, p. 10.

Figure 01: The relationship between public policies, strategies, systems, regulatory frameworks, and standards in a gradual manner.

The source: The Guideline for Developing Public Policies − 2022.
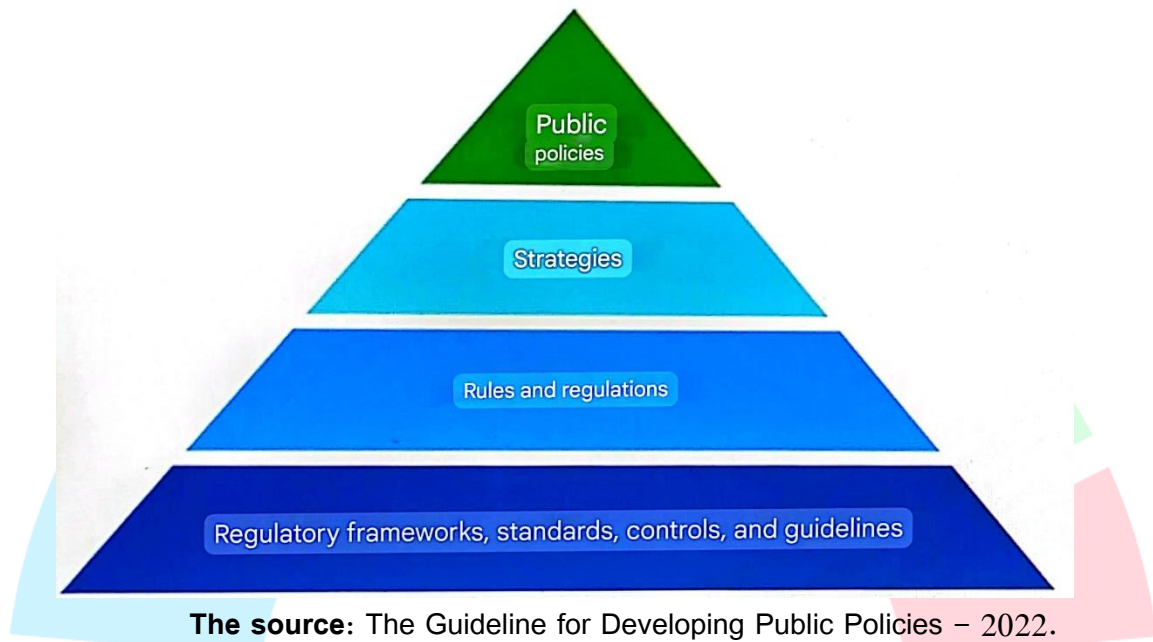
Subpoint Two: Elements of Public Policy

After discussing the concepts of public policy and its evolution, we will now focus on the elements of public policy. The structure of public policy is linked and shaped through a set of elements, as follows:

- **Political Demands**

These refer to everything that is presented to government officials by either official or unofficial actors, urging the government to take action regarding a specific issue. These demands come from individuals and citizens, regardless of their identity, gender, or affiliation, representing various and diverse social needs. The nature of these demands can vary, ranging from citizens' or legislators' desires for the government to act on a specific matter.

- **Policy Decisions**

These are the orders and directives issued by legally authorized government officials that express the contents and procedures of public policy and reflect the government's response to or alignment with the demands presented. These decisions may include legislations in the form of laws, executive orders for implementation, administrative regulations guiding the actions of the administration and organizations, or procedural clarifications for the judicial process regarding law enforcement. All these are connected to the intended outcomes and potential unintended consequences, shaping the policy's approach to one issue and potentially fostering the development of other policies in different fields.[21]

- **Policy Contents Advertisement**

This refers to the official speeches, announcements, and government statements that convey to the public that a specific direction has been taken regarding an issue, which has been addressed by the government. These announcements can take various forms, including official statements or instructions directed to the government administrative bodies, indicating their intention and the desired outcome.

- **Policy Output**

This refers to the tangible results or data arising from public policy based on decisions and statements that citizens can perceive from government actions.

---

[21] Mr. Yassin, *Public Policy: Theoretical and Methodological Issues*, Research in the Book: *Public Policy Analysis*, Ali El-Din Hilal, Egypt, Al-Nahda Al-Misriyya Library, 1988, p. 7.

Policy outputs do not include promises or intentions; they reflect the actual difference between the government's announced intention and the actual implementation.

- **Policy Impact**

This includes all the returns and measured results, whether intended or unintended, resulting from the implementation of public policy that reflects the government's stance on a particular issue. Every implemented public policy has certain effects, which may be positive or negative, and may necessitate the adoption of new or complementary policies.[22]

Subpoint Three: Factors Affecting Public Policy

1. **Political Factors**

✓ **Public Policy as a Dependent Variable**

Public policy, when viewed as a dependent variable, is influenced by political factors. Public policy can be seen as a response to the political system. David Easton defined the political system as "a set of interrelated institutions and activities in a society that make binding decisions for the community." The key elements of the system are inputs, processes, outputs, and feedback, which are central to the concept of an open system where inputs are transformed into outputs for societal benefit. Changes in any of these elements lead to adjustments in the system as a whole. Accordingly, the politically dominant

---

[22] Dr. Al-Naama Al-Saikh Al-Alam, *The Concept of Public Policy Making*, *Al-Ustadh Journal*, University of Tripoli, Libya, Issue 11 (2016), p. 159.

groups in a country may play a significant role in directing government activity, either through fiscal policy or taxation policy.

Historical and political events such as wars and election campaigns can influence the course of public policies, especially concerning the state's financial matters. These factors demand increased government expenditure. Additionally, issues such as combating corruption and increasing the state's commitment to international matters require new government expenditures.

✓ **Public Policy as an Independent Variable**

Public policy can also be viewed as an independent variable, meaning it affects political life through political authority, which is fundamental to the existence of the state. Political authority is necessary for the state to carry out its internal and external functions. Public policy makers, particularly legislative authority, hold direct constitutional power to act without waiting for approval from any official body. For instance, after the legislative authority approves the state budget (in most countries), administrative bodies immediately begin implementing it, demonstrating that the effectiveness of public policies is greatest in systems where democracy prevails.

2. **Administrative Factors**

Administrative factors impact public policies, particularly as the role of the state has evolved from being a guardian state to an interventionist state As the governmental administrative apparatus expands, along with an increase in agencies, institutions, and the number of civil servants, there is a need to

increase public spending to cover the rising costs associated with these institutions, as well as to pay the salaries of new employees.

Just as public policies are influenced by administrative factors, they also influence them by granting administrative institutions financial independence to enhance their efficiency, productivity, and dynamism in modern management practices.[23]

Subsection Two: Designing and Implementing Public Policies

Designing and implementing public policies is a critical phase for achieving social and economic progress. This process requires meticulous planning and effective coordination among various government entities and civil society to ensure the attainment of desired goals. To better understand this topic, this requirement addresses the tools for designing public policies, the methods of implementation, and the key conditions for the success of these policies.

Subpoint One: Tools for Designing Public Policies

1) **The Public Policy Cycle:**[24]

The public policy cycle governs five successive stages:

1. **Problem Identification:** The issue is recorded on the public authority's agenda.

---

[23] Madouri Abdelrazak, 2012, *Analysis of the Effectiveness of Public Policies in Promoting Non-Hydrocarbon Exports in Algeria*, Master's Thesis in Economics, University of Oran, Algeria, pp. 7-9.
[24] Public Policy Evaluation (GUID 9020), Training Meeting via Remote Learning from December 14 to 17, 2020, Public Policy Evaluation by Supreme Audit Institutions, Session One, Unit 1.

2. **Formulating Solutions**：Solutions are carefully studied and crafted through negotiation to prepare a set of options and activities for the public authority.

3. **Decision-Making**：The selection of a solution that becomes a legitimate policy.

4. **Implementation**：Putting efforts into achieving the outlined objectives.

5. **Evaluation**：Assessing the effectiveness of the implemented policy.

Figure 02: Illustrates the Cycle of Public Policies and Programs

```
                    ┌─────────────────────────────┐
                    │    Identify problems needs   │
                    └─────────────────────────────┘
                                   │
                                   ▼
                         ┌──────────────────┐
                         │  Put-on the agenda│
                         └──────────────────┘
                                   │
                                   ▼
                      ┌──────────────────────┐
                      │ Description of desired│
                      │  state (general goals)│
                      └──────────────────────┘
```

Identify problems needs

Put-on the agenda

Description of desired state (general goals)

Dissemination of information (consultation, discussion, citizen participation)

Combination of alternative possible solution

Choose the solution

Structuring the intervention decision

- Establish specific operational objectives
- Arbitration and allocation of resouces
- identify key actors, skills and timeline

Implementation follow-up

Analysis and evaluation

Source: Public Policy Evaluation Guide of the Algerian Court of Accounts, p. 71.

2) Analysis of Problems, Goals, and Stakeholders

a. Problem Analysis:

Problem analysis enables understanding and identifying the negative aspects of an existing situation or condition. It establishes a causal relationship ("cause-effect") between various issues.

This phase is crucial in designing public interventions (policy, program, or project), as it impacts all subsequent analyses and strategic decisions.

The process includes :

- Defining the framework and subject of analysis.
- Identifying the main problems faced by the target groups and stakeholders: *What are the issues? Who is affected?*
- Visualizing the problems in a diagram called the "**Problem Tree**" to facilitate the analysis and clarify the cause-effect relationship.

The implementation follows this path:[25]

Step 1: Reflect on the problems considered by the stakeholders as priorities.

Step 2: Select a starting problem from among those revealed during the in-depth reflection process.

Step 3: Search for issues related to the starting problem.

Step 4: Begin defining the cause-and-effect hierarchy. Place the problems that directly lead to the first problem at the top. Problems that form direct effects of the first problem are placed at the bottom.

---

[25] Guide to Evaluating Public Policies, Algerian Court of Auditors, p. 72.

Step 5: Sort the other problems in the same way. The guiding question is: What is the cause of that? If multiple combined causes result from an effect, they should be placed at the same level on the diagram.

Step 6: Link the problems with causal arrows to clearly show the main connections.

Step 7: Review the diagram and check if it is correct and complete. Question the group to see if any significant problems have not been pointed out. If needed, identify these problems and include them in the diagram.

Step 8: Redraw the diagram, keeping it as a reference and publishing it (if applicable) to collect feedback and information.

b. **Objective Analysis:** Objective analysis is a methodological approach used to:[26]

— Describe the future situation that will prevail once the problems are solved, with the involvement of stakeholders.

— Verify the hierarchy of objectives.

— Clarify the relationships between activities and expected transformations in the form of a diagram.

— Transform "negative situations" in the problem tree into solutions, expressed in the form of "positive lists." For example, "The quality of river water is deteriorating" becomes "Improve the quality of river water."

— Once the objective tree is designed, it provides a vision of the desired future situation, including the path between planned activities, achievements, results, and expected impacts.

---

[26] Guide to Evaluating Public Policies, Algerian Court of Auditors, p. 74.

– Objectives can be quantitative (100,000 housing units) or qualitative (improving living conditions for the elderly or enhancing youth integration conditions), and objectives should be linked to indicators for measurement.

– Indicators are initially used to express the objectives that the policy aims to achieve and then to measure the degree of accomplishment. Moreover, this measurement relies on the quality of the information system established.

Note:

The objectives must be specific, achievable, and measurable. They are not objectives in the true sense of the word: overcoming unemployment, establishing a legal and social framework for work, and promoting lifelong training.

- From the Problem Map to the Goal Map:

– Core problem → General objectives

– Intermediate cause → Intermediate objective

– Root cause → Operational objective

- From the Objective Framework to the Logical Framework of Impacts: Objectives > Achieved Results > Expected Short-term Outcomes > Expected Impacts.

c. Stakeholder Analysis:

Stakeholders refer to "any individual, group of individuals, or local groups such as municipalities, decision-makers, managers, funders, associations, or beneficiaries who are concerned with the success or failure of the public

policy. Stakeholders have different concerns and interests, so their opinions should be taken into account and they should be involved:

- When designing the policy
- When evaluating it

Therefore, it is important to involve stakeholders to enhance the positive impacts of the policy on the beneficiaries, ensure its success, and reduce negative effects, including conflicts between stakeholders.

3) **Logical Framework and Strategy Analysis:**

To understand the comprehensiveness of the evaluated public policy, it may be necessary to develop a **logical framework** for this policy. This tool provides a practical and conceptual description of the main aspects of public intervention. It is sometimes defined by the public policy designers (a common practice in international organizations that manage projects), but if not available, it can be reconstructed upon the evaluator's request.

The logical framework allows for:

- Understanding the public intervention strategy (reason for intervention, needs or problems to be solved, logic of intervention, objectives, activities, achievements, and expected outcomes).
- Clearly defining the priorities of the desired objectives.
- Identifying the causal links between the desired objectives and allocated resources.
- Defining, from the project design stage, success criteria, risks, and means of achieving the set objectives.

– The logical framework helps clarify the operational logic of a program or project. It is particularly suitable for evaluating simple public policies, where the objectives and stakeholders can be easily defined, and helps identify evaluation questions.

The logical framework can be represented as a matrix as follows:

- **Logical Framework for a Policy, Program, or Project**

Impacts	Description of Intervention	Verifiable Indicators	Sources of verification and audit	Assumptions
Strategic Goal (Overall Impact)				
Specific Objectives				
Results (Actual)				
Activities (Achievements)				
	Resources	Cost		

Reconstructing the Intervention Logic is essential for:

– Understanding the history and sequence of the policy being evaluated;

– Helping to reveal and clarify the objectives and expected impacts;

– Demonstrating the expectations and motivations of decision-makers in the absence of clear objectives;

– Proposing questions about impacts ;

– Assisting in assessing the internal coherence of the intervention;

– Formulating evaluation questions, which will be organized according to evaluation criteria and enriched with indicators.

Note: It is useful to identify the main external factors that set conditions for the intervention or limit its implementation.

- **How to Reconstruct the Intervention Logic:**

  – Collect and analyze key official documents related to the intervention (programming or planning documents);

  – Identify the main activities;

  – Define the intervention's objectives;

  – Translate objectives into expected results and impacts;

  – Link activities to expected impacts by reconstructing cause-and-effect relationships;

  – Verify that the causal relationships are logical;

  – Discuss the reconstructed logic with basic information provided by the program designers and managers, as well as experts in the field.

Note: The evaluation team studies the logical framework prepared at the beginning of the intervention. If such a document does not exist, it should be reconstructed by the evaluation team with the relevant stakeholders in the evaluated public policy.

Subpoint Two: Public Policy Implementation

This section addresses the following elements:

1. **Concept of Public Policy Implementation**

Public policy implementation is the process through which public policy decisions are translated into programs and projects by the relevant administrative bodies

or newly created entities for the purpose of implementing public policies and achieving the goals they were designed for. Therefore, the means and activities of implementation must adapt to any changes in the goals and results of the public policy.

It can be emphasized that implementation refers to the activities that enable the achievement of planned programs and demonstrate their results and effects at the societal level in general, and for the targeted groups in particular.[27]

2. Requirements for Public Policy Implementation

Implementing public policy requires a set of elements, including the following:

– Knowing what is intended to be done by the public policy and its implementation;

– Providing the necessary resources for implementation;

– The ability to organize in order to achieve the defined policy objectives;

– Controlling performance methods and ensuring the ability to carry out tasks related to policy implementation.

Public policy can be implemented through compliance and obedience, through threats and incentives, through project−based implementation, or through inspection and control methods.

3. Stakeholders in the Implementation of Public Policy[28]

➢ Official Actors in Public Policy Implementation:

---

[27] Fahmy Khalifa Al-Fahdawi, *Public Policy: A Holistic Perspective in Structure and Analysis*, 1st Edition, Amman: Dar Al-Misera for Publishing, Distribution, and Printing, Qatar, Doha, 1991, p. 279.
[28] Dr. James Anderson, Translated by: Dr. Amer Al-Kubaisi, *Public Policy Making*, Dar Al-Mesira for Publishing, Distribution, and Printing, 1991, p. 124.

1. **The Executive Authority:**

The executive formulates and implements public policies under the supervision of the head of government. Ministers are responsible for executing policies within their respective sectors.

2. **The Legislative Authority:**

Comprising the House of Representatives and the Councilors, the legislative body enacts laws and organizes political, economic, and social life. Parliament serves as a platform for conveying citizens' demands and monitoring the government.

3. **The Judicial Authority (Constitutional Judiciary):**

The judiciary ensures the constitutionality of laws and influences public policy implementation through its rulings. It enjoys relative independence and plays a crucial role in verifying legislative constitutionality.

➢ Non-Official Actors:

These include institutions and individuals who influence official actors, notably:

1. **Pressure Groups (Lobbies):**

They play a significant role in shaping public policies by lobbying the government and parliament to achieve their interests. They act as intermediaries between civil society and authorities, protecting their interests through various channels such as politics, media, and, at times, unlawful means.

2. **Political Parties:**

Their effectiveness varies depending on the political system. In democratic countries, they significantly contribute to public policy-making by

representing citizens. For example, in the United States, parties greatly influence policies through Congress and the presidency.

3. **Civil Society:**

Its role extends beyond voluntary work to include assessing, implementing, and monitoring public policies.

4. **Media:**

The media substantially impact public policies by bringing issues to the government's agenda and raising citizens' awareness.

Subsection Three: Conditions for the Success of Public Policies

The factors contributing to the success or failure of public policies can be identified and analyzed through questions related to the policy formulation phase and the implementation phase.[29]

1. **Conditions for Success During the Formulation Phase**

   – Has the social issue to be addressed by public intervention been analyzed? Poor design and problem formulation are significant sources of public intervention failure.

   – Were the factors (causes) contributing to the social issue correctly analyzed and understood?

   – Were the objectives clearly and sufficiently defined to ensure their achievement?

   – Does the public intervention have a level of "political" feasibility (adoption)?

   – Can the public intervention be technically implemented by individuals and organizations assigned this task (considering time constraints, knowledge, data availability, organization, and execution skills)?

---

[29] Public Policy Evaluation (GUID 9020), Training Meeting via Remote Learning from December 14 to 17, 2020, *Op. Cit.*, Session One, Unit 1.

– Is it unlikely that the public intervention will produce adverse effects, even if its achievements and outcomes appear positive?

– Were difficulties related to implementation anticipated during the formulation phase (identifying critical points)?

– Were the resources and human capacities allocated to the specific public intervention assessed and adapted adequately to the intended objectives (Are resources sufficient to achieve the goals)?

– The simpler the public intervention, the fewer the actors and stages involved, increasing the likelihood of success.

2. **Conditions for Success During the Implementation Phase**

– Were the expected services from various actors responsible for implementation sufficiently clarified? Errors in interpretation, vague objectives, lack of knowledge and will, loss of authority, and discrepancies between set goals and on-ground application may hinder goal achievement.

– Does the body overseeing the intervention possess the capacity and will to manage and evaluate the implementation process and its performance in addressing societal issues?

Section Three: Evaluation of Public Policies by Supreme Audit Institutions

Public authorities have increasingly prioritized evaluating public policies to identify the reasons for their failure or their inability to meet the intended needs. Given their prominent role, the guarantees ensuring their independence, and their expertise in assessing government performance, Supreme Audit Institutions (SAIs) are among the key actors in the evaluation of public policies.

This section is divided into three subsections. **The first subsection** addresses the concept of public policy evaluation. **The second** highlights the role of SAIs among various actors in public policy evaluation. **The third** explains how SAIs evaluate public policies.

Subsection One: The Concept of Public Policy Evaluation

This section explores the definition of public policy evaluation, its types, and its objectives. The details are as follows:[30]

Subpoint One: Definition of Public Policy Evaluation

The Organization for Economic Cooperation and Development (OECD) defines public policy evaluation as:

"A systematic and objective assessment aimed at providing an opinion on the value of a project, program, or policy."

The purpose of public policy evaluation includes:

- Assessing the appropriateness and coherence of predetermined objectives.
- Evaluating the use of resources and their alignment with objectives.
- Measuring the effectiveness of interventions in achieving objectives.
- Estimating the sustainability of observed outcomes.

Similarly, the International Organization of Supreme Audit Institutions (INTOSAI) defines public policy evaluation in its guidelines (July 2016) as:

"A study conducted to assess the value of a policy in terms of its objectives, implementation methods, results, and socio−economic impacts, while evaluating its performance level to determine the relevance of the policy."

---

[30] Maâchou Nabila (2020), *General Concepts on Public Policy Evaluation*, Presentation at the Training Meeting on "Evaluation of Public Policies," Algerian Court of Auditors in collaboration with the Arab Organization of Supreme Audit Institutions (ARABOSAI), conducted via video conferencing technology, December 14-17, 2020.

The Algerian Court of Accounts' guide on public policy evaluation defines it as: "**The assessment of interventions based on their results, impacts, and the needs they aim to address.**"

Public policy evaluation seeks to establish a shared vision of the policy and assess its effectiveness based on explicit and appropriate criteria, including: Its objectives, intervention logic, resources used, and resulting impacts (intended or unintended).

Evaluation criteria often include relevance, efficiency, effectiveness, significance, impacts, and sustainability of outcomes.

Importantly, evaluation is not merely about determining whether objectives were achieved. It aims to identify the broader impacts of public policies—distinguishing between outcomes directly resulting from the evaluated policy and those influenced by external factors.

Evaluation is not about judging individuals; it aims to improve public policies. Unlike auditing, evaluation does not assess adherence to predefined rules to penalize deviations. Instead, it relies on appropriate evaluation criteria and a consultative approach involving all stakeholders.

Public policy evaluation can be categorized based on timing and objectives:

- **Ex-ante evaluation:** Conducted during the policy design phase.
- **Mid-term evaluation:** Conducted during policy implementation.
- **Ex-post evaluation:** Conducted after policy implementation and can be further divided into:
  - **Final evaluation:** Immediately after policy implementation.
  - **Post-evaluation:** Conducted years after implementation to assess long-term impacts.

Subpoint Two: Objectives of Public Policy Evaluation

Before conducting an evaluation, it is essential to highlight its benefits for public authorities and citizens. An evaluation is only effective if it meets the following conditions:[31]

- **Legitimacy** :
  - ✓ Ensured through the quality and transparency of evaluation methods and techniques.
  - ✓ Achieved through objective, transparent, and impartial evaluation efforts.
- **Relevance** :
  - ✓ **Timeliness**: Conducting evaluations at an appropriate time when they garner the interest of public authorities and citizens eager to understand why a policy failed to meet their expectations.
  - ✓ **Responsive questions**: Evaluation questions should address the concerns of all relevant stakeholders.
- **Accessibility** :
  - ✓ Comprehensive and detailed presentation of evaluation results.
  - ✓ High-quality reports characterized by precision and clarity.

The Evaluation of Public Policies Aims to Produce and Analyze as Much Information as Possible About Government Actions and Their Performance Levels, Particularly Regarding Their Impacts, Through the Following:

- **Generating Knowledge**: Understanding the process of public interventions to provide a clear picture of achievements, outcomes, impacts, and beneficiaries.

---

[31] Public Policy Evaluation (GUID 9020), Training Meeting via Remote Learning from December 14 to 17, 2020, *Op. Cit.*, Session One, Unit 2.

- **Assessing the Value of Public Intervention**: Analyzing collected data to evaluate the implementation and impacts of the concerned public policy.

- **Assisting in Decision-Making**: Through conclusions and recommendations, imbalances can be corrected, reasons for failures avoided, performance improved, programs terminated, or their implementation redirected.

- **Enhancing Public Performance**: Particularly by optimizing the use of resources and improving the relevance and effectiveness of public policy design and implementation.

Public policy evaluation derives its uniqueness from the significance and specificity of its guiding principles, including:

- **Considering the Views of Stakeholders**: Including policymakers (ministries, regions, public institutions), actors implementing the policy, citizens, local representatives, associations, etc.

- Strict Adherence to Principles of Independence and Objectivity.

- **Assembling a Multidisciplinary Audit Team**: Ensuring the team possesses diverse skills and expertise.

- **Incorporating Two Dimensions in Every Audit Process**:

- **Retrospective Dimension**: Drawing lessons from past experiences.

- **Prospective Dimension**: Providing useful recommendations to improve future public interventions.

Subpoint Three: Criteria for Evaluating Public Policies

Public policies are evaluated based on a set of criteria that ensure their feasibility and effectiveness. These criteria can be summarized as follows :[32]

- ✓ **Effectiveness Criterion:** Defined in the ISSAI 300 standards for the principles of performance audit as achieving the set objectives and desired results. Evaluating effectiveness involves assessing the extent to which the predefined goals of public policies have been achieved by comparing the objectives set during the policy's design with the results obtained upon its implementation.

- ✓ **Efficiency Criterion:** Known as "competence" in ISSAI 300, which outlines the fundamental principles of performance auditing. It is defined as maximizing the use of available resources and relates to the balance between resources used and the outputs produced in terms of quantity, quality, and time. Evaluating efficiency focuses on assessing the relationship between the results achieved and the resources utilized.

- ✓ **Economy Criterion:** As described in ISSAI 300, this refers to minimizing resource costs while ensuring that the resources used are available in the required quantity and quality, at the right time, and at the best prices.

- ✓ **Relevance (Appropriateness) Criterion:** Public authorities design policies to address specific population needs. A public policy is considered relevant if its explicit objectives correspond to the problem(s) it is intended to solve. According to public policy evaluation guidelines, relevance is the alignment between the policy's objectives and the economic, social, and environmental needs that prompted its adoption. Evaluating relevance

---

[32] Public Policy Evaluation (GUID 9020), Training Meeting via Remote Learning from December 14 to 17, 2020, *Op. Cit.*, Session One, Unit 2.

assesses how well the objectives (explicit or implicit) align with expressed needs.

✓ **Policy Feasibility Criterion**: Defined by INTOSAI in its guidelines for evaluating public policies as the extent to which the policy's impact aligns with the needs it aims to address.

✓ **Consistency Criterion**: This consists of two sub−criteria:

— **Internal Consistency**: Examines the alignment of a policy's objectives with one another.

— **External Consistency**: Assesses the alignment of public policy objectives with other governmental interventions.

✓ **Impact Criterion**: Public policy evaluation goes beyond assessing results to include impact evaluation. According to public policy evaluation guidelines, a distinction is made between results and impacts as follows:

— **Policy Results**: Immediate and short−term effects, directly affecting the immediate beneficiaries.

− **Policy Impacts**: Delayed or medium−to−long−term effects that extend to non−direct beneficiaries. This criterion allows for an assessment of overall results (long−term impacts, positive or negative, direct or indirect, expected or unexpected) and the transformations experienced by citizens (both direct and indirect beneficiaries) due to the public intervention.

✓ **Sustainability Criterion**: This involves examining the durability of public intervention by assessing the long−term sustainability of its results and impacts, including their persistence even after the intervention has concluded.

Figure 03: Shows the criteria for evaluating public policies and their interrelationships.
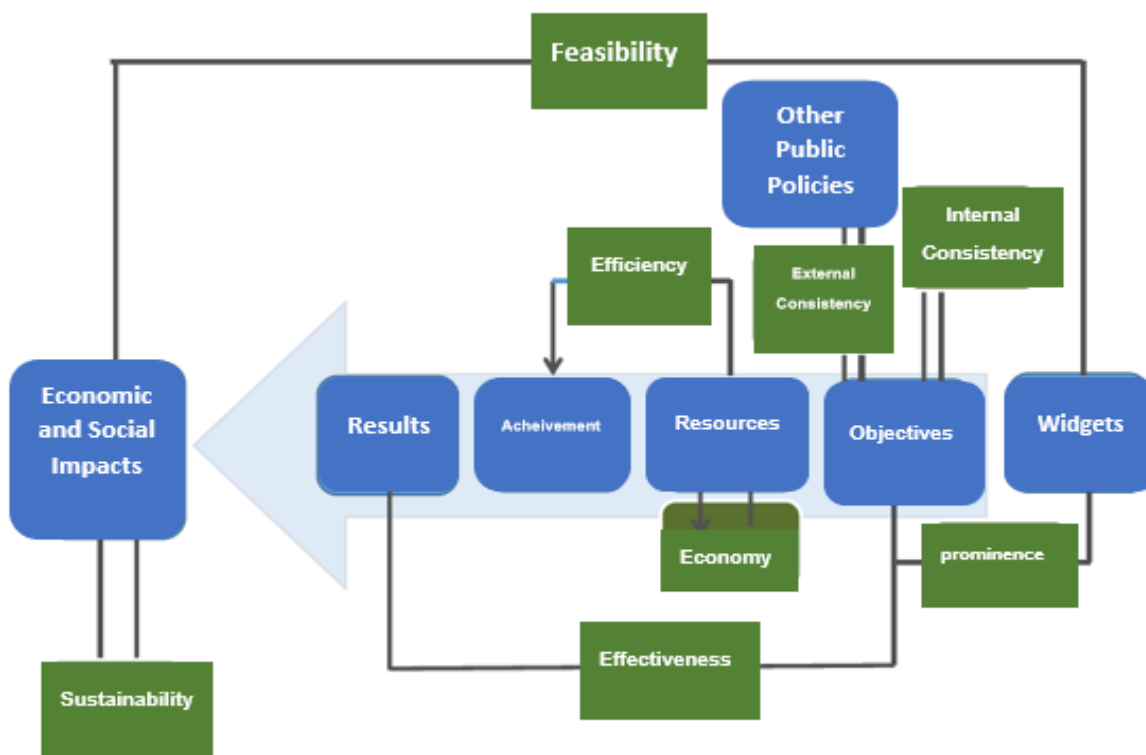
Subsection Two: The Role of Supreme Audit Institutions Among Various Actors in Public Policy Evaluation

Subpoint One: Actors in the Evaluation Process

Supreme Audit Institutions are not the sole actors in public policy evaluation; this responsibility is shared with several other actors, including official and unofficial entities:

    a. **Official Entities :**The evaluation process is carried out by a group of official bodies, including:

1. **Parliamentary Councils**: The oversight and evaluation of programs and projects designed and implemented by the government are among the most critical functions of parliamentary councils in democratic states. These councils are authorized to legislate systems and laws and are tasked with approving programs and projects proposed by executive bodies to address problems and meet citizens' demands.

2. **Executive Bodies**: Executive bodies such as ministries, agencies, and governmental and non-governmental institutions carry out their evaluations of programs and projects they implement. This ensures that the implementation aligns with planned objectives and facilitates corrective actions to respond to the accountability requirements imposed by the entities responsible for evaluation.

3. **Independent Constitutional and Advisory Institutions**: This includes Supreme Audit Institutions, economic and environmental councils, anti-corruption bodies, and others. These entities work to enhance good governance, accountability, and transparency in public administration by providing independent assessments and recommendations based on objective studies and analyses.

b. **Unofficial Entities**: these include:

1. **Citizens**: Citizens evaluate the success or failure of specific policies since these policies directly impact them. They can issue evaluative judgments, albeit without having full access to the information regarding the crafting and implementation of various policies or using the scientific tools required for the process.

2. **Media and Communication Platforms:** The significant developments in communications and information technology have amplified the influential role of media. It is not only a medium for disseminating knowledge and raising awareness but also a tool for shaping and directing public opinion. Additionally, it highlights government activities and various perspectives on adopted policies.

3. **Political Parties, Elites, and Pressure Groups:** These actors play a critical role in evaluating programs and projects, using evaluations as leverage to secure political, economic, or social gains that benefit their interests.

Subpoint Two: Distinctiveness of Supreme Audit Institutions in Public Policy Evaluation

Supreme audit institutions possess features and characteristics that make them the most important actors in the field of public policy evaluation. These features enable these institutions to provide accurate and objective assessments, thereby enhancing the effectiveness and efficiency of the policies in place. We will outline these features and characteristics in detail.

1. **The Position and Status of the Court of Accounts Among State Institutions**

   The Court of Accounts holds a strategic position within the hierarchy of state institutions as a constitutional body, which allows it to access all data and information related to public policies. This status grants it authority and influence, enabling it to intervene effectively in evaluation and review processes, which enhances the credibility and effectiveness of its outcomes.

2. **Guarantees of Independence and Objectivity**

Supreme audit institutions are provided with legal guarantees that ensure their independence and objectivity. These guarantees allow them to work freely without external influences, ensuring the accuracy and integrity of their reports and assessments. Independence is the cornerstone of their work, as it enables them to focus on the public interest without being subjected to political or economic pressures.

3. **In-Depth Knowledge of Actors and Public Interventions**

Supreme audit institutions gain a comprehensive and in-depth understanding of public actors and interventions through their practice of various types of audits, including performance audits. This knowledge enables them to conduct integrated analyses of public policies and understand the interrelations between different actors and policies, which enhances the accuracy of their evaluations.

4. **The Overlap Between Performance Auditing Tasks and Public Policy Evaluation**

The tasks of supreme audit institutions in performance auditing overlap with those in public policy evaluation, enabling them to use performance auditing tools and methodologies to provide more comprehensive and detailed assessments. This overlap contributes to strengthening the institutions' ability to offer actionable recommendations with a positive impact on policy improvement.

5. **Multidisciplinary Auditing Work**

Given the variety of actors involved in the life cycle of public policy, from design to implementation, and the fact that public policies typically impact

various sectors and are often designed centrally and implemented regionally, these institutions often resort to performing multidisciplinary audits. This means that evaluations are carried out by a combination of national and regional chambers. This multiplicity allows them to view public policies from multiple angles, enhancing the comprehensiveness and accuracy of evaluations and ensuring that all aspects of the policies under review are considered.

6. **Utilization of External Expertise**

Supreme audit institutions have the ability to benefit from external expertise when necessary, whether local or international. Relying on external expertise strengthens their capacity to evaluate public policies in an independent and impartial manner and provides them with new perspectives and advanced analytical tools.

7. **Easy Access to Information**

Supreme audit institutions have a high ability to access information from the entities being evaluated. This easy and rapid access to information ensures that their evaluations are based on accurate and up−to−date data, which enhances their credibility and the effectiveness of their recommendations.

Subsection Three: Evaluation of Public Policies by Supreme Audit Institutions

Supreme Audit Institutions work to enhance good governance, accountability, and transparency in the management of public affairs through a comprehensive audit process that includes several stages. This process starts with the planning phase, during which the topic, objectives, criteria, and methodologies for

evaluation are selected. The next phase is the execution phase, which involves collecting data, conducting studies, objective analyses, and interviews. Afterward, the final results are formulated, where data is analyzed, results are evaluated, and a report is drafted. Finally, recommendations based on these results are presented to the relevant authorities, aiming to improve policies and public practices and ensure the achievement of the desired goals. The evaluation process can be detailed as follows:

Subpoint One: Planning the Evaluation Process

1. **Choosing the Topic:**

   Evaluation topics are pre-selected within the framework of multi-year programming based on criteria that assess the usefulness and importance of public policies. The choice is confirmed during the annual programming, based on the conclusions of the detailed feasibility report, which is drafted for each proposed evaluation project.

   The first phase of any evaluation is the preparation of an evaluation proposal aimed at determining whether a given topic (policy, program, etc.) warrants evaluation. This selection is often accompanied by a Feasibility report, especially in multi-year programming.[33]

   The topic selection for evaluation is based on criteria such as:

- The significance of the policy or program and the stakes and financial resources allocated.

- The impact on the population or public performance.

- Risk and timely opportunity analysis.

- Promoting transparency and ensuring the proper use of public funds.

---

[33] Guide to Evaluating Public Policies, Algerian Court of Auditors, p. 17.

2. **Preparing the Feasibility report for Evaluation:**

Not every public policy requires an evaluation, so it is crucial to systematically and thoroughly examine the feasibility report to assess the benefit of undertaking an evaluation. This report also outlines the evaluative questions and whether it is possible to gather the necessary data to answer them.[34]

The feasibility report is the essential cornerstone and unique aspect of the evaluation process compared to other audit activities. The evaluation process cannot begin without completing the feasibility analysis phase, which allows it to be included in the annual audit program after approval by the relevant chamber. Additionally, the results of the Feasibility report may lead to the abandonment of the evaluation process.

This is the mandatory first step in any evaluation activity and precedes the actual evaluation. It is particularly important to initially assess whether it is possible to identify, measure, and categorize the effects of the public policy, as these elements are prerequisites for evaluating the policy.

Accordingly, the Feasibility report should allow:

- Defining the objectives, stakes, and scope of the evaluation.
- Determining the set of evaluative questions.
- Estimating challenges and proposing solutions to overcome them (required skills from assessors, expert involvement, etc.).

---

[34] Guide to Evaluating Public Policies, *Op. Cit.,* p. 17.

- Estimating difficulties and proposing solutions (required skills from assessors, expert involvement, etc.).

- Preparing the evaluation methodology.

- Identifying available and missing data sources necessary for evaluation.

- Following a logical framework or impact diagram for the public activity being evaluated.

- Identifying the stakeholders in the evaluated public policy and determining the level of consultation/participation in the evaluation.

- Planning the various stages of the evaluation.

- Estimating the resources required for successful implementation (working days, etc.).

Thus, the feasibility report must enable an assessment of the policy's evaluability. It should not hesitate to indicate that a policy cannot be effectively evaluated due to reasons such as:

- Clear lack of ability to measure and assess impacts.

- Absence of willingness to involve stakeholders.

- Recent or ongoing evaluation of the policy.

- Suitability of using traditional audit or inspection methods.

- Inability of the institution to complete the evaluation within reasonable timeframes.

These challenges may lead to either abandoning the evaluation or adjusting its scope to make the evaluation feasible, or opting for an alternative approach.

a. **Establishing a Support Committee**

The main role of the support committee (evaluation steering committee) is to facilitate the evaluation process, especially by ensuring good communication with various stakeholders.

The committee provides its opinion on the feasibility report, approves the evaluation plan, and the evaluation guide for the selected topic. It also participates in formulating evaluative questions and offers advisory opinions on the proposed data collection methods. The committee accompanies the evaluation work, formulation of conclusions, and recommendations, and also participates in assessing the quality of the evaluation.

The committee, chaired by the head of the chamber or branch, may seek the assistance of experts in the field of the policy being evaluated. It does not constitute a deliberative body, but it examines and approves the evaluation report draft.[35]

b. **Formation of the Evaluation Team**

The evaluation team must be familiar with the area related to the subject being evaluated and should be trained on specific evaluation methodologies. If necessary, the team may also receive specialized training related to the subject. A specific guide can be developed to direct and frame the evaluation work based on this guide. The evaluation team may, if necessary, enlist the assistance of external experts. The appointment of a coordinator is crucial to guide and frame the team's work and ensure the success of the evaluation project.

---

[35] Guide to Evaluating Public Policies, *Op. Cit.*, p. 18.

3. **Preparing the Evaluation Plan**

The evaluation plan is prepared during the evaluation preparation phase to determine the scope of the work. It can be adjusted during the evaluation if there are significant factors justifying such modifications. Any changes to the evaluation plan are documented and formalized in the report's supporting file.

The evaluation program is prepared once the feasibility report has been reviewed by the deliberative body and is approved by the head of the chamber.[36]

Subpoint Two: Implementing the Evaluation Process

1. **Notification of Evaluation**

Key stakeholders involved in the evaluation are informed about the commencement of the evaluation and its methodology through a notification letter signed by the head of the chamber. The notification includes the following information :

‒ The legal basis for the council's jurisdiction.

‒ The purpose and scope of the evaluation.

‒ The period covered by the evaluation.

‒ The identities of the evaluation team members responsible for the evaluation.

The letter may also specify the team's right to access relevant documents and information.

---

[36] Guide to Evaluating Public Policies, *Op. Cit.*, p. 17.

2. **Opening Interviews**

At the beginning of the evaluation, interviews should be conducted with the individuals mentioned in the notification letters. These interviews aim to explain the evaluation issue, methodology, timelines, and ways of involving the stakeholders. They help gather insights from stakeholders about the policy under evaluation.

3. **Investigation Process**

The investigation includes implementing the techniques and tools outlined in the evaluation program according to the planned timeline. If necessary, evaluators can suggest necessary adjustments to the program. Generally, the evaluation process involves collecting and analyzing data to obtain evidence−based findings, conclusions, and recommendations presented in the report. It engages relevant stakeholders as much as possible. Various quantitative and qualitative data collection techniques are used during the evaluation process, such as document analysis, database searches, surveys, interviews, focus groups, ethnographic observations, sectoral or international benchmarks, external validations, and cross−sectoral or international comparisons.

The evaluation team is not required to use all of these methods comprehensively. The selection and documentation of data collection methods depend on the characteristics of the policy being evaluated and the questions arising from the evaluation plan. The results drawn from these methods are conditioned by the chosen method and sample.[37]

---

[37] Guide to Evaluating Public Policies, *Op. Cit.*, p. 19.

Subpoint Three: Finalizing the Results

1) Drafting the Report

– The evaluation process leads to the formulation of findings, conclusions (evaluation judgments), and recommendations.

– The evaluation report clearly distinguishes the findings, which are drawn only from facts and analyses, from the conclusions, which involve value judgments.

– Conclusions should be hierarchical and supported by solid findings and analyses (logic: finding → conclusion). A conclusion can be based on several findings.

– Conclusions provide clear answers to the evaluation questions posed at the beginning. They focus on the merits of the intervention being evaluated, rather than the people executing it or benefiting from it.

– Conclusions are based on a judgmental reference system that includes criteria and targeted indicators. Ideally, the conclusion should apply this reference system to the evaluation findings.

– A single conclusion can answer multiple questions, and multiple conclusions may address a single question. The conclusion explains the identified issues, gaps compared to the intended goals, causes, weaknesses and/or strengths, risks, failures revealed by the evaluation, and their impacts on the policy or program.[38]

2. Recommendations

Recommendations are derived from the conclusions and aim to improve or reform the evaluated intervention, draw lessons, or design a new

---

[38] Guide to Evaluating Public Policies, *Op. Cit.,* p. 20.

intervention. These recommendations are proposed by the evaluators and presented for the follow-up committee's opinion, if applicable, before the report is presented to the chamber or council body to inform their deliberations. This opinion is summarized when the report is presented to the chamber.

Recommendations should be reasonably limited in number (fewer than 20), prioritized, useful, realistic, and feasible. Not every evaluation necessarily includes recommendations.

3. **Closing Interview**

At the end of the investigation and evaluation process, a final interview should be conducted with relevant stakeholders to reinforce the findings and conclusions, as well as the direction of the recommendations, and to collect their views or feedback.

4. **Managing the In-Person Procedure (Right of Reply)**

Once approved, the full report or its excerpts are shared with the concerned parties to obtain their responses —whether they agree with or oppose the report or any of its parts. A final report is then prepared based on these responses.

5. **Publishing the Report and Utilization**

The report is published to ensure transparency and provide information to the public and concerned parties. This facilitates tracking the implementation of recommendations and applying public pressure to improve performance and public policies. The report can also be used in interventions, seminars, and public discussions to raise awareness and foster positive change.

Chapter Two:

Assessment of the Algerian Court of Accounts Regarding the Policy of Establishing New Cities in Algeria Within the Framework of Sustainable Development Goal 11 – Case Study: "The New City of Sidi Abdellah"

Preface:

In light of the rapid economic and social transformations occurring in Algeria, the importance of new cities has emerged as an effective means to address urban challenges and meet the growing needs of the population. The New City of Sidi Abdellah stands as one of these ambitious projects aimed at achieving sustainable development by providing integrated infrastructure and modern facilities that contribute to improving the quality of life for citizens.

In this context, the role of the Algerian Court of Accounts becomes crucial in assessing the extent to which government plans align with citizens' needs and in evaluating the achievement of the goals outlined in the national plan for establishing new cities. The Algerian Court of Accounts is one of the most prominent oversight bodies in Algeria, tasked with monitoring and evaluating the use of public resources to ensure transparency and accountability in public administration.

To understand the key practices of the Court of Accounts in the evaluation process, as well as the main findings and recommendations derived from its assessments, this chapter is divided into three sections:

- ✓ **Section One:** An overview of the Algerian Court of Accounts.
- ✓ **Section Two:** Key practices of the Court of Accounts in evaluating the policy for establishing the New City of Sidi Abdellah.
- ✓ **Section Three:** Key findings from the evaluation of the New City of Sidi Abdellah within the framework of sustainable development goals.

Section One: Overview of the Algerian Court of Accounts

The Algerian Court of Accounts represents the supreme oversight authority in Algeria. It is responsible for monitoring the proper use of public funds and evaluating public programs and policies. This section provides an overview of the Algerian Court of Accounts, detailing its definition in the first subsection, its organizational structure in the second subsection, and its powers in the third subsection.

Subsection One: Definition of the Algerian Court of Accounts

The Algerian Court of Accounts is a constitutional institution and an independent supreme body for ex-post oversight of the finances of the state, local authorities, public services, and state-owned commercial assets.

To foster global engagement and gain insights from international expertise and practices in the field of oversight, the Court is a member of the International Organization of Supreme Audit Institutions (INTOSAI). It adheres to the principles and standards agreed upon within this organization.

1. **Constitutional and Legal Framework** :

- The Court of Accounts was established under Article 190 of the 1976 Constitution and reaffirmed in Articles 160 of the 1989 Constitution and 170 of the 1996 Constitution. It was further consolidated under Article 192 of the 2016 Constitution. Additionally, Article 199 of the current Constitution enhances the role and independence of the Court.

- The Court's powers, organizational structure, operational methods, and the penalties for its findings at both administrative and judicial levels are

governed by Ordinance No. 95-20 of July 17, 1995, amended and supplemented by Ordinance No. 10-02 of August 26, 2010.[39]

2. **Functions and Objectives** :

➤ **Functions** :

— The Court audits the use of public resources, assets, and funds by public entities.

— It evaluates the management of public institutions and ensures that their financial and accounting activities comply with laws and regulations.

➤ **Objectives** :

— To promote the efficient and effective use of public resources, assets, and funds.

— To advance accountability and contribute to fostering good governance, transparency in public fund management, and the prevention and combating of fraud and unethical practices detrimental to public assets and funds.

Subsection Two: Organization of the Court of Accounts

The Court of Accounts operates independently and follows public accounting rules. It is managed by a President appointed by the President of the Republic, assisted by a Vice President. The Court is organized into national chambers (8 chambers), regional chambers (9 chambers), and a chamber specializing in budgetary and financial discipline. This can be explained as follows :

---

[39] Order No. 95-20 dated July 17, 1995, amended and supplemented by Order No. 10-02 dated August 26, 2010, concerning the organization of the Court of Auditors.

- **President of the Court of Accounts**：

  − Manages the Court and is assisted by the Vice President.

  − Represents the Court in external relations, oversees its operations, and approves its annual activity programs and estimated expenditures.

  − Coordinates the Court's activities with the help of the Vice President.

- **Secretary-General** :

  − Under the President's authority, the Secretary-General coordinates and supervises the activities of the technical departments and administrative services.

- **Technical and Administrative Departments** :

  − The Department of Analysis and Audit Techniques and the Department of Studies and Information Processing provide essential support for the Court's tasks and help improve its performance.

  − The Directorate of Administration and Resources manages the Court's finances, staff, and material resources.

- **General Prosecutor** :

  − Acts as a public prosecutor and oversees the judicial functions of the Court, assisted by deputies.

  − Ensures the regular submission of accounts and requests penalties for delays or non-compliance.

  − Monitors the enforcement of the Court's decisions and verifies the implementation of its directives.

- **National and Regional Chambers** :

– National chambers oversee sector–specific audits of public authorities, national institutions, ministerial sectors, and public companies, including trade, banking, insurance, and holding companies.

– Regional chambers monitor the finances of local authorities and their associated entities within their geographic jurisdiction.

- **Chamber of Budgetary and Financial Discipline:**

– Organized into investigative and adjudicative formations, it handles investigations and cases related to financial and budgetary management discipline for officials responsible for public expenditure.

- **Clerical Office** :

– Handles the reception of accounts, supporting documents, responses, appeals, and other records.

– Prepares the agendas for the Court's sessions, records decisions, and disseminates reports, rulings, and other outcomes.

– Archives materials related to the Court's jurisdictional activities.

Subsection Three: Powers of the Court of Accounts

The Algerian Court of Accounts possesses administrative, judicial, and advisory powers:

- ➢ **Administrative Powers** :[40]

– Monitors and evaluates the proper utilization of resources, funds, assets, and materials by public entities.

---

[40] Article 06 of Order 95/20 dated 17/07/1995 concerning the Court of Auditors, as amended and supplemented.

– Assesses the quality of public institution management in terms of efficiency, effectiveness, and economy.

– Issues recommendations based on its investigations to improve resource management.

➤ **Judicial Powers :**[41]

– Ensures compliance with applicable legislative and regulatory provisions in public bodies, specifically in the areas of:

✓ Account submission,

✓ Review of public accountants' and actual accountants' accounts,

✓ Discipline in budget and financial management.

– Issues criminal rulings for violations and errors detected during the exercise of its judicial powers.

➤ **Advisory Powers :**

– Consulted on draft laws concerning budget control and draft texts related to public funds.

– Studies national importance files within its jurisdiction submitted by the President of the Republic, the President of the Senate, the Speaker of the National People's Assembly, or the Prime Minister.

– Prepares an annual report, which is published by the President of the Court and submitted to the President of the Republic.

---

[41] Article 06, Paragraph 2 of Order 95/20 dated 17/07/1995 concerning the Court of Auditors, as amended and supplemented.

Section Two: Key Practices of the Court of Accounts in Evaluating the Policy for Establishing the New City "Sidi Abdellah"

The importance of the Algerian Court of Accounts lies in its ability to provide independent and objective evaluations of public policies and projects. To clarify the key practices carried out by the Court in the evaluation process, this section is divided into three subsections:

1. Presentation of the feasibility study for the evaluation,

2. Analysis of the strengths, weaknesses, opportunities, and threats (SWOT) of the policy for establishing the new city "Sidi Abdellah" in Algeria,

3. Investigation through surveys and interviews.

Subsection One: Preparation of the Feasibility Study for the Evaluation

The feasibility study was presented to the Sixth Chamber of the Court of Accounts since the subject of the evaluation falls within its jurisdiction. After being reviewed by the Programs and Reports Committee and receiving approval, the evaluation task was included in the Court's annual program.

The following outlines the key elements highlighted in the feasibility study:

Subpoint One: Programming the Evaluation Task

1. **Selection of the Topic:** As part of the Algerian Court of Accounts' contribution to enhancing sustainable development and its participation in the II Partnership Program with the Dutch Court of Accounts, the Court programmed an evaluation of the New City of Sidi Abdellah in 2023, in alignment with Sustainable Development Goal 11 on sustainable cities and communities, which falls under strategic priority III.

2. **Evaluation Methodology**: The evaluation process was carried out according to the professional standards adopted by the Algerian Court of Accounts and the Public Policy Evaluation Guide, in collaboration with two Dutch experts, Ms. Amber Jimeki (Lead Researcher) and Mr. Henk-Jan Osterfeld (Senior Researcher).

3. **Appointment of the Evaluation Team**: The audit task was carried out based on documentation and on-site visits to various directorates of the Ministry of Housing, Urbanism, and the City, as well as the institutions under its authority, according to Decree No. 01 issued on February 2, 2021. The task was supervised by the President of the Sixth Chamber, who appointed a judge to lead the evaluation, with the assistance of two other judges and a financial auditor.

Subpoint Two: Objective of the Evaluation

The aim of the evaluation is **to assess the New City of Sidi Abdellah (VNSA) within the framework of Sustainable Development Goal 11.**

The specific goals of this evaluation are:

‒ To what extent did the government's strategy respond to the needs and demands of citizens in the implementation of the New City of Sidi Abdellah?

‒ The completion level of the housing programs,

‒ The housing models applied and their accessibility to various segments of society,

‒ The completed green spaces and their management and maintenance,

‒ The participation of civil society in implementing and managing housing programs,

‒ The alignment of the city's development with investment poles.

The establishment of new cities should promote the practical application of sustainable development through its core dimensions:

- Legal and institutional foundations,
- Urban quality,
- Environmental efficiency and protection,
- Social and economic equity and progress.

Subpoint Three: Evaluation Questions

The central issue addressed by the evaluation is: " **what extent have the citizens of the New City of Sidi Abdellah benefited from the completed housing and public green spaces?**"

This central issue gives rise to primary and secondary questions:

- ✓ To what extent did the government's strategy meet the needs and requirements of citizens in the creation of the New City of Sidi Abdellah?
- ‒ What are the legal frameworks governing the establishment of new cities?
- ‒ How well does the strategy align with citizens' needs regarding the New City of Sidi Abdellah?
- ‒ Which bodies are responsible for the creation and management of the New City of Sidi Abdellah?

what extent have the planned housing programs been accomplished?

- What are the different housing programs designed for the New City of Sidi Abdellah (5 models)?

- Which institutions are responsible for studying and implementing these housing programs?

- Which housing models have been completed, and were the corresponding studies adhered to?

- What criteria were used in the implementation of the housing projects (study maturity, urbanization, sustainable development goals, risks and hazards, land occupation rates, housing occupancy rates)?

- What are the reasons for not fully achieving the planned housing programs?

- What measures have been taken regarding old neighborhoods and substandard housing?

What are the Housing Schemes Implemented and How Did Different Social Groups Benefit from them?

- To what extent have different social groups benefited from the various housing programs?

- What criteria were adopted to determine the groups eligible for housing programs?

- Have the different housing units (including vacant units) been distributed?

- How well do the various public facilities meet the requirements and needs of the city's residents (health, security, educational, sports, recreational, service, etc.)?

What Green Spaces Have Been Implemented?

- What is the legal framework regulating green spaces?

- What green spaces were planned for the new city of Sidi Abdellah?

- What types of green spaces were developed in the new city of Sidi Abdellah, and which institutions were responsible for their implementation?

How Are These Green Spaces Managed and Maintained?

- Which institutions and bodies are responsible for managing and maintaining the developed green spaces?

- How are the developed green spaces managed, maintained, and protected within the city?

- To what extent are civil society organizations involved in the management and maintenance of green spaces?

- What awareness campaigns have been conducted to maintain and preserve the green spaces?

- What measures have been taken to ensure the sustainability of the green spaces?

To answer these questions, various methods were used to collect and process information, including organizing field trips and conducting interviews with the stakeholders involved in the design and implementation of the program, including the Ministry of Housing, Urban Planning, and the City.

Subpoint Four: Identification of Stakeholders

To ensure the smooth execution of the evaluation process, it is necessary to identify all relevant stakeholders and their roles properly. This includes identifying

the actors involved in this intervention, as well as the benefiting entities and other concerned parties. In this context, to carry out the evaluation of the policy for establishing the new city of Sidi Abdellah, the auditing team from the Algerian Court of Accounts identified all the parties involved in the evaluation.

The matrix summarizes the various bodies and institutions involved in the evaluation process, their role, and their priority level in the evaluation, which can be clarified as follows:

Number	Stakeholders	Role	Audit Priority
01	Citizens: Civil Society	Representing citizens, participating in protecting and developing the city, providing solutions to daily problems, creating activities in the city	High
02	Ministry of Housing, Urban Planning and the City, General Directorate of Construction and Means of Execution, General Directorate of the City	Developing city policies, preparing legislation, improving coordination between entities, monitoring project implementation, improving quality of life, urban planning	High
03	Delegated Wilaya of Sidi Abdellah	Coordinating and monitoring municipal activities, developing public services, implementing laws, maintaining order and security	High
04	Public Institution for the Development of the New City of Sidi Abdellah	Purchasing and developing real estate, conducting commercial and financial operations, providing data and information, representing the city	High

05	National Center for Studies and Integrated Research in Construction (CNERIB)	Project management (PDAU, POS), real estate promotion, applied research, providing technical consultations	Medium
06	National Agency for Urban Planning (ANURB)	Supporting urban projects, conducting analyses, providing technical support, proposing legislation, project management	Medium
07	National Agency for Housing Improvement and Development (AADL)	Implementing housing programs with rent−to−own systems, developing the real estate market, renewing old neighborhoods, disseminating information about real estate and construction	High
08	National Institution for Real Estate Promotion (ENPI)	Purchasing and developing land and real estate, property management, providing consulting services in property management, implementing public promotion housing programs (LPP)	High
09	Experts : Researchers and Specialists	Providing technical advice and knowledge in urbanism, urban planning, and the environment	High

Subsection Two: SWOT Analysis of the Strengths, Weaknesses, Opportunities, and Threats of the New City Development Policy for 'Sidi Abdellah' in Algeria"

Subpoint One: Introduction to the Sidi Abdellah New City Project

The Sidi Abdellah New City project is part of an integrated urban policy aimed at reducing the excessive population concentration in Algiers, which has caused significant challenges in managing the city, such as infrastructure and traffic congestion. The project seeks to halt the continuous urban expansion of the area and establish a comprehensive and modern urban center that contributes to the economic, social, and environmental growth to support the capital, Algiers.

1. **Objective of Creating the New City:**
   - Stimulate dynamism and attractiveness.
   - Reduce congestion.
   - Control urban expansion.
   - Rebalance the urban structure and regional organization.
   - Host a competitive and distinguished hub.

2. **City Functionality :**
   - Advanced technologies.
   - Scientific research and training
   - Relevant support functions

3. **Site Selection Criteria:**
   - Proximity to Algiers
   - Availability of numerous development opportunities
   - Adequate basic infrastructure
   - Continuous development trend of Algiers toward the west

4. **Comprehensive Program for the New City:**

– Housing program

– Urban park

– University institute

– Research and development center

– Medical and healthcare facilities

– Cyber park

– Activity zone

Figure 04: illustrates the development plan of the Sidi Abdellah New City.
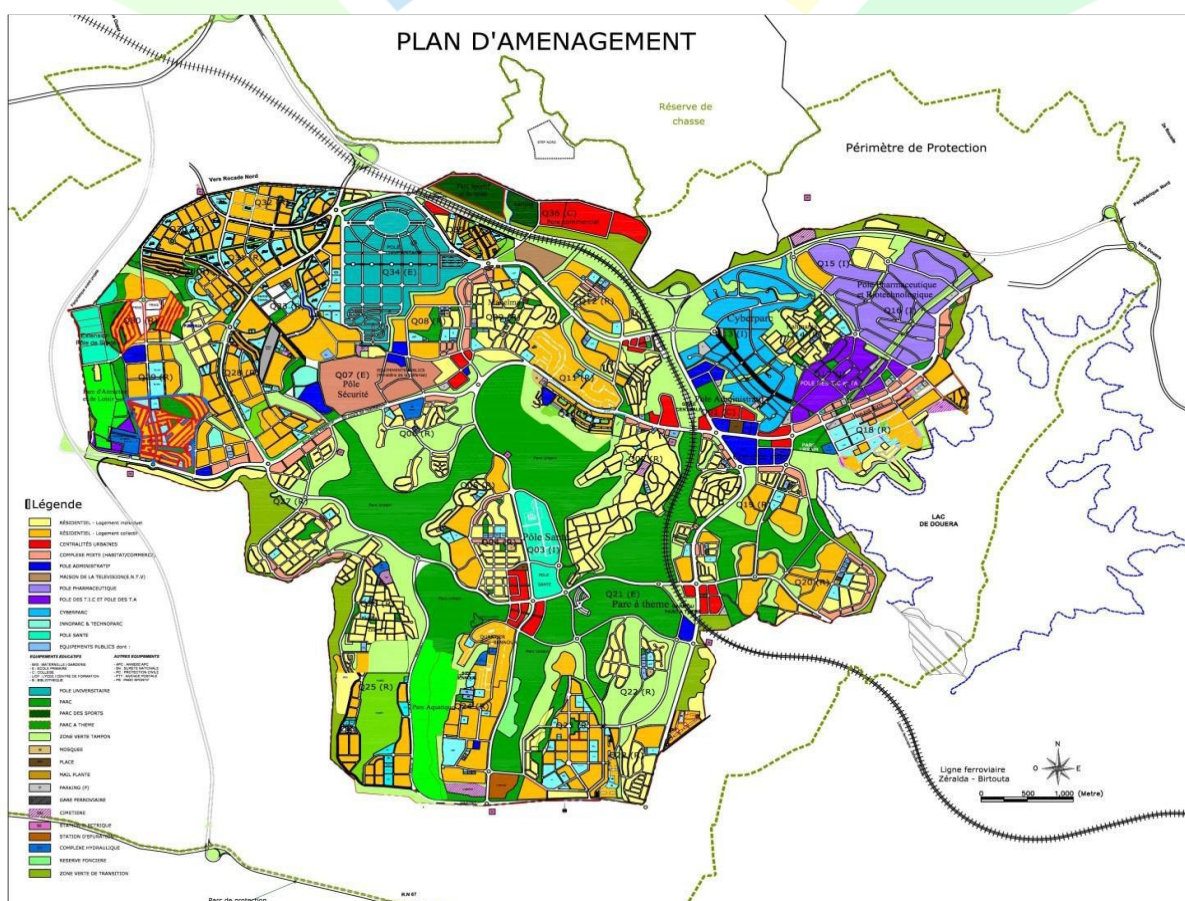
Source: Public Establishment for the Development of the New City of Sidi Abdellah.

Subpoint Two: Introduction to the New City of Sidi Abdellah

Profile of the New City of Sidi Abdellah

- **Project Owner:** Ministry of Housing, Urban Planning, and the City.

- **VNSA** (New City of Sidi Abdellah Management Authority).

- **Creation Decree:** Decree No. 20-296 dated October 12, 2020, amending and supplementing Executive Decree No. 04-275 dated September 5, 2004.

- **Approval Decree for the Planning Scheme:** Decree No. 16-216 dated August 11, 2016.

- **Urban Fabric Improvement:** Located in M'halma, Rahmania (400 hectares).

- **Completion Date for New City Construction:** 2030 (part of the National Territorial Planning Plan 2030).

- **Location:** 25 km west of the capital (Algiers Province).

- **Accessibility:** – Northern bypass road – Zeralda, 4.8 km; Bir Touta – Sidi Abdellah – Zeralda railway line, 21 km.

- **Purpose:** University research, training, support functions, advanced technology.

- **New City Surroundings:** 7000 hectares.

- **Urban Area:** 3158 hectares.

- **Protected Area:** 3842 hectares.

- **Declared Public Utility Area:** 2288 hectares.

Subpoint Three: SWOT Analysis of the Strengths, Weaknesses, Opportunities, and Threats of the New City Development Policy for 'Sidi Abdellah' in Algeria"

The SWOT analysis allows for setting the context for evaluating the policy of new city creation and issuing future directions or recommendations to improve the public policy strategy. This analysis is one of the tools that helps in studying the alignment and coherence of public policies.

Analysis of the New City of Sidi Abdellah – SWOT Model:	
Strengths	**Weaknesses**
− **Developed Infrastructure:** The city boasts advanced infrastructure, including excellent roads and integrated public services, attracting both investors and residents.	− **Management Difficulties:** Effective management of projects and programs is challenging, which affects the scheduling and quality of services provided.
− **Tourism Appeal:** The area features beautiful natural landscapes, such as beaches and parks, making it a tourist destination and boosting the tourism sector.	−**Environmental Constraints:** Environmental regulations may pose challenges for project and industrial development, requiring measures to preserve the environment and maintain ecological balance.
−**Achieving Sustainable Development Goals:** The city aligns with Sustainable Development Goals 11.1, 11.2, 11.3, and 11.7.	− **Lack of Health and Social Services:** There is a shortage of essential health and social services, which impacts the quality of life and hinders sustainable development.

Opportunities	Challenges
– **Industrial Development**: The region's natural resources can be exploited to develop various industries.	– **Climate Change**: The city may face challenges from climate changes, such as floods and droughts, which require adaptation and preventive measures.
– **Eco–Tourism**: The city can be marketed as a sustainable eco–tourism destination, which would boost income and create new job opportunities.	– **Unemployment**: High unemployment rates among certain groups pose an economic and social challenge, necessitating programs to enhance employment and provide opportunities for the youth.
– **Technological Innovation**: The city can attract tech companies and develop research and development centers, promoting innovation and generating high–value job opportunities.	– **Unbalanced Development**: The city may face challenges in wealth distribution and providing public services equitably, affecting stability and sustainable development.

Subsection Three: Investigation through Surveys and Interviews

Subpoint One: Investigation through Surveys

- The questions posed in the survey were formulated based on the study's problem, which is "To what extent do the residents of the new city of Sidi Abdellah benefit from housing and public facilities, including green spaces?" and the objectives to be achieved.

- The survey was coordinated and adjusted in its final form with the civil society organization (Sidi Abdellah New City Association). The form

included thirty–seven (37) questions distributed across seven (7) main topics.

- Survey results can be found in **the appendix**.

Sample and Selection Method :

- **Sample**: To understand the situation of residents and housing in the new city, and whether it has been able to attract residents and ensure their satisfaction with living there, and help them adapt to their new environment, thus easing the pressure on the original city, especially in terms of housing, we opted for a regular random sample. Due to the difficulty of conducting a field study on the entire study population, we relied on this sampling method.

- **Sample Selection**: The sample was selected from various neighborhoods, considering the majority of the available housing types in the new city. We took a percentage from the total number of completed and occupied housing units, as this percentage is believed to adequately represent the characteristics of the entire study population. Thus, the sample size consists of 300 units.

- **Data Analysis**: We relied on a quantitative method for presenting and analyzing the data through numbers, percentages, and simple statistical methods, such as calculating the mean, and then analyzing it using a qualitative approach that depends on a sociological reading of the scheduled numbers and percentages.

1. Analysis of Survey Data

We distributed 300 survey forms to residents of the neighborhoods in the new city of Sidi Abdellah and retrieved 203 forms, achieving our goal of retrieving more than 180 forms, based on the specific criteria of the survey.

Sample Size Calculation Based on the Population of Sidi Abdellah New City:

- Population size : 200,000 residents

- Confidence level : 95%

- Sample size : 203

- Margin of error : 07%

2. Survey Components :

- **General Information:** This section focuses on presenting the general characteristics of the study population, serving as the reference framework for any field study. It provides a realistic picture of the study population, which helps in analyzing and interpreting the field data and linking it to the conceptual framework of the study.

- **Types of Housing Units and Their Characteristics:** This section focuses on presenting the types of housing units that residents have benefited from, including social housing, promotional housing, rental-sale housing, individual housing, and identifying the number of rooms in each unit (two rooms, three rooms, four rooms, five rooms).

- **Evaluation of Various Public Facilities and Services Provided:** This section focuses on evaluating the quality of services offered by various public facilities and their ability to meet the residents' needs. It includes

healthcare, education, commercial stores, sports and recreation, places of worship, security, transportation, tourist centers, parking spaces, waste management, public lighting, internet, vocational training, directional signs, and telephone networks.

Subpoint Two: Investigation through Interviews

During the evaluation of the new city of Sidi Abdellah, the audit team from the Algerian Court of Accounts established a dialogue and exchange with all parties involved in the evaluation, including:

- Ministry of Housing, Urban Planning, and the City

- Public Institution for the Development of the New City of Sidi Abdellah (VNSA)

- Local authorities, especially the delegated wilaya of Sidi Abdellah

- Civil society: Sidi Abdellah New City Association

- Experts: Researchers/Academics and specialists in the social and economic field

The matrix summarizes the various bodies and institutions involved in the evaluation process, the representative of each concerned body, the subject of the meeting, and the various outcomes obtained from these meetings, as explained below:

Table 02: Meetings Held with Different Stakeholders

No.	Institution/Organization	Representative	Meeting Subject	Outcomes
01	Ministry of Housing, Urban Planning, and the City General Directorate of Construction and Means of Completion General Directorate of the City	**Mr. Bouarioua,** General Director of Construction and Means of Completion	A brief overview of the conditions for establishing the new city of Sidi Abdallah and the criteria adopted for the implementation of various housing types.	Taking into account the Sustainable Development Goals, particularly Goal 11, in the construction of the new city.
		Ms. Moussaoui, the General Director of the City, with the participation of Ms. Laalaoui, the Coordinator.	The discussion addressed the National Spatial Planning Scheme (SNAT) and its update, Goal 11, various housing programs, and the allocated green spaces.	Review of the National Spatial Planning Scheme (SNAT)
02	Delegated Wilaya of Sidi Abdallah	**Mr. Anis Ben Daoud,** Delegated Wali of Sidi Abdallah	Discussion on the development of the new city of Sidi Abdallah, various obstacles, and how civil society can help provide solutions.	Administrative division of Sidi Abdallah, which includes five municipalities.
		Ms. Ait Mahyout ,Chief of Staff to the Deputy Governor of Sidi Abdellah In charge of the Mediation Office for Associations.	Civil society organizations and various active associations, and methods of communication with them.	
		Mr. Boukeri Yazid, Deputy Director of Urban Planning.	We addressed the activities of various associations, particularly the 10,000 Housing Neighborhood Association.	

03	The Public Institution for the Development of the New City of Sidi Abdellah	**Mr. Seddaoui** Director General of the Authority for the New City of Sidi Abdellah	Introduction to the New City of Sidi Abdellah and the Authority Responsible for Its Development	Key Obstacles Related to the Legal Aspect in Managing the New City of Sidi Abdellah
		Ms. Bouricha Director of Urban Planning	The National Land Development Plan was discussed as the initial phase, along with the authority's roles in delivering public services and its responsibilities as the delegated project owner.	
		Mr. Zawi Nabil Director of Finance and Accounting		
04	Civil Society Organization Association of the New City of Sidi Abdellah	**Mr. Karchich Mahfoud** Representative of the Association	The extent of the association's involvement regarding citizens' concerns (requirements and needs), explaining the working method, and its contribution to the oversight mission.	The working method was agreed upon.

Section Three: Results of the Evaluation of the New City of Sidi Abdellah within the Framework of Sustainable Development Goals

This chapter discusses the experience of the Algerian Court of Accounts in evaluating the policy for establishing the new city of Sidi Abdellah and highlights the main findings of the Court. It examines the alignment of government plans with citizens' needs and the achievement of the objectives outlined in the national plan. The chapter also emphasizes the critical role of the Court in promoting transparency, accountability, and supporting sustainable development in Algeria.

Subsection One: Governance and Leadership Evaluation

This section focuses on understanding the methods and tools used in managing the city, implementing its projects, project management systems, management tools, and legal and regulatory compliance. These evaluative criteria highlight the city's performance. We will examine the extent to which governance and effective project guidance play a critical role in the establishment of the new city.

Subpoint One: Evaluation of the Legal and Regulatory Framework

Cities in Algeria, in general, and new cities, in particular, have undergone several developments in legal texts, including:

- Law No. 01-20 of December 12, 2001, on spatial planning and sustainable development.
- Law No. 02-08 of May 8, 2002, on the conditions for the creation and development of new cities.
- Law No. 06-06 of February 20, 2006, the guiding law for cities.
- Law No. 10-02 of June 29, 2010, approving the National Spatial Planning Scheme.
- Executive Decree No. 04-275 of September 5, 2004, on the creation of the new city of Sidi Abdellah.

- Executive Decree No. 11−76 of February 16, 2011, specifying the conditions and methods for preparing, adopting, and implementing the development plan for the new city.

Examining Algeria's legal and regulatory framework for cities in general, and new cities in particular, revealed several gaps and important remarks:

- **Observations :**
- − Lack of clear identification of stakeholders involved in the implementation and management of new cities as per the provisions of the Guiding Law for Cities No. 06−06 of February 20, 2006.
- − Insufficient participation of civil society (citizens) in the development of programs related to managing their environment, as well as in the master plans for the new city. This is contrary to Article 17, Paragraph 1,[1] of the aforementioned law, which emphasizes the need for citizen participation in programs managing their environment.

- **Results :**
- − Civil society was not adequately involved in developing the various programs for the new city of Sidi Abdellah.

- **Impact :**
- − Overlapping in the execution of tasks related to managing new cities.
- − Delays in issuing executive decrees.

---

[1] Law No. 06-06 dated February 20, 2006, concerning the guiding law for the city.

Subpoint Two: Phases of Project Implementation as per the New City Development Plan (PAVN 2010)

According to the New City Development Plan (PAVN 2010), the implementation of the new city project in Sidi Abdellah was planned over four (04) phases as follows:

- **Phase One (2009-2012):** Target population of 61,800 residents, construction of 12,300 housing units, and establishment of administrative, commercial, and technical activities.

- **Phase Two (2013-2015):** Target population of 61,500 residents, construction of 12,300 housing units, development of university activities, and establishment of research complexes.

- **Phase Three (2016-2020):** Target population of 77,300 residents, construction of 15,400 housing units with functional integrations.

- **Phase Four (2021-2025):** Implementation of recreational and sports projects, and creation of central parks.

1. **Adjustments to the Plan** :

- Increase in the target population to **270,000 residents**.

- Increase in the number of housing units to **54,000 units**.

- Modification of the urban area division.

2. Comparison of Planned vs. Executed Projects：
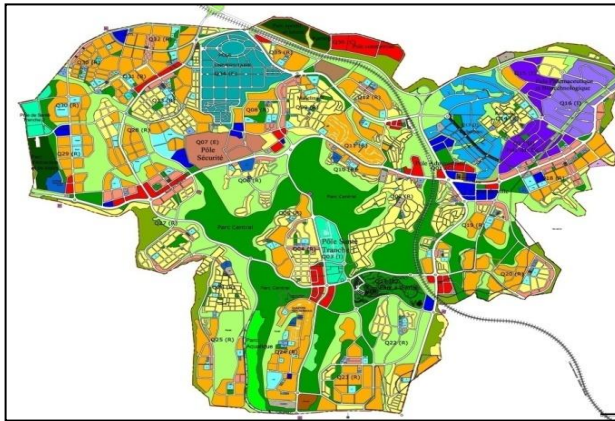
The Approved Plan
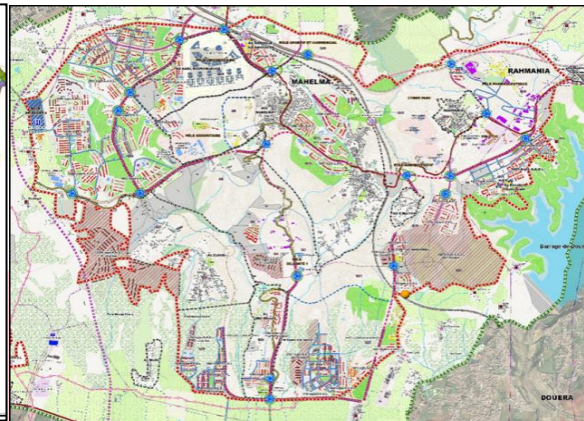
The Current Plan

The following table presents some of the projects programmed in the development plan across various directorates, which have had their nature modified：

City	Approved Plan	Current Situation
04	Collective housing + Individual housing	Collective housing only
15	Pharmaceutical hub + Individual housing	Pharmaceutical hub + Collective & Individual housing
18	Collective housing + Urban park	Collective housing only
20	Collective housing + Individual housing (reduced area)	Collective housing only
22	Individual housing + Green buffer zone	Collective housing only
23	Collective housing + Individual housing	Collective housing only
24	Public facilities (High school / Training center)	AADL collective housing
25	Collective housing only	Collective housing only
27	Individual housing only	Individual housing only
28	Collective housing	Individual housing only
29	Collective housing + Recreational city	Collective housing only
30	Health hub + Collective housing	Health hub + Collective housing
33	Individual residence	Collective housing
34	Semi−collective housing	Collective housing
35	Park	AADL housing

Observations :

- The approved plan, which was approved in 2016, was effective and well-thought-out, but it was not implemented as initially planned.

- The original purpose of the new city was altered without a clear urban vision.

- The estimated dates for completing the various phases were exceeded.

- The multi-year annual plan was not updated.

- Inconsistent implementation of some housing programs and facilities.

Results :

- Full compliance with the project timeline was not achieved.

- The urban vision was not sufficiently clear.

Impact :

- Delays in the implementation of various projects for the new city.

- Residents did not benefit from all the technological advantages originally planned.

Subpoint Two: Evaluation of Development and Construction Works

The urban planning plan for new cities is a vital tool for urban development and serves as a reference for programming and developing projects. This plan accurately reflects the goals outlined in the regulatory texts related to the establishment of new cities. The study of this aspect allowed us to identify the following points:

A. Regarding Development Works and Infrastructure: Development and infrastructure works are a crucial step in the implementation of new city projects, as they significantly affect the involvement of various stakeholders, whether public or private. The current situation includes :

- Incomplete main and secondary road works.

- Incomplete construction of parking spaces in city neighborhoods.

B. Regarding Construction Works (Housing and Public Facilities Program):

The following table outlines the number of completed achievements:

Program	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
LLV	0	0	0	5441	10025	14839	2386	1818	6210	12681	53400
LPP	0	0	0	1067	1200	0	1021	0	1200	4430	8918
LPL	0	0	0	1000	0	0	0	0	0	0	1000
LPA	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	7508	11225	14839	3407	1818	7410	17111	63318

Source : VNSA

Figure 05: Number of completed housing programs.
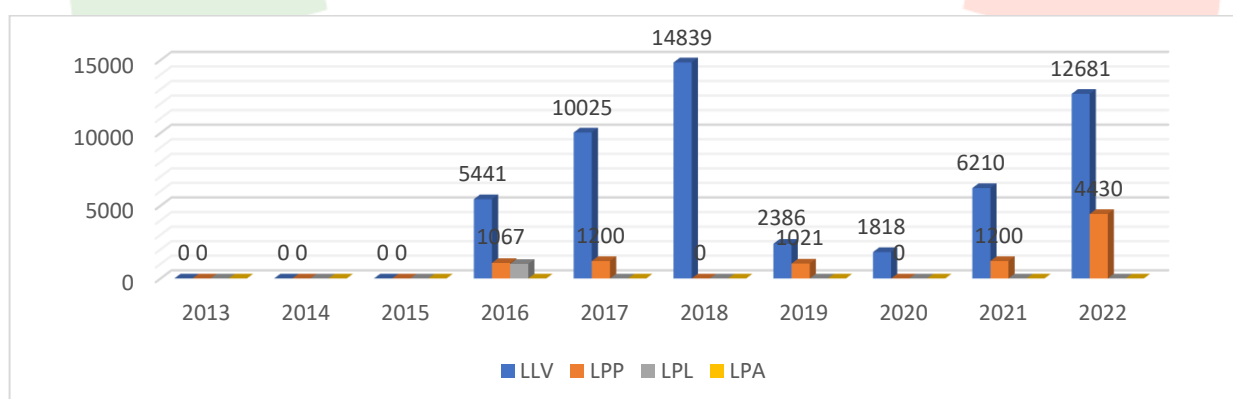
Source : VNSA

Observations :

- The initial housing program aimed to provide housing for 200,000 people, equivalent to 40,000 housing units (based on an average of 5 people per housing unit). This program was revised twice: first in 2016 to accommodate 270,000 people, equivalent to 54,000 housing units, and

then again in 2020 to accommodate 450,000 people, equivalent to 83,000 housing units.

- The new city of Sidi Abdallah hosts most types of housing, except for individual housing, which had a lower proportion compared to other programs.

- Limited participation from the private sector in implementing housing programs in the city, with the exception of a few programs.

- The urban development process was limited to only two municipalities, namely M'hamedia and Rahmania, while the other three municipalities were not considered.

Results :

- Increased number of beneficiaries from the housing programs in the city.

- Absence of some public facilities in the city, which were not taken into account in either the studies or the execution.

- The urban development process did not cover all areas of the new city, which means non-compliance with task (C) in the city's development plan.

- The city was initially intended for medium socio-economic status residents, with an acceptable population density and average social level. However, in practice, a significant change was observed in this regard.

- The change in the program areas impacted the progress and implementation of the planned housing programs. With the doubling of the number of housing units, it would have been more appropriate to complete the initially defined program and introduce new programs.

Impact :

- The increased number of beneficiaries from the housing programs in the city helps reduce the government's housing provision pressure.

- Due to the absence of these public facilities, the city becomes less attractive, and economically, the residents lose new job opportunities.

- Social imbalance could generate conflicts, as the old residents of the city did not benefit from the same privileges as the new residents.

- Some residents of the city do not benefit from the advantages of upgrading the existing urban fabric.

- Long and complicated expropriation procedures negatively impacted the project's start, leading to "issues related to land ownership."

Subsection Two: Environmental Evaluation

Subpoint One: Green Spaces

Goal 11.7 of the Sustainable Development Goals is as follows: "To provide access for all to green and public spaces that are safe, inclusive, and accessible to all, particularly for women, children, older persons, and persons with disabilities, by 2030."

This goal focuses on ensuring that everyone, especially the most vulnerable groups, has equal access to public spaces that contribute to improving life quality, public health, and social well-being.

The purpose of green spaces is to improve the quality of life for citizens and their health, both physically and psychologically, while preserving environmental and climatic balance. According to the World Health Organization, the appropriate standard is between 10 and 12 square meters per person.

For this purpose, Law No. 07−06 dated May 13, 2007, concerning the management, protection, and development of green spaces, was issued, amended and supplemented by Law No. 22−17 dated July 20, 2022, to improve urban life quality, maintain, and enhance the quality of existing urban green spaces.

The completed green spaces in the new city of Sidi Abdallah are as follows:

Category	Planned Area (Hectares)	Completed Area (Hectares)	Completion Rate (%)	Number of Municipalities
Green Spaces within the Urban Expansion and Protection Perimeter	894.52	110.03	12.30	04
Tree Planting along Roads (Kilometers)	77.53	31.99	41.26	−

Source: VNSA

✓ **Analysis of Completion Rates:**

The analysis of completion rates, based on comparison with housing−related projects, shows that the achievements in various types of green spaces are relatively weak, with a completion rate of 12.30%. This delay is attributed to the construction works related to the establishment of public facilities within the new city.

Observations :

- The absence of classification for green spaces, contrary to Article 11 of Law No. 07−06 mentioned above.
- Slow implementation of operations (FNAT and FEDEP).
- Forests have not benefited from any landscaping work.

- Lack of resources and qualified personnel (architects, landscape engineers, technicians, and gardeners) capable of managing green spaces, particularly in utilizing modern irrigation technology, agriculture, and maintenance.

Results :

- The absence of classification for green spaces does not guarantee their preservation or the imposition of penalties for violations of these spaces.

- The lack of plans for managing completed green spaces in the new city of Sidi Abdellah is due to their lack of classification.

- Analysis revealed a significant gap between the expectations for green spaces in the new city and the actual achievements, with only a 12.30% completion rate, compared to a 41.26% completion rate for tree planting along roads.

Impact :

- The delay in classifying green spaces negatively affects the sustainability of these spaces.

- The imbalance between housing programs and green spaces is expected to create an unsustainable urban environment, forcing residents to move to other areas to meet their green space needs if these projects are not executed in parallel and simultaneously.

Subpoint Two: Civil Society Participation

Despite efforts and various means used (such as public announcements, meetings, and social media) to promote the involvement of associations in creating, developing, managing, and maintaining green spaces, the Board observed the absence of an effective collaborative program.

Participation remains limited, mainly confined to national and international events such as World City Day in 2018 and 2019. This situation was confirmed by a public opinion survey conducted with a sample of residents of Sidi Abdellah City.

Survey results showed that 93.59% of the residents of Sidi Abdellah new city had not been consulted during the study and implementation phases of the green spaces. Additionally, 80% believed that the completed green spaces did not meet their needs, while more than 50% noticed a deterioration in these spaces.

Subsection Three: Evaluation of the Social and Economic Aspects of New City Development

Subpoint One: Social Aspect Evaluation:

The housing sector is a priority in Algeria's economic and social policies, strongly integrating with economic development strategies through housing programs that contribute to creating conditions conducive to economic and social development. This study examines the new housing policy implemented by the state to assist families in acquiring their own homes, aiming to improve the social life of citizens in the new city of Sidi Abdellah.

- ✓ **Housing Options Available and the Extent of Community Benefit:**
  Algeria has prioritized the housing sector due to its importance as one of the fundamental sectors that support national sovereignty. The state strives to provide housing for various community segments, but the increasing demand due to population growth has led to a housing crisis. The government aims to ensure adequate housing for citizens through its housing policy.

  Observations:
  The Algerian state offers several housing options to achieve its housing policy, including those specific to the new city of Sidi Abdellah:

- **Public Rental Housing (LPL):** According to Executive Decree No. 08-142 of May 11, 2008[1], this type of housing is funded by the state or local authorities and is intended for individuals classified as the most deprived social class or those living in poor and unhealthy conditions.

- **Public Promotion Housing (LPP):** This type targets citizens with a monthly income between six (06) and twelve (12) times the national minimum wage, or between 108,000 and 216,000 Algerian dinars. Beneficiaries of this program can receive a subsidized bank loan at 3% interest.

- **Rental-to-Own Housing (LLV):** This option targets individuals who do not own a home or land for construction, with a monthly income ranging from 24,000 Algerian dinars to six (06) times the guaranteed national minimum income.[2]

Results :

- The government has established a set of laws to enable different segments of society to benefit from housing, providing substantial social support to facilitate access to housing.

- The state has designed a fair program that allows the majority of citizens, regardless of their situation, to benefit from housing.

- The government attempted to compensate for delays since 2013 by launching new programs in 2018 and 2019, achieving a completion rate of 88%.

---

[1] Executive Decree No. 08-142 dated May 11, 2008, which defines the rules for allocating public rental housing.
[2] Executive Decree No. 01-105 dated April 2001, which specifies the conditions and procedures for purchasing housing units financed with public funds under the rent-to-own framework.

Impact :

- Different community segments benefit from affordable housing with significant advantages.

Subpoint two: Economic Aspect Evaluation of New City Creation:

1. **Design and Framework:** The new city is characterized by an innovative design, allocating significant space for green areas, with activity zones distributed on the periphery, providing a high-quality environment that combines housing, education, recreation, and various functions. This design aims to positively impact all aspects of daily life. The projects are planned to carry a national character with Mediterranean architectural features, an open economy for both local and foreign investors, with specific spaces designated for real estate investors.

2. **Economic Investment Poles**

The following table shows the investment status in the commercial and industrial zones of the new city of Sidi Abdellah:

Investment Pole	Area (Hectares)	Number of Plots	Number of Projects	Operational Projects
Pharmaceutical and Biotechnology Pole	106	103	43	11
Health Pole 01 and Central Hub	25.3	26	4	1
Health Pole 02	19.7	7	2	0
Information and Communication Technology	50	75	3	1
City Center Pole	47	72	3	0
Biodiversity, Sports, and Recreation Pole	26.7	2	2	0
Commerce Pole	36	4	0	0

Source: VNSA

Observation :

1. Distribution of Investment Poles: Economic poles are generally being created on the outskirts of the new city (VNSA). Approximately 310.7 hectares have been allocated to generate wealth and jobs, with 289 plots designated, each having an average area of 1.07 hectares.

2. Legal and Administrative Challenges: The legal framework for economic poles has not been fully regulated. Only 61 projects have been registered out of 289, accounting for 20%. The number of operational projects is just 13, indicating a lack of job opportunities in the investment area.

3. Policies and Investments: Despite the presence of both public and private investments, the public−private partnership (PPP) policy has not yet been clearly defined in the new city.

4. Difficulties and Barriers: The implementation of some investment projects faces several challenges, notably:

– Delays in granting concessions and building permits.

– Significant delays in establishing markets to develop the investment poles.

– Lack of clear estimates for the absorption capacity of investments and an unstable legal environment, which hampers private investment.

5. Commercial Activity: The implementation of the housing program in the new city is accompanied by the creation of a large number of nearby stores, but over 80% of these stores remain closed. Even the open stores do not align with the goals of the smart city, which reduces the city's commercial appeal.

Results :

• Investment projects have progressed slowly in terms of development, both for public and private investors, when compared to housing projects and public facilities.

• The city's commercial attractiveness is very weak, especially with regard to stores specializing in technology.

• The significant delays in developing investments have prevented residents from obtaining timely job opportunities, making the city economically unattractive and at risk of becoming a marginalized city.

Impacts :

• The delay in providing residents with appropriate job opportunities significantly reduces the city's economic attractiveness.

• There is a risk of the city becoming a marginalized area, losing its ability to achieve its set development objectives

Conclusion

In conclusion, this study on the evaluation of the new city creation policy in Algeria, within the framework of Goal 11 of the Sustainable Development Goals (SDGs), highlights the crucial and vital role of the Court of Auditors.

As an independent oversight institution, the Court of Auditors contributes to monitoring and evaluating the implementation of government policies to enhance transparency, accountability, and ensure the efficient achievement of sustainable development goals. Through its recommendations, the Court provides the relevant authorities with the opportunity to improve performance and correct the course.

The Court's role is not limited to financial oversight but extends to ensuring that new cities offer sustainable and inclusive living environments, thereby improving the quality of life for residents.

Some of the key findings from the Court's evaluation of the new city creation policy in Sidi Abdallah, in the context of Goal 11 of the SDGs, include:

- Non-compliance with the project timeline.

- The impact of changes on the workflow and the implementation of planned housing programs. It would have been better to complete the previously defined program before launching new ones.

- Lack of civil society participation in the development of various programs for the new city of Sidi Abdallah.

- Slow progress of investment projects in the development process, whether for public or private investors, compared to housing projects and the construction of public facilities.

- The noticeable delay in investment development has prevented residents from obtaining timely job opportunities, making the city economically unattractive and at risk of becoming marginalized.

- The absence of proper classification of green spaces, which does not ensure their preservation or the enforcement of penalties for violations.

- A significant gap between the expectations for green spaces in the new city and the actual achievements, with only 12.30% of the expected targets completed.

Based on the observations and results recorded, the Court of Auditors makes the following recommendations:

Strategic Level :

- Providing technical assistance to municipalities to help integrate new city projects into their local policies and manage them effectively.

- Establishing a joint coordination unit between sectors at the level of the public institution for the development of the new city of Sidi Abdallah (EPIC VNSA) to ensure effective coordination among various stakeholders.

- Updating legal texts related to the creation of the new city to define the targeted areas and avoid legal obstacles related to land-use plans and issuing building permits.

- Accelerating land preparation to quickly and effectively launch infrastructure projects in investment zones.

Practical Level :

- Creating a comprehensive framework for consultation and citizen participation, with continuous social dialogue involving residents and their representatives, including neighborhood committees, associations, elected officials, and authorities.

- Developing specialized training centers to support activities in technology, aiming to provide new job opportunities and enhance local development.

- Placing greater emphasis on the classification and proper management of green spaces to ensure their protection and sustainability.

- Strengthening public-private partnerships in the implementation of various projects, including housing, investment, and tourism, to achieve integrated and sustainable development.

Finally, this study demonstrates that the role of the Court of Auditors is pivotal in improving public policies and ensuring the achievement of sustainable development goals. The Court's recommendations serve as a roadmap for enhancing government performance and ensuring comprehensive and sustainable development in new cities. This requires commitment and effective implementation of these recommendations by all stakeholders to achieve the desired results.

List of References

❖ **Laws**

Legislative texts:

- Law No. 02-08 dated May 8, 2002, regarding the conditions for establishing and preparing new cities.

- Order No. 95-20 dated July 17, 1995, amended and supplemented by Order No. 10-02 dated August 26, 2010, concerning the organization of the Algerian Court of Accounts.

- Law No. 06-06 dated February 20, 2006, which includes the guiding law for cities.

Regulatory texts :

- Executive Decree No. 08-142 dated May 11, 2008, which sets the rules for granting public rental housing.

- Executive Decree No. 01-105 dated April 2001, which sets the conditions for purchasing homes built with public funds under the lease-sale program and the related procedures.

❖ **Books :**

- Khalaf Allah Boujemaa, Urbanism and the City, Dar Al-Huda for Printing, Publishing, and Distribution.

- Maryam Ahmed Mustafa and Abdullah Mohamed Abdul Rahman, Sociology of New Communities, Dar Al-Ma'arifa University, 2001.

- Abdul Hadi Mohamed Wali (1983), Urban Planning, A Theoretical Analysis and Practical Observations, Egypt: Dar Al-Ma'arifa University, Alexandria.

- Mahour Pasha (2015), Urban Planning, Support Materials for First Year Master's Students in Urban Sociology, Algeria: Setif-2 University.

- Sayid Yassin, Public Policy: Theoretical and Methodological Issues, a chapter in the book: Public Policy Analysis, Ali Al-Din Hilal, Egypt, Al-Nahda Library, 1988.

- Fahmy Khalifa Al-Fahdawi, Public Policy: A Comprehensive Perspective in Structure and Analysis, 1st Edition, Amman: Al-Misrah Publishing, Distribution, and Printing, Qatar, Doha, 1991.

- Dr. James Anderson, Translated by Dr. Amer Al-Kubaisi, Making Public Policy, Dar Al-Masira for Publishing, Distribution, and Printing, 1991.

❖ **Researches and Studies:**

- Madouri Abdelrazak, 2012, Analysis of the Effectiveness of Public Policies in Promoting Non-Hydrocarbon Exports in Algeria, Master's Thesis in Economics, Oran University, Algeria.

- Evaluation of Public Policies (GUID 9020), Training session via remote communication from December 14 to 17, 2020, First Session.

- Naashou Nabila. (2020). General Concepts on Public Policy Evaluation. Presentation in the Training Session on "Evaluating Public Policies," Algerian Court of Accounts in collaboration with the Arab Organization of Supreme Audit Institutions (ARABOSAI), conducted via remote communication, December 14-17.

- Khalili Fawzi, (2020), General Concepts on Public Policy Evaluation, Presentation in the Training Session on "Evaluating Public Policies," Court of Accounts, Annaba Regional Chamber, Algeria, December 14-17. The session was held via remote communication in collaboration with ARABOSAI.

❖ **Journals:**

- Dr. Naama Al-Saikh Al-Alam, The Concept of Public Policy Making, Al-Ustaz Journal, University of Tripoli, Libya, Issue 11 (2016).

- Mustafa Aoufi, Rabahi Sanaa (2019), New Cities: Yesterday's Dream and Tomorrow's Crisis, Journal of the Researcher in Human and Social Sciences, Volume 11(01) / 2019, Algeria: Qasedi M'Rabah University, Ouargla.

- Seham Wnasi and Rima Zananeira, 2022, "The Policy of New Cities in Algeria and Its Problems," Horizons Journal of Sciences, Volume 07, Issue 03 (2022).

- Dr. Said Rashidi and Dr. Karima Flahi (2020), New Cities and the Issue of Development Action in Algeria: The Case of the New City of El Manjli Constantine, Al-Khaldounia Journal of Human and Social Sciences, Volume 12(1) 2010.

❖ **Other References :**

- Public Policy Evaluation Guide, Algerian Court of Accounts.
- Guideline for Developing Public Policy, Ministry of Communications and Information Technology, Kingdom of Saudi Arabia.

❖ **Websites :**

- United Nations Development Programme, (2015), Transforming towards Sustainable Development: Sustainable Development Goals. Retrieved from: https://www.undp.org/sustainable-development-goals

❖ **Foreign Sources** :

• Richard SANDUROOK, The Politics of Basic Needs, Urban Aspects of Assaulting Poverty in Africa, Heinemann, London, 1982.
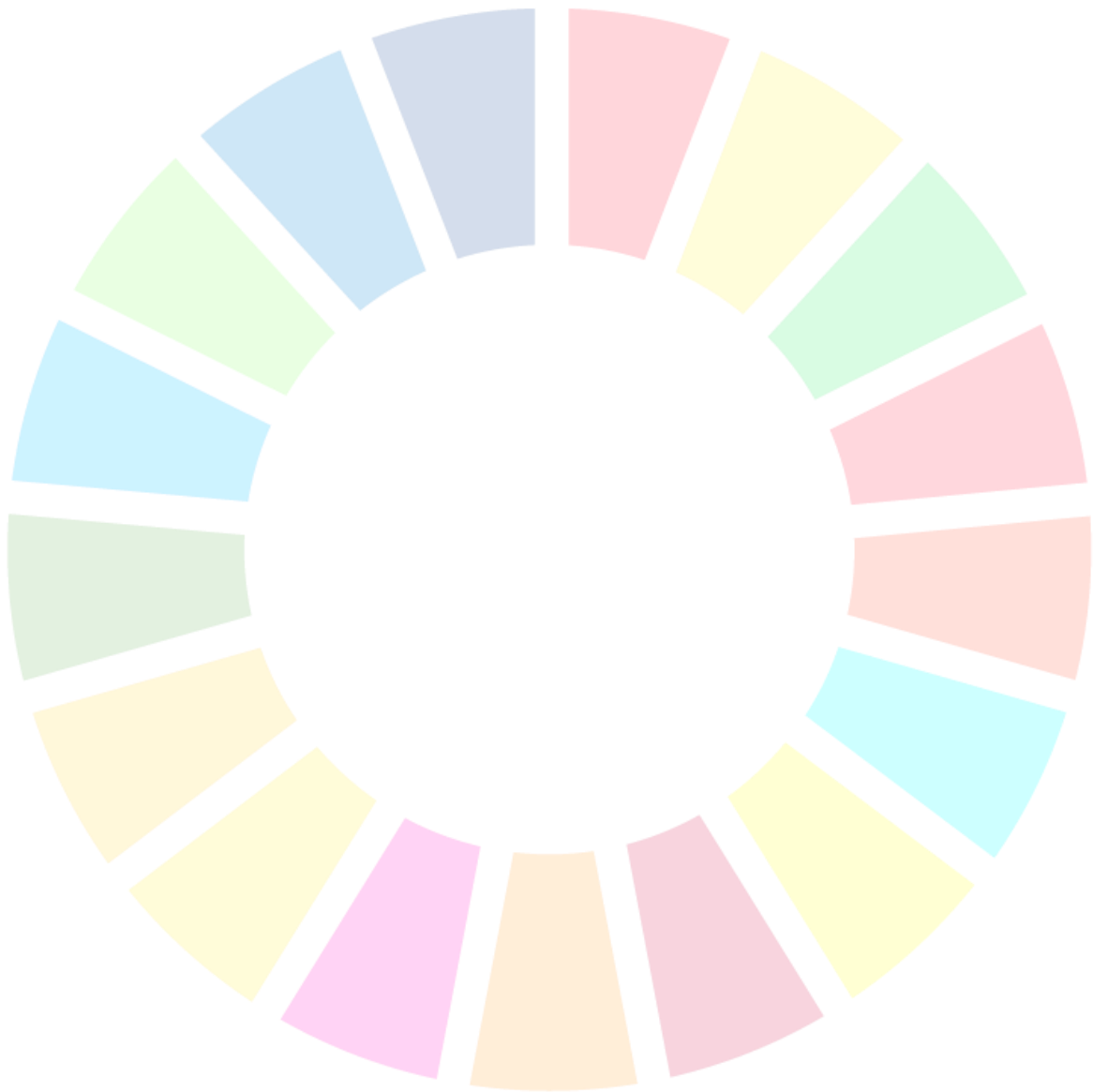
Appendices

Survey Presentation: "The Extent of Benefit of the Residents of the New Sidi Abdellah City from Housing and Public Facilities, Including Green Spaces"

Survey Results

Section 1: General Data This section focuses on presenting the general and personal characteristics that distinguish the research community. It serves as the reference framework for any field study, providing a realistic picture of the research community, which helps in analyzing and interpreting field data and linking it to the conceptual framework of the study.

Table 1: Gender

Percentage	Frequency	Probability
57.14%	116	Male
42.86%	87	Female
100%	203	Total

- The quantitative data in Table 1 confirm that the participation rate of males was 116, representing 57%, which is higher than the participation rate of females, which was 43%. This is attributed to the nature of Algerian families, where the husband is often more directly involved in interactions within the household.

Table 2: Age

Percentage	Frequency (Female)	Frequency (Male)	Total Frequency	Percentage (Female)	Percentage (Male)
5.91%	5.75%	6.03%	12	5%	7%
28.57%	39.08%	20.69%	58	34%	24%
25.12%	21.84%	27.59%	51	19%	32%
20.69%	20.69%	20.69%	42	18%	24%
15.76%	10.34%	19.83%	32	9%	23%
3.94%	2.30%	5.17%	8	2%	6%

- By calculating the mean age of the sample, which is 41 years, the information and opinions expressed are credible and objective. The data also show that the age groups are not concentrated around a specific age, with the groups of 19–35 years, 36–45 years, and 46–55 years representing 29%, 25%, and 21% respectively.

Table 3: Marital Status

Percentage	Frequency (Female)	Frequency (Male)	Total Frequency	Percentage (Female)	Percentage (Male)
27.09%	32.18%	23.28%	55	28%	27%
69.46%	62.07%	75.00%	141	54%	87%
2.46%	3.45%	1.72%	5	3%	2%
0.99%	2.30%	0.00%	2	2%	0%

- According to the data in Table 3, the highest percentage of respondents are married, at 69%, followed by singles at 27%. This reflects the structure of the Algerian family, which typically includes parents and children, hence the higher percentage of married individuals.

Table 4: Educational Level

Percentage	Frequency (Female)	Frequency (Male)	Total Frequency	Percentage (Female)	Percentage (Male)
0.00%	0.00%	0.00%	0	0%	0%
1.97%	3.45%	0.86%	4	3%	1%
20.69%	17.24%	23.28%	42	15%	27%
31.03%	26.44%	34.48%	63	23%	40%
46.31%	52.87%	41.38%	94	46%	48%

- The data in Table 4 show that the highest percentage of participants have a university level of education (64%), followed by those with a high school level at 31%. This indicates the high educational and cultural level of the majority of the sample, particularly those living in rental and public housing units.

Table 5: Profession

Percentage	Frequency (Female)	Frequency (Male)	Total Frequency	Percentage (Female)	Percentage (Male)
12.32%	17.24%	8.62%	25	15%	10%
18.72%	12.64%	23.28%	38	11%	27%
44.83%	42.53%	46.55%	91	37%	54%
11.82%	4.60%	17.24%	24	4%	20%
12.32%	22.99%	4.31%	25	20%	5%

- Table 5 shows that the majority of the participants are employees, with 64% being employed either in public administration or various private jobs. The employment status reflects the socioeconomic level of the families, and most individuals belong to the middle or upper-middle class. Students and retirees are the next largest groups.

Table 6: Workplace

Percentage	Frequency (Female)	Frequency (Male)	Total Frequency	Percentage (Female)	Percentage (Male)
28.08%	27.59%	28.45%	57	24%	33%
71.92%	72.41%	71.55%	146	63%	83%

- Table 6 shows that the majority of participants work outside the city (72%), which is due to their employment before moving into housing in the new city, as well as the limited job opportunities within the city, despite the creation of 20,000 job opportunities and the establishment of 1,000 small and medium-sized businesses.

Table 07: Household Size

Percentage	Frequency	Probability	Total	Female	Male
52.71%	49.43%	55.17%	107	43	64
44.83%	47.13%	43.10%	91	41	50
2.46%	3.45%	1.72%	5	3	2
100%	100%	100%	203	87	116

Based on the data from Table 07, it is clear that households with 2 to 4 members make up 53%, which is typical for newly established families, most of whom have a university education and are employed, living in rental housing or public rental properties. The second category, families with 5 to 7 members, represents 45%, mostly extended families that moved to the new city, many of them living in social housing. Lastly, families with more than 8 members make up 2%, and they are extended families living in individual housing.

By calculating the mean number of household members, we get: Mean = ($\Sigma \times$k)total / (k$\times$total) = 4.47 $\approx$ 5.

Thus, families coming from older and popular neighborhoods still prefer larger families, unlike newly formed families with higher education levels and acceptable incomes that allow them to live in stability.

Table 08: Number of Family Members Working

Percentage	Frequency	Probability	Total	Female	Male
92.12%	91.95%	92.24%	187	80	107
7.88%	8.05%	7.76%	16	7	9
0.00%	0.00%	0.00%	0	0	0
100%	100%	100%	203	87	116

The data in Table 08 confirms that 92% of households have 1 to 2 working members, indicating that the head of the household is the sole breadwinner and there are no other income-generating individuals in the family, due to unemployment and the lack of job opportunities in the new city. This indicates a low household income. There is also a noticeable difference in the types of employment from one individual to another, followed by 8% of households with 3 to 4 working members, and no households with more than 5 working members, reflecting the low living standards of the majority of the sample.

Section 2: Types of Housing Schemes and Their Characteristics

Table 09: Type of New Housing

Percentage	Frequency	Probability	Total	Female	Male
5.42%	5.75%	5.17%	11	5	6
4.43%	3.45%	5.17%	9	3	6
81.77%	83.91%	80.17%	166	73	93
8.37%	6.90%	9.49%	17	6	11
100%	100%	100%	203	87	116

From the data in Table 09, we can see that the most common type of housing is the rent−to−own scheme, which accounts for 82%. This is in line with the primary goal of the new city, which was to establish rent−to−own housing. Social housing and public affordable housing follow with 5% and 4%, respectively. Individual housing makes up 8%, and it represents the original families living around the new city. The variation in housing types explains the differences in architectural design, including aspects such as shape and number of floors, among others.

Table 10: Number of Rooms in the Housing Unit

Percentage	Frequency	Probability	Total	Female	Male
1%	1.1%	0.86%	2	1	1
39.9%	39.1%	40.52%	81	34	47
53.2%	57.5%	50.00%	108	50	58
5.9%	2.3%	8.62%	12	2	10
100%	100%	100%	203	87	116

From the data in Table 10, it is evident that the most common housing type is the F4 (four rooms), which makes up 53%, and most of these are part of the rent−to−own housing scheme. This is followed by the F3 (three rooms), which accounts for 40%, and includes both social and rent−to−own housing. The F5 (five rooms) follows with 6%, representing public affordable housing, and finally, the F2 (two rooms) is unique to social housing, and only 1% of the total housing is of this type. Thus, F3, F4, and F5 housing units are suitable for the average Algerian family, considering the average family size of 5 members, whereas the F2 units are criticized by residents for being too small to accommodate larger families.

Section 3: Evaluation of Public Facilities and Services Provided

Table: Public Services and Facilities Evaluation

total	total			good				acceptable				Weak				None			Probability
	female	male	percentage	total	female	male	percentage	total	female	male	percentage	total	female	male	percentage	total	female	male	
203	87	116	0,00%	0	0	0	37,93%	77	53	24	62,07%	126	34	92	0,00%	0	0	0	health
203	87	116	43,35%	88	39	49	42,36%	86	35	51	14,29%	29	13	16	0,00%	0	0	0	education
203	87	116	29,06%	59	34	25	62,56%	127	53	74	8,37%	17	0	17	0,00%	0	0	0	shops
203	87	116	2,96%	6	0	6	46,80%	95	54	41	50,25%	102	33	69	0,00%	0	0	0	Sports and recreation
203	87	116	0,00%	0	0	0	0,00%	0	0	0	100,00%	203	87	116	0,00%	0	0	0	mosques
203	87	116	0,00%	0	0	0	39,90%	81	61	20	60,10%	122	26	96	0,00%	0	0	0	security

203	87	116	7,39%	15	0	15	80,30%	163	79	84	12,32%	25	8	17	0,00%	0	0	0	transportation
203	87	116	0,00%	0	0	0	4,43%	9	0	9	24,14%	49	15	34	71,43%	145	72	73	Tourist centers
203	87	116	5,91%	12	0	12	76,85%	156	80	76	17,24%	35	7	28	0,00%	0	0	0	Parking lots
203	87	116	2,96%	6	0	6	80,79%	164	77	87	16,26%	33	10	23	0,00%	0	0	0	Waste management
203	87	116	0,99%	2	0	2	58,13%	118	67	51	40,89%	83	20	63	0,00%	0	0	0	Public lighting
203	87	116	77,34%	157	75	82	22,66%	46	12	34	0,00%	0	0	0	0,00%	0	0	0	Internet
203	87	116	0,00%	0	0	0	0,49%	1	0	1	4,93%	10	0	10	94,58%	192	87	105	neighborhood
203	87	116	0,00%	0	0	0	0,00%	0	0	0	0,00%	0	0	0	100,00%	203	87	116	Vocational training
203	87	116	0,00%	0	0	0	78,33%	159	75	84	14,29%	29	6	23	7,39%	15	6	9	Directional signs
203	87	116	19,21%	39	11	28	47,29%	96	57	39	33,50%	68	19	49	0,00%	0	0	0	Phone networks

Health Services：

The majority of the sample, estimated at 62%, consider the healthcare services to be weak. This, according to their opinion, is due to the shortage of hospitals and multi-service health centers. The Zeralda Hospital, which contains all the medical specialties, lab services, and radiology, suffers from significant overcrowding. In contrast, 38% of the individuals believe the healthcare services are good, which is attributed to the proximity of their homes to the hospital and the increasing presence of private doctors in the new city neighborhoods.

Education：

A large proportion of the sample, 42% and 43%, respectively, consider the education services to be good and satisfactory. This is due to the availability of educational institutions at all levels and their proximity to residential areas, as well as the ease of access. However, 13% of the individuals consider education to be weak, citing the distance from educational institutions and the large number of students relative to the size of classrooms, which leads to overcrowding and disrupts the effective functioning of the education system.

Commercial Stores：

The majority of the sample, 63%, considers the commercial stores to be good. This is due to the large number of stores, most of which sell food products. Meanwhile, 29% find them satisfactory because they meet their basic needs in a short time and without the need to travel. However, 8% of the individuals consider the stores to be weak due to the lack of variety in the products and the absence of local markets offering products at affordable prices for the lower social class.

Sports and Recreation:

50% of the sample finds sports and recreational facilities weak due to the lack of sports halls and entertainment spaces such as amusement parks and other areas that would provide leisure for families, especially individuals. On the other hand, 46% consider them satisfactory, especially with the presence of sports and recreation areas, although these are deteriorating due to lack of regular maintenance. They are also awaiting the completion of a multi-purpose sports hall and swimming pool that are under construction.

Religious Places:

All individuals in the sample, 100%, consider the availability of religious places to be weak. This is due to the insufficient number of mosques and Quranic schools, despite the existence of prayer rooms, which are few in number. This forces them to travel outside the new city to perform religious rites, particularly Friday prayers. However, the authorities have programmed the construction of 6 mosques and Quranic schools within the new city's neighborhoods, but only the Green Mosque is under construction.

Security:

60% of the sample believes the security services are weak, leading to feelings of fear and insecurity. As a result, they are unable to stay out late at night or leave their homes for extended periods. They attribute this to the limited number of security centers and patrols, with only one police station in the new city. On the other hand, 40% of the sample, particularly residents of neighborhoods near the police station, feel that security is adequate.

Transportation:

80% of the sample considers transportation to be good, citing the availability of both private and public buses with multiple routes, as well as the presence of a train linking Zeralda to Algiers through the new city. This allows easy movement for residents. However, 12% consider it weak, attributing this to overcrowding due to the growing population of the new city, as well as the lack of available taxis, forcing people to use personal cars. Meanwhile, 7% consider transportation to be satisfactory, noting that various types of transportation are available.

Tourist Centers:

The majority of the sample, 71%, believes that tourist centers are non-existent. This is because there are no tourist centers offering opportunities for rest and recreation, especially on weekends. On the other hand, 24% consider the availability of tourist centers weak, as there is a private tourist center with children's games, entertainment, and a water park, but its services are costly and not accessible to everyone, especially the lower and middle social classes. Only 4% consider the availability of tourist centers good, as they sometimes benefit from the services of the only available center.

Parking Spaces:

The majority of the sample, 77%, considers parking spaces to be good due to the availability of parking areas within residential neighborhoods. However, 17% find parking to be weak due to the high number

of cars compared to the available parking spaces. 6% find it satisfactory because there are designated parking areas within their neighborhoods.

Waste Management:

The majority of the sample, 81%, considers waste management to be good. This is attributed to daily waste collection. However, 16% consider it weak due to the lack of respect for waste collection times and the absence of a sorting system, leading to unpleasant odors. Meanwhile, 3% find it satisfactory, citing the culture of residents in some neighborhoods, who respect waste collection times and place waste in the designated bins, making sorting easier.

Public Lighting:

The majority of the sample, 58.13%, considers public lighting to be acceptable, as it is widely available on roads, in front of buildings, and at their entrances. However, 40.89% find it weak, attributing this to the failure to regularly repair streetlights in some neighborhoods.

Internet:

The majority of the sample, 77.34%, considers the internet to be good, thanks to the widespread use of fiber-optic technology across all neighborhoods of the new city, providing high-speed internet of up to 100 Mbps. However, 22% find it satisfactory, based on their personal experiences.

Neighborhood Markets:

The majority of the sample, 94.58%, considers neighborhood markets to be nearly non-existent. This is due to the lack of programmed and constructed local markets, forcing them to travel outside the city to buy their necessities. This results in additional costs, either through the use of personal cars or public transportation.

Vocational Training:

The sample confirmed that there are no vocational training centers within the new city. This is because the responsible authorities have not programmed or constructed such centers. As a result, individuals need to travel to nearby cities to access vocational training services, especially since there is a large group of young people in the new city.

Directional Signs:

The majority of the sample, 78%, considers the directional signs on roads to be good, though insufficient, as they are only present on main roads and not on secondary roads. 14% consider them weak and not available, as the responsible authorities have not provided adequate signs, which negatively impacts newcomers to the new city and makes it difficult for them to find their way and reach their destinations on time.

Telecommunications Networks:

The majority of the sample finds mobile phone services to be available, with 47% considering them good and 33% considering them satisfactory. This is attributed to the presence of network towers for various service providers (Djezzy, Ooredoo, Mobilis) in different neighborhoods of the new city. However, 19% consider the mobile network coverage to be weak, due to the lack of coverage in some neighborhoods.

Table 15: Administrative Facilities' Ability to Meet Residents' Needs

Total	No	Yes	Possibility
Other	Not Equipped	Far	
203	35	107	45
203	187	16	
100%	17.24%	52.71%	22.17%
203	92.12%	7.88%	

According to the data from Table 15, 92% of the sample stated that the existing administrative facilities (such as the local branch, postal center, executive departments, etc.) in the new city do not meet their needs. 53% of individuals believe they are not well-equipped, and 22% consider them far from their homes, requiring them to travel back to the original city or municipality. 17% find them unavailable and insufficient. Only 8% of the sample consider the facilities to meet their needs, which is a small percentage compared to the others.