

Private Sector Participation: Policies and Practices

Enhancing Land Management, Land Development and Construction

Self-organized communities, Urban Governance and the City.

Lessons learned from Muscat, Oman

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Conference

22-24 FEBRUARY 2021
CAIRO, EGYPT

Contextual Introduction

- **Oman population:** 4.6 million - 44% are expatriates (NSCI, 2018).
- **Development of Muscat:** Petroleum revenue incentives - rapid urbanization - car-based city
- **Residential Land use:** primarily single residential villas, covering over 40% of privately owned land.
- **Role of land management:** largely overseen by the public sector. However, in the last decade the role of the private sector and individuals emerged on neighborhood scale.



Problem Statement:

Role of land management: largely overseen by the public sector. However, in the last decade the role of the private sector and individuals emerged on neighborhood scale.

Land Lottery - System Integrated Tourism Complexes - Semi-formal migrant neighborhoods

Research Aims

- to understand different **forms of land-ownership and habitation system**
- to identify the **role of citizens in land management and urban development** within different neighborhoods with varying self-governance systems
- to explore the **relations between horizontal and vertical scale** on which both the civil society and the government operates
- Contextual understanding

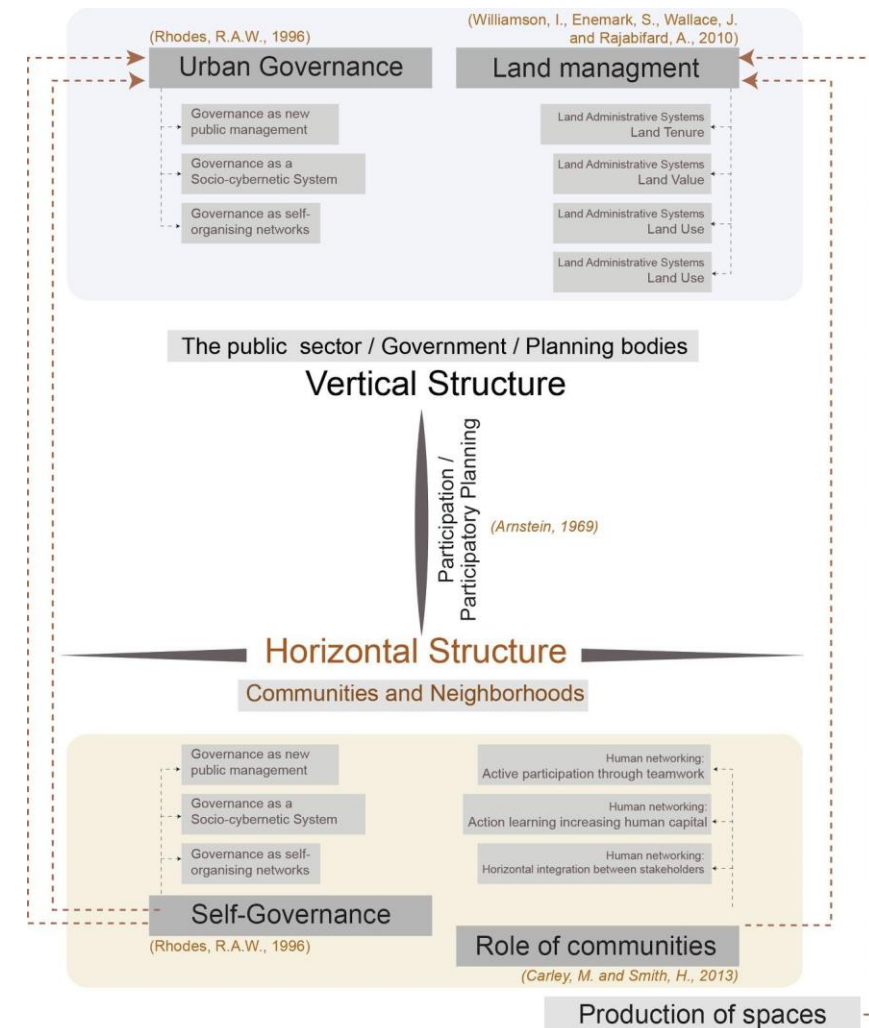
Research Questions

- What are the **gaps of land management** in Muscat?
- What are the **forms of self-organized communities (SC)** within neighborhoods in Muscat?
- What are the **parameters and governing-structures** of self-organized communities in Muscat?
- What are the **multilateral networks between self-organized** communities and regulatory bodies?

Theoretical Framework

- **Land Management** – Land Administrative Systems (LAS): **L**and Tenure, **V**alue, **U**se Development
- **Urban Governance as a:** **N**ew public management, **S**ocio-cybernetic Systems, **S**elf-Organizing networks
- **Role of communities:** **A**ctive participation through team work, **A**ction learning inc human capital, **H**orizontal integration between stakeholders

Creating a connection between the Vertical and Horizontal connections through participatory planning processes



Methodology

- Qualitative - instrumental case-study approach - representative site selection parameters.
- Structural aspects of community self-organization & governance is analysed
- Patterns in evolution of SC communities identified
- Comparative analysis of case-study benchmarks parameters of self-organization
- Key stakeholders and their roles are identified
- Stakeholder legitimacy/power, interest and resources in case-specific stakeholder-constellations understood
- Gap in connection between the horizontal and vertical planning bodies identified

Case Studies: Map and introduction



Demography				
	Dominant Nationality	Household structures	Gender	Socio-Economic status
Al-Mouj	High-skilled immigrants and locals	Families, couples and singles (2:1:1)	Male : Female 2:1	High
Al-Khoud 6	High-skilled locals	Families and singles (3:1)	Male : Female 2:1	Medium
Al-Hamriya	Low-skilled immigrants	Families and singles (1:3)	Male : Female 1:2	Low

Governance		Land Management	
	Type of organizing system	Land Tenure	Type of neighborhood
Al-Mouj	Private, commercial	Privately owned and rented	Gated community
Al-Khoud 6	Organized, unregistered civil society	Privately owned and rented	Privately owned and rented
Al-Hamriya	Fragmented, unregistered civil society	Rented	Rented

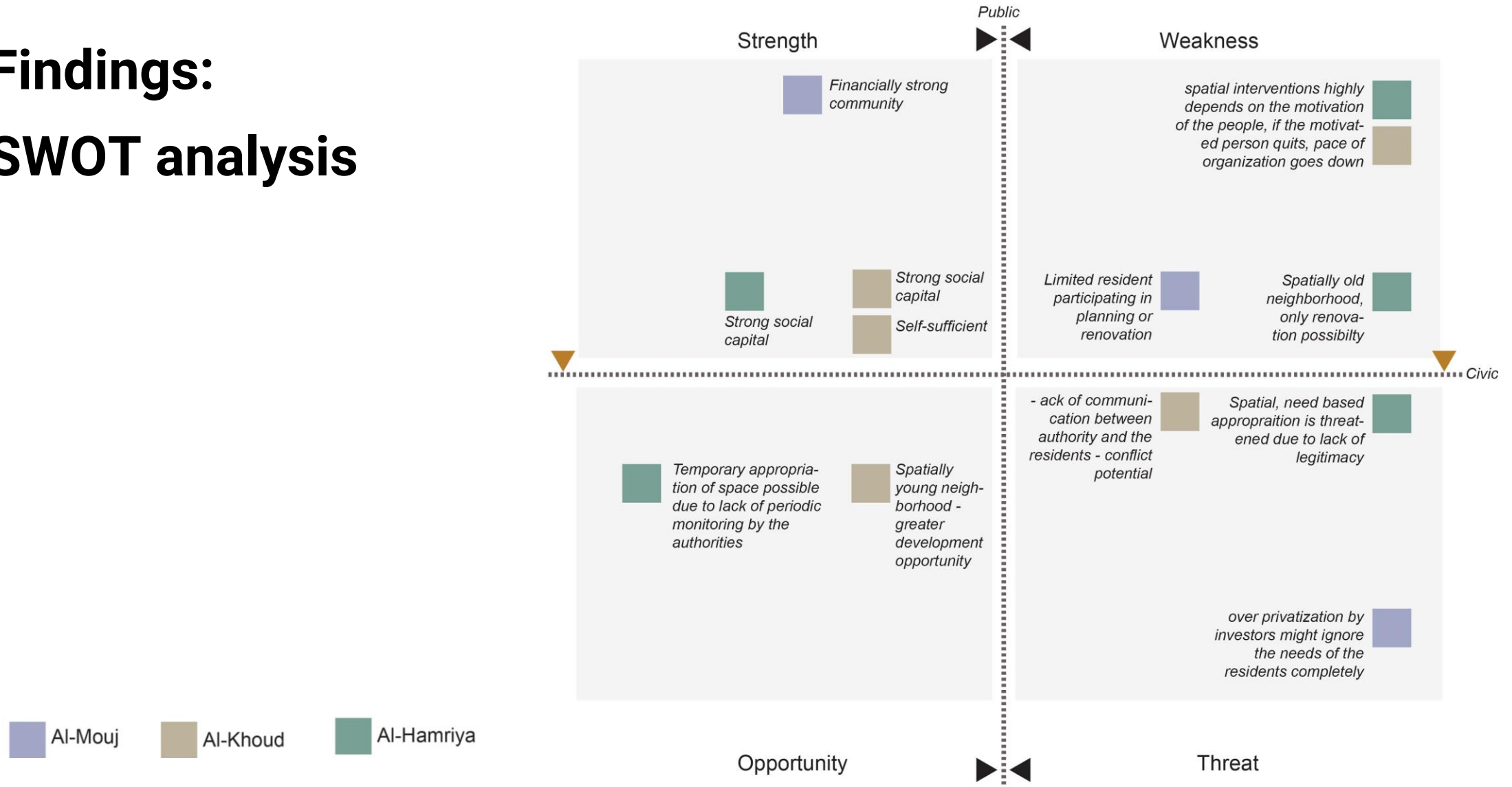
Findings: Land Management

	Land Tenure	Land Value (LV)	Land Use	Land Development	People and Institutions	Rights	Restrictions	Responsibilities
Al-Mouj	Residential neighborhood	planned and distributed by Private-public Investor	Private Investor plans and assigns land use which is approved by authorities	Infrastructure are provided by the private-public investor	Al Mouj community led by Majid Al Futaim (Private investor)	Shift of the land from the Muscat Municipality to the Al Mouj investor,	changes to the physical building must always be approved by Muscat Municipality by Al Mouj community management.	Al Mouj community management acts as the central hub for communication to provide some sense of community within the neighborhood to the ever-changing residents.
	Planned and distributed by Private-public Investor	residential plots are sold to Omani and non-omanis		Construction must be approved Muscat Municipality - 40% built up spaces		The land is planned, developed, and sold in accordance with the ITC		
Al-Khoud	Residential neighborhood	LV set by MOH	MOH plans and assigns land use plans	Infrastructure is planned and supervised by Muscat Municipality (MM)	Muscat Municipality	following the shift of the land from the Ministry of Housing to the Omani citizen, they are entitled to develop the land in accordance to the laws and building regulation to the choosing.	changes to the physical building must always be approved by Muscat Municipality	Following islamic ethics in living within a neighborhood.
	Planned and distributed to Omani citizens by Ministry of Housing (MOH)	Some lands are sold in local land market Land valuation carried by private companies		Construction of property is carried by each individual owner 60% built up space	Self-organized community organization			High sense of community and social capital present.
Al-Hamriya	Residential & commercial parcels of land	Prices of initial rent set by Omani, increased by immigrant care-taker	MOH planned and assigned land use	Infrastructure is planned and supervised by MM	Muscat Municipality	the omani national then rents out the property to immigrant care-taker who acts as a property manager further renting it out to individual immigrant residents	changes must always be approved by MM	high sense of community and social capital presence
	Owned by Omanis, rented out to immigrant care-takers		Temporarily changed and appropriated by immigrant residents	Construction of property is carried by individual owner Appropriated by immigrant residents	Fragmented, organized immigrant community organizations		changes are appropriated anyways by residents, due to lack of periodic monitoring by the public sector	Major activities driven by economic needs, and as a livelihood strategy by the immigrants

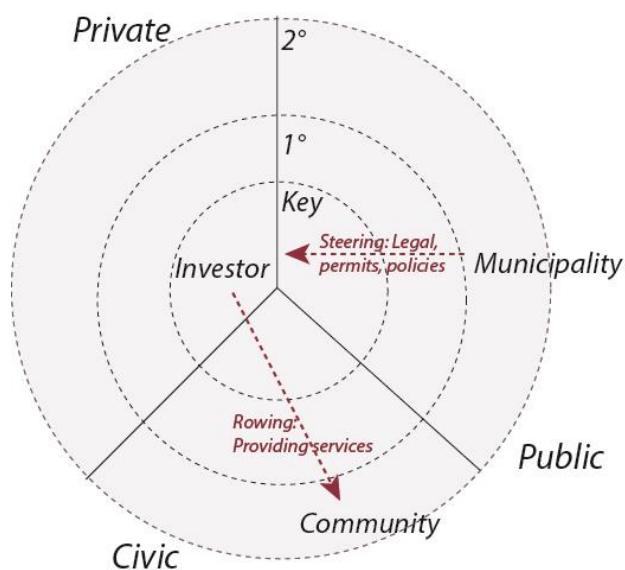
Findings: Governance

	Drivers of self-organization (Maslow, 1943)	Type of organizing system	Type of governance mode (Rhodes, 1996)
Al-Mouj	Self-actualization need based	<div>Driven by Fragmented, unregistered civil society,</div> <div>Driven my immigrant community</div>	Governance as new public management
Al-Khoud	Psychological an self-actualiza- tion need based	Driven by private investors	Governance as a Socio-cyber- netic System
Al-Hamriya	Essential/basicneed based Essential/basic service based	<div>Driven by Fragmented, unregistered civil society,</div> <div>Driven my immigrant community</div>	Governance as self-organising networks

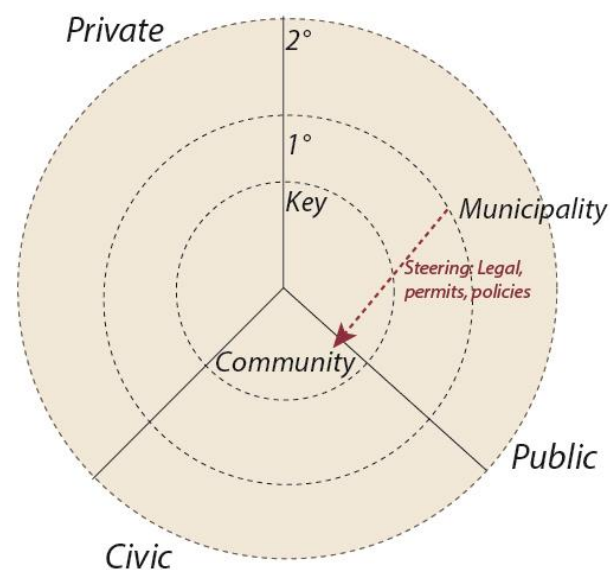
Findings: SWOT analysis



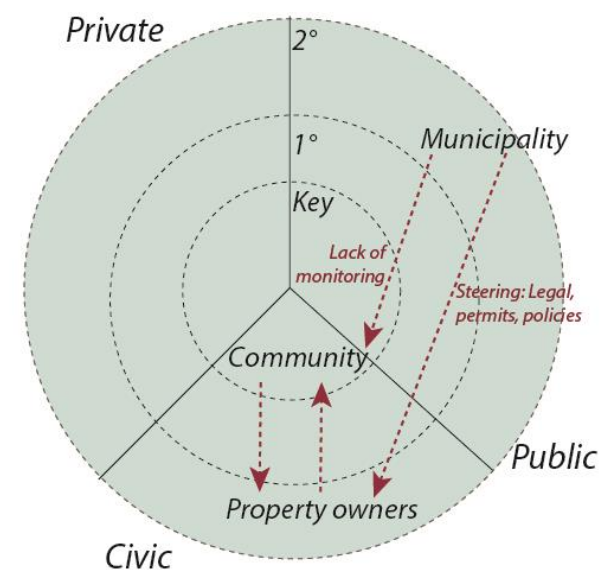
Findings: Multilateral connection between stakeholder groups



Al-Mouj



Al-Khoud



Al-Hamriya

Conclusion/Wrap Up

Through the identification of self-organized communities in relation to land management bodies in Muscat, the research outlines various structures of neighborhoods that could achieve a collaborative discussion internally and external. The research sets a discourse on which neighborhood residents within Arabian Gulf region, specific to Oman.



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