
A review of Triple Iron Success Factors: A Case of the New Administrative Capital (NAC) Project of the Arab Republic of Egypt

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Abstract

Arabic Republic of Egypt relocated its administrative and political capital from Cairo by initiating a mega project known as National Administrative City (NAC) at a cost of US \$58 billion in 2015. The purpose of the project covering 950 km² with an estimated population of 8,000,000 was to move the administrative capital from the congested Cairo city to a congestion free environment. The success of the NAC mega project has largely been measured using the traditional iron triangle parameters of cost, budget and scope. The purpose of this paper was to evaluate whether the success of the mega NAC project can be described beyond the triple iron triangle and if it integrated, or failed to integrate, long-term value creation and if it did to what extent this has been achieved. Literature reviewed show that evaluation of such mega projects must go beyond the traditional triple iron triangle parameter and consider factors such as; economic resilience, regional integration, technological advancement, social transformation of stakeholders. and environmental advocacy. Therefore although triple iron triangle of cost, time and scope is critical in evaluating NAC project success it is tentatively concluded economic resilience, regional integration, technological advancement and social transformation must also be considered to determine success.

Keywords

Traditional Iron Triangle
Long Term Value Creation
Stakeholder Needs

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1. Introduction

Cities are created by man for habitation and for social and economic indulgence. It is for that reason that different types of capital cities have been created based on their origin purpose. Campbell (2004) classifies them as; split capital cities, classic capital cities, federal capital cities, unique jurisdiction capital cities or relocated capital cities. The origin accordingly a city's origin depends on its reason for establishment. For instance, Rukman (2010) classifies the New Administrative Capital (NAC) of the Arabic Republic of Egypt as a "relocated City". Relocating means moving administrative operations of the government from one geographical location to another by setting up new infrastructure to support the relocation. The underlying reasons why administrative seat of government was relocated from Cairo to NAC were socioeconomic, geographical, and political in nature. To achieve such a feat, the NAC was initiated as a mega project in 2015 by Arabic Republic of Egypt at a cost of US \$58bn (Khalil, 2023). The city was built in phases and has the total potential area of 950 km² and an 8,000,000-population capacity.

Despite its massive nature, the NAC project success has largely been measured using the traditional iron triangle parameters. Project Management Institute (PMI) (2021) identifies cost, time and scope as the traditional iron triangle parameters used for measuring project success. To delve into this discussion deeper it is important to appreciate how project planning and design has evolved in Egypt, from the Great Pyramids and the magnificent pyramid of Giza, Egypt, in keeping to its tradition of initiating massive projects, embarked on a Mega project of the modern era-the New Administrative Capital located in Cairo. According to UNESCO (2011) Cairo City was founded in the 10th Century and became a new centre of the Islamic world in the golden ages in the 14th Century. Today the City is the administrative, political and economic capital of Egypt and a significant confluence for economic and social importance not only to Egypt but also to Africa and the Middle East. As a result of its significance Cairo bears the biggest traffic congestion in the Islamic world (Smart Cities World, 2024). The City has an estimated population of 20 million, an estimated vehicular population of 3.3 million. Ordinarily Cairo city experiences day long traffic snarl ups and grid locks that stretch for miles and go into the night. The traffic snarl ups negatively affect the environment and the quality of lives. World Bank (2014) estimates that traffic congestion costs Egyptian government 8 billion US dollars annually. With a GDP of US\$ 1,971.80, economic loss occasioned by traffic congestion is significant by any standards. It is for that reason that the government set up the NAC project to address losses incurred in terms of man hours spent on the roads and the environmental hazards caused by the emission of harmful gases from the thousands of vehicles caught up in the traffic snarl ups. But whether the successful completion of this mega project can be evaluated beyond the traditional iron triangle is the subject of discussion in this paper. This paper seeks to evaluate the extent to which NAC project generates long-term value beyond the iron triangle parameters and how it approaches stakeholder needs to determine mega project success.

- i. To discuss how long term value creation in projects can be used to measure project success beyond the traditional iron triangle,
- ii. To discuss how stakeholder needs can be used to measure project success beyond the traditional iron triangle.

2. Research Method

This paper is a theoretical review that adopted desk top review methodology. The researcher first identified key themes based on variables related to the topic and then explored various empirical literature on each theme. Evaluation, Analysis and synthesis were then used to identify gaps on each

theme. To review the NAC, a desktop study was conducted. Data from government records, financial disclosures and Environmental Impact Assessment reports were also synthesized

3. Discussion and Analysis

In traditional management practice project success is determined using the triple iron triangle that considers time, quality and budget as the primary parameters. Weaver (2012); Project Management Institute (PMI) (2021) argue that Cost, quality and budget are primarily considered to generally determine project success because they are the three basic factors for measuring success. However, in mega projects where other multi-faceted factors are concerned, assessing and confining project success to the triple constraints may be too simplistic. In such projects multiple factors beyond these three factors may be considered to determine success. For instance, changes in the duration of a project may be occasioned by value intrusion that may either increase scope or decrease cost. Smart Cities World. (2024) define value intrusion as the aesthetic change that intrude upon a consumer with or without his or her voluntary attention based on the needs and wants. Although Wateridge (1998) used the iron triangle to demonstrate how these factors reduce project success to only these three aspects (Cooke-Davies (2002); Dvir et al (2003) point out that there is a difference between achieving project success based on the benefits of the project and successfully managing the project based on value intrusion that goes beyond the traditional iron triangle. Based on this argument it is clear that mega project deliverables may consider other factors to determine success

Project Success

Traditional project success triangle is measured within the constraints of time, cost and quality. According to Project Management Institute (2011) triple iron constraint measures the success of a project's completion within the specifications of budget allocated, implementation time and within the scope specifications. It implies that delivering a project to the satisfaction of the stakeholders and beneficiaries is broadly evaluated using these three parameters. In the case of the NAC project; the functional efficacy of the Central Business District, government offices and the presidential palace were within budget and on schedule (Egypt Ministry of Planning, 2022). Additionally, the scope of the project was also achieved as initially designed in the original blue print. However according to Khalil (2023) contingency costs such as land and security and water services which are critical to the success of the project were accounted separately. This cost was not factored in the initial projected cost and therefore constitute what would later be considered as part of the multi-faceted factors (Smart Cities World, 2024). The additional costs occasioned by factors beyond the triple iron parameters show that the final project cost was inflated and therefore did not reflect the original budget cost. Similarly, the NAC project timelines were breached due to variations in drainage construction works. These variations were arguably confirmed by El-Said (2022) when he reported that the original design couldn't be implemented due to unique circumstances on site established during the project implementation phase.

Unforeseen poor soil drainage established during surveys demanded re-designing of the actual drainage works. This therefore meant that failure to adhere to the implementation schedule negatively affected other factors beyond the triple iron triangle (El-said,2022). Whereas the extent to which a project delivers on its objectives is a measure of success, the NAC may have delivered the objectives for which it was initiated but also lagged behind schedule and budget due to the re-design of the drainage works. This therefore means that success criteria stated at the beginning of a mega project may go beyond the cost, time and scope. It is clear that the scope of the NAC project has been a moving target which kept shifting as implementation progressed. World Bank (2024) argues that when outcomes progressively shift from the original design then deliverable may change. For instance, there were additional infrastructure such as high-end residential homes constructed based on the initial time and cost but did not reflect the initial project needs of stakeholders. This means that any additional infrastructure introduced was based on other considerations such as political convenience, foreign or diplomatic policy other than sound economic needs and requirements of the mega project. Based on these considerations El-said (2022) argues that there may be several phases of project success. For

instance, how well do mega projects utilize their resources?, How do successful project results reflect the triple triangle parameters? To answer these questions, it is important to appreciate that what is broadly used to define project deliverable and the development success too may be a moving target. It is only fair therefore to assume that mega project success factors measure how the project adds value to the beneficiaries besides addressing the triple iron parameters only. This means that despite the change in scope midstream the question that should bother project evaluators is whether the NAC as a mega project has added value to its intended beneficiaries.

Project Iron triangle

It is true that the iron triangle as a tool helps project managers prioritize factors that determine success in a confined manner. According to Shenhar and Dvir (2007); Duggal (2011) the use of time, cost and quality as a de-facto method to evaluate, measure and determine project success may not apply in all manner of projects. In their argument there are other factors such as long-term values, strategic plans, stakeholder satisfaction and sustainability that may be used to measure success. Mohktar and El-Gohary (2025) acknowledge that a project can fail to provide economic resilience, socio-economic fairness, regional integration and environmental solutions but meet the constraints of time, cost and scope. To this end therefore NAC project evaluation of success shows that the project triple iron triangle cannot be used in isolation to determine the project success of such a mega project. Although the NAC project evaluation indicates that the triple constraints of cost, time and scope are important, it doesn't provide adequate proof of long-time value creation. Long-term value of the NAC is based on the project's ability to align with its strategic goals and climate resilience, an evaluation that must be validated through stakeholder inclusion that promotes social acceptance. Freeman (1984) opines that inclusion takes into acknowledgement regional bodies, local communities and environmental groups in order to prevent marginalization. Al-Mansouri (2022) further argues that environmental key performance indicators can be included to take care of climate bond covenant so that they are in alignment with the project goals and public interest. This means that for a mega project such as the NAC success to be evaluated critically, it must go beyond the traditional triple iron triangle that project management experts are accustomed to assessing success and include other additional underlying factors that define long term value.

3.1 Long term value creation

Long term value creation entails turning resources such as infrastructure into something of perceived great value to the stakeholders. A project value is created by focusing on a broad set of stakeholders benefits with distinct purpose in mind in order to sustain business for the long term. Based on this understanding Sachs & McArthur (2002) argue that value creation of NAC will be realized through the achievement of long-term strategic goals and fulfillment of the needs for which the capital city was created. This argument notwithstanding, Al-Jazeera (2023) reports that Egypt's new capital city sparked widespread protests over massive displacement despite the perceived benefits it would create. Pirozzi (2018) states that whereas there was evidence of beneficiary participation from the very beginning, fear of the unknown was the single main predisposing factor which led to widespread protests. This means that despite creation of long-term value by a project, immediate needs can be short term setbacks visited upon primary beneficiaries which must be addressed as they arise. Since long term value creation is based on fulfillment of various factors such as the user's needs, owner's needs and the organizational needs it must be at the project core strategy even as it strives to realize set deliverables. It is therefore necessary for the project to continually involve beneficiaries especially in the early stages of project planning and design. This means that the achievement of economic resilience, regional integration, technological advancement and social transformation which addresses long term needs of all stakeholder must be part of the strategy to achieve long term value creation.

3.1.1 Economic resilience

Concise Oxford Dictionary (2015), defines resilience as “recoiling back, springing back or resuming original shape after bending or stretching”. Based on this definition economic resilience implies the ability to recover from setbacks such as unemployment or poor infrastructure. Egypt Ministry of Planning (2022) opine that the NAC would have the ability to withstand shock of starting from scratch by creating a new centre of operations that is easily accessible and additionally provide employment opportunities through sound economic features such as economic transparency and a vibrant export sector. Briguglio and Galea (2003) had earlier intimated that the NAC project would attract foreign investment and provide 1.5 million jobs by 2035 while (World Bank, 2024) research showed that regional growth can be achieved only after vigorous feasibility studies and clear fiscal assessment that takes into consideration economic resilience. Al-Mansourri (2022) further showed that economic resilience is feasible but only if the ability to recover quickly from displacement, unemployment or destruction of the hitherto existing environment is comprehensively addressed in the project plan. This means that in order to withstand shock, long term value measures must be put to absorb those shocks, for example, creating a new centre of operations that is easily accessible, and which provides employment opportunities. The NAC is a smart city with advanced infrastructure, complete with a financial district that comprises multinational organizations and banks. The financial sector is an economic value driver for the NAC socio-economic long-term value which goes beyond the triple iron triangle. Looked at in this light, the NAC project has created employment opportunities in the technological and digital sector due to the advanced smart systems backed by conducive economic development (Pirozzi, 2018). It is evident that the NAC has given rise to investments in real estate by local and international organizations with long term returns on investment. What this means is that in order to measure the success of the NAC as project it is imperative to evaluate its economic resilience as part of value created.

3.1.2 Regional integration

Regional integration is the process by which two or more regions agree to cooperate and work closely together to achieve peace, stability, and harmony and wealth creation. Deutsh (1968) states that, regional integration is a state of affairs; a relationship among units in which they are mutually interdependent and jointly produce system properties which they separately lack’. Based on this assertion the location of essential offices and services at the NAC has made movement easier and convenient making regional partners travel with ease. Selim, Mayhoub & Abuzaid (2024) opine that this model is a replication of Dubai as a regional business hub by integrating Egypt into the regional supply chain. The accessibility to the major ports and to the Suez Canal further improves the logistics for international export trade for Egypt. Within proximity of successful regional integration, NAC goes beyond the triple iron triangle especially when looked at in terms of the zones for different sectors such as areas dedicated to foreign embassies and international organizations and therefore serves as a meeting point for regional diplomatic partners. This zoning is a diplomatic coup for regional integration and a recipe for project success.

3.1.3 Technological advancement

Technological advancement is the innovation of new systems of doing things. The development and upgrade of new systems lead to increased productivity. McArthur and Sachs (2002) state that technological advancement improves the standards of living by solving everyday problems. Hassan & Abdel-Rahman (2021) similarly argue that technological advancement and long-term growth go hand in hand because there is a direct link between technology and economic development. This means that technological innovation is the key driver of long-term economic growth. Based on this understanding, the NAC has embraced technology through the use of smart technology features. The city has a high-speed electric railway that enables faster travel thus saving time that would have otherwise be wasted in traffic jams as experienced in Cairo City. The city uses artificial intelligence to manage its utilities in real time. With a single application, users are able to access various services. McArthur and Sachs (2002) point out that the use of satellite, smart cameras and sensors in the NAC helps to keep track of how the entire city operates. The value created and added through technological advancement is felt on the road through traffic flow, energy sector and how water is consumed at household level (Hassan

& Abdel-Rahman (2021). The sensors control street CCTVs and WiFi enabled street smart lighting. The city also boasts of a high-speed internet connectivity through its fibre-optic grid. However, skeptics allege that the technology is imported and therefore may not be sustainable (Hassan & Abdel-Rahman, 2021). Whether this narrative is true or false, it is important to appreciate that technological success brought about by the NAC project goes beyond the traditional triple iron triangle that measures success. This achievement is a clear indication that mega projects such as the NAC could be multifaceted.

3.1.4 Social transformation

Social transformation means the restructuring of all aspects of life ranging from cultural to social relations; from politics to economy; from the way people think to the way they live on day to day basis. Looked at through this lens, social transformation means long-term social changes that happen within a society. Khondar and Scheuerkens (2014) argue that social transformation is the fundamental change of the way societies and resources are organized. Based on this argument one of the NAC's main objectives is to provide healthcare services to its citizens. The establishment of Tadawi Hospital has bridged the gap in the provision of such health care services. Similarly, Boge, Haddadi, Klakegg, and Salaj (2021) point out that facilitating infrastructure projects for residents in the NAC has both short and long-term value creation. UN-Habitat (2023) survey indicate that although initial development in the NAC served high income groups this has since been corrected when the government set aside 15% of its housing budget on housing units as affordable housing schemes for the low-income earners. This means that the initial fear reported by Al-Jazeera. (2023) over homelessness of the low-income earners have since been addressed. It is said that education is the greatest equalizer. The education sector has established institutions of learning to cater for all levels of educational needs of the NAC residents. Education enables personal development which creates and improves productivity. Hassan & Abdel-Rahman. (2021) argues that technology transfer and local capacity building in the NAC city will be sustained by the infusion of institutions of higher learning that match the old order set by University of Alexandria and University of Cairo. This means that learning institutions have become part of the NAC project deliverable. It implies that residents of the new city will not need to travel to other cities in Egypt to seek knowledge.

Other social amenities mirroring Disney World in the United States of America have been set up to cater for the residents recreational needs. Worship plays an important role in the lives of men and women. To this end places of worship, such as churches and mosques have been built in various parts of the city. In order to promote the co-existence of the two main denominations in the spiritually volatile country, mosques and the orthodox cathedral where spiritual nourishment is possible have been built. Selim, Mayhoub & Abuzaid (2024) suggest that the development of places of worship is a comprehensive model that entrenches sustainable social inclusion in Egypt's new look administrative capital. Similarly, community centers have been established where residents can interact and socialize. Residents can also cycle and walk in designated areas. This arrangement is aimed at promoting healthy lifestyles. As opposed to traditional cities in Egypt where every open space is taken up, the NAC project offers a wide variety of social amenities to its residents which makes it stand out as a project whose beneficiaries are satisfied beyond the triple iron triangle

3.2 Stakeholder Needs

Stakeholders are affected variously by any given project. International Organization for Standardization (ISO) (2012) defines a "stakeholder" as person, group or organization that has interests in, or can affect, be affected by, or perceive itself to be affected by, any aspect of the project. Based on this understanding, stakeholder needs can be addressed, balanced, or marginalized depending on how their involvement in the project plays out. NAC stakeholders include; local communities, national governments, international financiers, private sector partners, environmental groups, regional bodies. The success of NAC from a traditional perspective would depend on the extent to which stakeholder groups are affected either directly or indirectly. However, this doesn't seem to be the case. Whereas the NAC meets objectives of Egypt's vision 2030, it fails to factor in the needs of the low- and middle-income local community. Ishenda & Guoqing (2019) observe that cost of doing business, owning and

renting properties is beyond the means of majority poor or low income earners. This is partly due to the fact that the project initially focused on the bigger picture that led to the shift of the administrative capital from Cairo City. UN-Habitat (2023) further reports that by sheer size of the project, national resources have been diverted to setting up the NAC and thus cut funding to other regions of Egypt. This is evidenced by the use of large volumes of water for construction and maintenance of various facilities considering in the NAC. The net effect of this diversion is widespread water shortage considering that Egypt has 570M3 annual water per capita which is far below internationally accepted standards of 1,000M3 and therefore classified a water deficit country. UN-Habitat (2023) suggest that under the prevailing conditions the country needs 90M3 billions of water annually to satisfy it national needs. Perennial domestic water shortages have been a growing concern among stakeholders. Based on this evidence there is need to strike a balance between the NAC project requirements and the basic needs of other stakeholders on matters of basic commodities such as water. This means that long term sustainability of the NAC will depend on how authorities prioritize basic needs such as water even as the project is implemented.

3.2.1 National governments

The national government of the Islamic Republic of Egypt is the main stakeholder in the NAC project. The main objective was to de-congest Cairo by creating a powerful and modern state as envisioned in Egypt's vision 2030(Rukman, 2010). This objective has since been achieved through mega investments by the national government and by agile leadership and management approaches (Khalil, 2023). The underlying reasons why the administrative seat of government was relocated from Cairo to NAC were socioeconomic, geographical, and political in nature. The setting up of the NAC project to address social and economic losses and environmental hazards caused by the emission of harmful gases from the thousands of vehicles caught up in the traffic snarl ups has been achieved. But at what cost? Some of the issues the national government has to deal with in order for NAC's success to create a long term value include but not limited to the following; Higher cost of living, higher property prices, higher rent, and increased everyday expenses. Additionally, limited space: Smaller flats and limited gardens make dwelling in the NAC a premium living. This means that despite the government addressing losses incurred by the congestion and pollution in Cairo the creation of NAC has brought with it a set of new problems that the government must address through policy, legal and administrative frameworks.

3.2.2 International financiers

The project investment has been a massive 58bn US Dollars to the NAC. Out of this investment the Islamic Republic of Egypt invested 15% while 85% has been invested by the Chinese banks (World Bank, 2024). Other Gulf states have indirectly contributed by injecting capital into specific infrastructure and to other areas of the economy to prop up the mega project. Khalil (2023) documented that the International monetary fund, World bank and the European union have also given the Egyptian government different amounts of foreign exchange support to steer the mega project to successful completion while direct foreign investments from France and private partners from United States of America have also put resources into the project (Smart Cities World, 2024). These level of funding notwithstanding; bureaucracy and red tape are a major setback for investors. World Bank (2024) has reported that state control on funded projects in the NAC is a point of concern for investors. if policy framework is not put in place to address this bottleneck, most state controlled projects are likely to collapse, and this may lead to losses for investors, especially those without government backed guarantees. This means that although the project may pass the triple triangle parameters of cost, scope and budget, upon completion the long term value creation sustained by financial sustainability may be in jeopardy.

3.2.3 Private Sector Partners

In any national economy the private sector is the part of the economy that is run by individuals and private enterprises for the purpose of making profits. The sector can work with the government under

the Public Private Partnership arrangement to spur the growth of the economy. World Bank (2024) acknowledge that the private sector partners invest in mega projects through consortiums or loans. Smart Cities World (2024) however observe that financing infrastructure initiatives in the NAC from banks is not always forthcoming because banks are more likely to lend to government owned companies than to private investors. This has resulted into higher service cost for the private partners and the choice of project in which to invest is therefore restricted. In order to create a conducive private sector investment, the government must move with speed and remove the barriers that make private sector investment expensive. Once these barriers are removed the private sector partners will play their rightful role in economic development of the NAC, this will create long term value.

3.2.4 Environmental groups

Environmental groups advocate for, or work toward, protecting the natural environment as part of their mandate. Their role in the NAC is to help achieve resource efficient and environmentally sound production patterns, sustainable lifestyles, circular economy and spur new businesses with additional jobs focusing on green technologies and environmental services. However, Environment and Human Rights Division at Human Rights Watch (2022) reported that the Egyptian government has imposed arbitrary funding, research, and registration and thus debilitating local environmental groups. Dunlap and Merteg (1992), discuss environmental groups as a collection of people who seek to find solutions to various environmental problems. Considering that NAC is situated in a desert region, environmental groups would be critical in playing their rightful role in advocating for environmentally friendly development of the city. If the voice of the environmentalists is muffled then the dangers of severe degradation caused by urban development and human activities may aggravate environmental degradation. In 2025, Egypt faces a water deficit of over 7bn M3 of water. The scarcity of water remains a problem and unless environmental groups are allowed to play their rightful role the development of green spaces in the NAC may be difficult to sustain. Therefore, for long term creation of value of NAC the Islamic Republic of Egypt may need to include all the stakeholders including the environmental groups in playing their rightful advocacy role even if it means criticizing the government on matters environmental conservation.

3.2.5 Regional bodies

The New administrative Capital hosts regional bodies such as the African Export Import Bank, African Space agency and a special African Union office not to mention a host of diplomatic missions. The scramble for office spaces by the multinational organizations has led to marginalization of small organizations that cannot afford high office rates (Al-Mansouri, 2022). As a result of this scramble, there is an elite system where only the rich and powerful operate and live in the NAC. Although the scramble for resources is a good sign especially if availability of office space confirms to the principles of supply and demand. It is however not good economically if the access to business space is controlled by the rich and the powerful because it allows for unfair competition. Through the history of the evolution of projects over the different eras, monumental projects were used as symbols of power, in the same way, Egypt is using its mega project to stamp its authority as a power in the Horn of Africa. This view notwithstanding it is imperative that free market economy be let into play to facilitate growth of business without the cut-throat control by brokers. Unless this is addressed, then the NAC will in the long run be a hub for the elite whose control will be in the hands of regional bodies. The net effect of this is that eventually the city will be for the elite with no long term value created for every sector of the economy

4. Conclusion

This paper sought to determine whether the mega NAC project success can be evaluated beyond the triple iron triangle of cost, budget and scope and if so whether it integrated, or failed to integrate, long-term value creation and to what extent has it achieved diverse stakeholder needs. It is important to note that the NAC deliverable may have considered other factors to determine project success beyond the traditional triple iron parameters. Because based on the foregoing project deliverable and development,

success was a moving target and therefore to assume that project success factor only considered the triple iron triangle of cost, budget and scope is a fallacy. The evaluation therefore showed that triple iron triangle parameters cannot be used in isolation to evaluate project success of such a mega project.

Reviewed literature shows that mega project evaluation must go beyond the traditional iron triangle parameter that project management experts are accustomed to. For instance, long-term value of the NAC mega project must take into consideration immediate needs of project beneficiaries. The achievement of economic resilience, regional integration, technological advancement and social transformation which addresses long term needs of all stakeholder must be part of the strategy to achieve long term value. Similarly, short term needs of the poor as well as environmental considerations by advocacy groups must be and considered. This means that long term sustainability of the NAC mega project depends on how authorities prioritize basic needs such as water even as the project is implemented. Similarly, environmental groups must also play their rightful role in questioning matters that do not conform to conservation edict. Therefore, whereas triple iron triangle principle is critical in determining project success, this is only plausible to the extent that a wide range of stakeholder needs is integrated into the long term value created to realize objectives. In conclusion therefore whereas it is right to state that mega projects such as NAC can meet the criteria of the iron triangle of cost, time and scope, there are other parameters such as economic resilience, regional integration, technological advancement and social transformation that must be considered in order to align project outcomes with the sustainable development goals in providing inclusive governance which in the long run lead to project success.

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