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Egypt SDS 2030: Between expectations and challenges to implement

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2018

The opinions expressed in this paper are those of the authors and or editors and do not reflect AUC policies or views.
They are published to stimulate further dialogue on issues
in Egypt in an attempt to expose young graduates to practical policy solutions.

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Executive Summary

The Sustainable Development Goals (SDGs) were developed to succeed the Millennium Development Goals (MDGs) which ended in 2015. The new SDGs favor collective action by all countries, and emphasize on the principles of "leaving no one behind", building partnerships, and working together to achieve a common goal. SDGs provide a wide-ranging framework to help the world tackle the most pressing social and environmental challenges of our time by covering 17 global goals. Egypt has set a vision 2030 in collaboration with UN agencies, the private sector and NGOs. This vision has a specified action with indicators, baselines, and targets. Egypt has taken some steps in the direction of it vision 2030 by undertaking reforms in different areas; public sector reform, economic reform and building infrastructure and highways that connect remote areas which will boost the economy. Egypt faces a lot of challenges to achieve vision 2030 including the growing population, water scarcity, corruption, and political unrest in the neighboring countries. However, in order to achieve the ambitious goals, Egypt should focus on building partnerships with different stakeholders, capacity building and investing in its population, revising some rules and regulations, and fighting corruption.

Introduction

Egypt Vision 2030 represents a foothold on the way towards inclusive development, setting welfare and prosperity as the main economic objectives to be achieved through sustainable development, social justice and a balanced, geographical and sectoral growth. The Sustainable Development Strategy deals with three main dimensions; economic, social, and environmental (Egyptian Ministry of Planning Website).

Sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Each of the 17 Sustainable Development Goals (SDGs) has specific targets to be achieved by 2030. In order to reach those goals all partners need to collaborate; government, civil society, private sector and the people. Each should have a clear role in the plan in order to achieve the set goals.

The global challenges facing humankind, such as climate change, water scarcity, inequality and hunger, can only be resolved at a global level and by promoting sustainable development.

The 17 sustainable development goals (SDGs):

- GOAL 1: No Poverty.
- GOAL 2: Zero Hunger.
- GOAL 3: Good Health and Well-being.
- GOAL 4: Quality Education.
- GOAL 5: Gender Equality.
- GOAL 6: Clean Water and Sanitation.
- GOAL 7: Affordable and Clean Energy.
- GOAL 8: Decent Work and Economic Growth

Main Pillars SDS Egypt 2030

Social Justice Pillar

By 2030, Egypt is a fair interdependent society characterized by equal economic, social, political rights and opportunities realizing social inclusion.

A society that supports citizens' rights in participation based on efficiency and according to law, encouraging social mobility based on skills. A society that provides protection, and support to marginalized and vulnerable groups.

Knowledge, Innovation & Scientific Research Pillar

A creative and innovative society producing science, technology and knowledge, within a comprehensive system ensuring the developmental value of knowledge and innovation using their outputs to face challenges and meet national objectives

Economic Development Pillar

By 2030, the Egyptian economy is a balanced, knowledge-based, competitive, diversified, market economy, characterized by a stable macroeconomic environment, capable of achieving sustainable inclusive growth. An active global player responding to international developments, maximizing value added, generating decent and productive jobs, and a real GDP per capita reaching high-middle income countries level.

Environment Pillar

Environment is integrated in all economic sectors to preserve natural resources and support their efficient use and investment, while ensuring the next generations' rights. A clean, safe and healthy environment leading to diversified production resources and economic activities, supporting competitiveness, providing new jobs, eliminating poverty and achieving social justice.

Energy Pillar

An energy sector meeting national sustainable development requirements and maximizing the efficient use of various traditional and renewable resources contributing to economic growth, competitiveness, achieving social justice, and preserving the environment. A renewable energy and efficient resource management leader, and an innovative sector capable of forecasting and adapting to local, regional and international developments and complying with SDGs.

Education & Training Pillar

A high quality education and training system available to all, without discrimination within an efficient, just, sustainable and flexible institutional framework.

Providing the necessary skills to students and trainees to think creatively, and empower them technically and technologically. Contributing to the development of a proud, creative, responsible, and competitive citizen who accepts diversity and differences, and is proud of his country's history.

Urban Development Pillar

A balanced spatial development management of land and resources to accommodate population and improve the quality of their lives.

Health Pillar

All Egyptians enjoy a healthy, safe, and secure life through an integrated, accessible, high quality, and universal healthcare system capable of improving health conditions through early intervention, and preventive coverage. Ensuring protection for the vulnerable, and achieving satisfaction of citizens and health sector employees. This will lead to prosperity, welfare, happiness, as well as social and economic development, which will qualify Egypt to become a leader in the field of healthcare services and research in the Arab world and Africa

Transparency and Efficiency of Government Institutions Pillar

An efficient and effective public administration sector managing state resources with transparency, fairness and flexibility. Subject to accountability, maximizing citizens' satisfaction and responding to their needs.

Culture Pillar

A system of positive cultural values respecting diversity and differences. Enabling citizens to access knowledge, building their capacity to interact with modern developments, while recognizing their history and cultural heritage.

Giving them the wisdom of freedom of choice and of cultural creativity. Adding value to the national economy, representing Egypt's soft power at regional and international levels.

Before you move to the implementation keep the discussion of the sustainable development. Talk about your research results.

Background

Start with issue of sustainable development and what is going on and then proceed. I need some background. On issues of relevancy to sustainable development. Make it rich citation

The scale and ambition of the Sustainable development Goals requires a Global Partnership to ensure its implementation. This Partnership should work in a spirit of global solidarity, in particular, solidarity with the poorest and with people in vulnerable situations. It will facilitate an intensive global engagement in support of implementation of all the Goals and targets, bringing together governments, the private sector, civil society, the United Nations system and other actors and mobilizing all available resources. (UN Platform for Sustainable Development Goals)

Each country has a primary responsibility for its own economic and social development. The means required for implementation of the Goals and targets include the mobilization of financial resources as well as capacity-building and the transfer of environmentally sound technologies to developing countries.

Public finance, both domestic and international, will play a vital role in providing essential services and public goods and in catalyzing other sources of finance. The private sector has an important role, ranging from micro-enterprises to cooperatives to multinationals, and that of civil society organizations and philanthropic organizations in the implementation of the SDGs.

Egypt recognizes that despite a strong willingness to achieve the SDGs, fundamental challenges still remain. A high birth rate, brain drain phenomena, water scarcity, migration, discrimination against women and girls, a growing informal sector, and instability in neighbouring states (especially Libya and Syria) are only some of the many hindrances to sustainable development. Water scarcity within Egypt and regionally is a key challenge for the growing population; especially that the agricultural sector consumes two thirds of its supply of fresh water. Ensuring sustainable water resource management is a matter of high priority to Egypt.

Consequently, as a way to stand against these challenges, Egypt heavily relies on international funding and knowledge-sharing partnerships. UNDP, among other UN agencies, supports Egypt's efforts to increase ownership of the SDGs Agenda and build public participation leaving no one behind (UNDP).

Egypt has taken steady steps in the direction of achieving the sustainable development goal; economic reform, infrastructure and distribution of electricity, highways that will create economic opportunities, and the administrative reform of the public sector.

Egypt embarked on a comprehensive and home grown economic reform program that is supported by the international financial institutions in 2016. The Egyptian government took very bold and timely measures, as well as overdue reforms, to put the economy on the path towards a more stable, resilient economy. After a

challenging year, economic fundamentals are stabilizing with reduction in fiscal deficit, curbing the rate of inflation, waning in external deficit and increasing the growth rate of output; all of these are met with increased confidence from domestic and international investors. Egypt is committed to pursuing its agenda of economic reforms to create an enabling environment for inclusive growth and sustainable development.

Egypt is also starting to implement the plan to upgrade its infrastructure across all sectors and all regions within the country. The energy sector witnessed a substantial upgrade in its capacity to produce and distribute electricity. Egypt increased its capacity to produce electricity by at least 15 gigawatts of electricity using advanced, sustainable and efficient technologies. The government has also made some reforms in the legal framework of its electricity sector opening the door for increased participation of the private sector. All of these efforts in the energy sector are consistent with Egypt's vision to become the energy hub of the Eastern Mediterranean.

Egypt has also made good progress when it comes to the public sector administrative reform; having a national database, institutional development, moving to the new administrative capital, capacity building of public servants, developing a social security networks unit, and fighting corruption.

The success of any policy depends on implementation any slightly different perspectives, priorities, and time horizons among multiple actors with different missions in repeated and sequential decisions could cause delay, distortion and even failures in policy implementation. There is no "one size fits all" policy, the implementation of any policy depends on the context, political, social and economic situation of the country. Implementation is one of the most crucial stages of the policy cycle, as it is when plans are translated into actions. In order to have a successful implementation, some important aspects need to be taken into account; including the policy design which can be used to increase commitment, build and use a common interest and facilitate cooperation among implementing agencies. The implementers have to be convinced of the added value and impact of policy on citizens. There should be clear simple instructions linked to the overall objective. The objective has to be clear and specific to all implementing parties. Coordination among implementing parties is key to the success of implementation. Partnerships and networks can be used to overcome street-level bureaucrats. In order to overcome people's resistance to a policy, the government needs to communicate policy results. Last but not least, evaluation and regular update of policy is needed to ensure achieving the policy objectives and successfully reaching the intended audience.

Other Countries experience in implementing SDGs

In September 2015, the members of the United Nations established the 2030 Agenda for Sustainable Development that has laid 17 goals and 169 targets.

The new agenda is more comprehensive and discursive than the MDG's since it addresses the root causes of poverty and encompasses universal and integrated goals that can attain sustainable development. It has served as a reference to developing nations, many of which have laid their national development goals and strategies in coherence with the Agenda.

The experience of South Korea in Sustainable Development

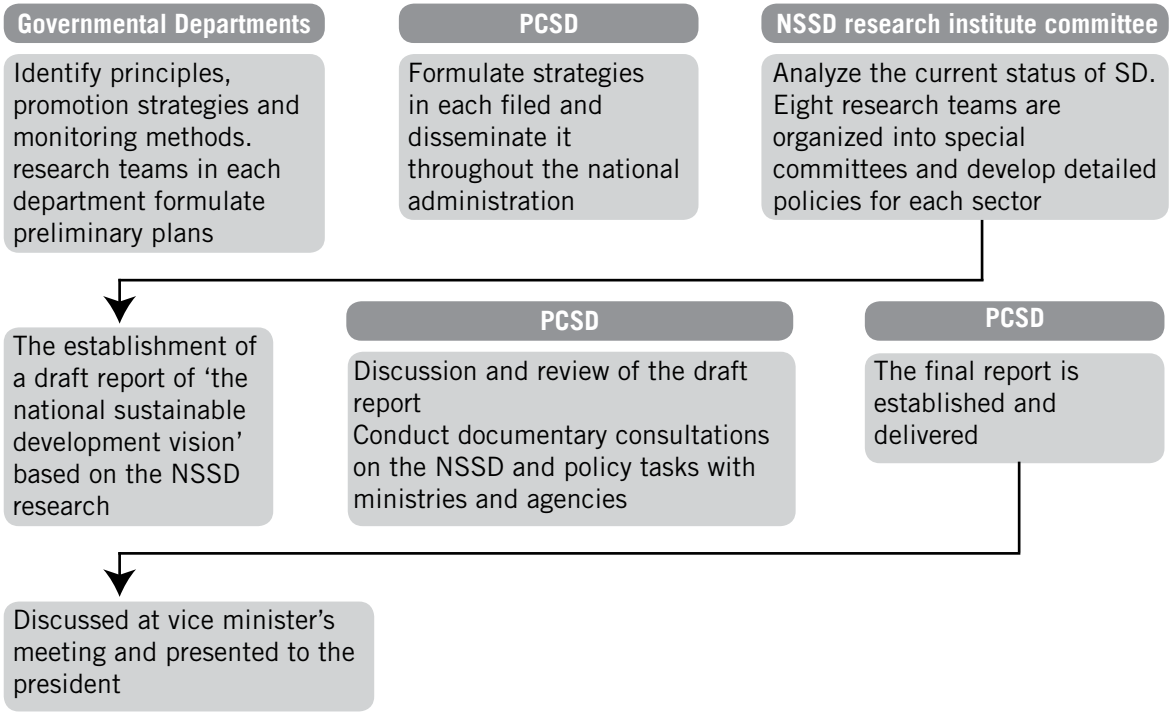
The most notable features of the Korean experience are its rapid reduction in poverty levels, transition to democracy and its successful policies that addresses the Asian Economic Crisis in 1997 and the Global Economic Crisis in 2008.

In 1992, the Korean government participated in the Earth Summit and in continuance to its commitment to sustainable development, it established the National Action Plan in response to the Rio Agenda 21 and the Presidential Commission on Sustainable Development (PCSD) in 2000 which was responsible for the formulation of the third National Basic Plan for Sustainable Development (NSSD) in January 2016 and the establishment of actions plans to be performed by different governmental departments (Chung and Hwang, 2006).

The Structure of the NSSD

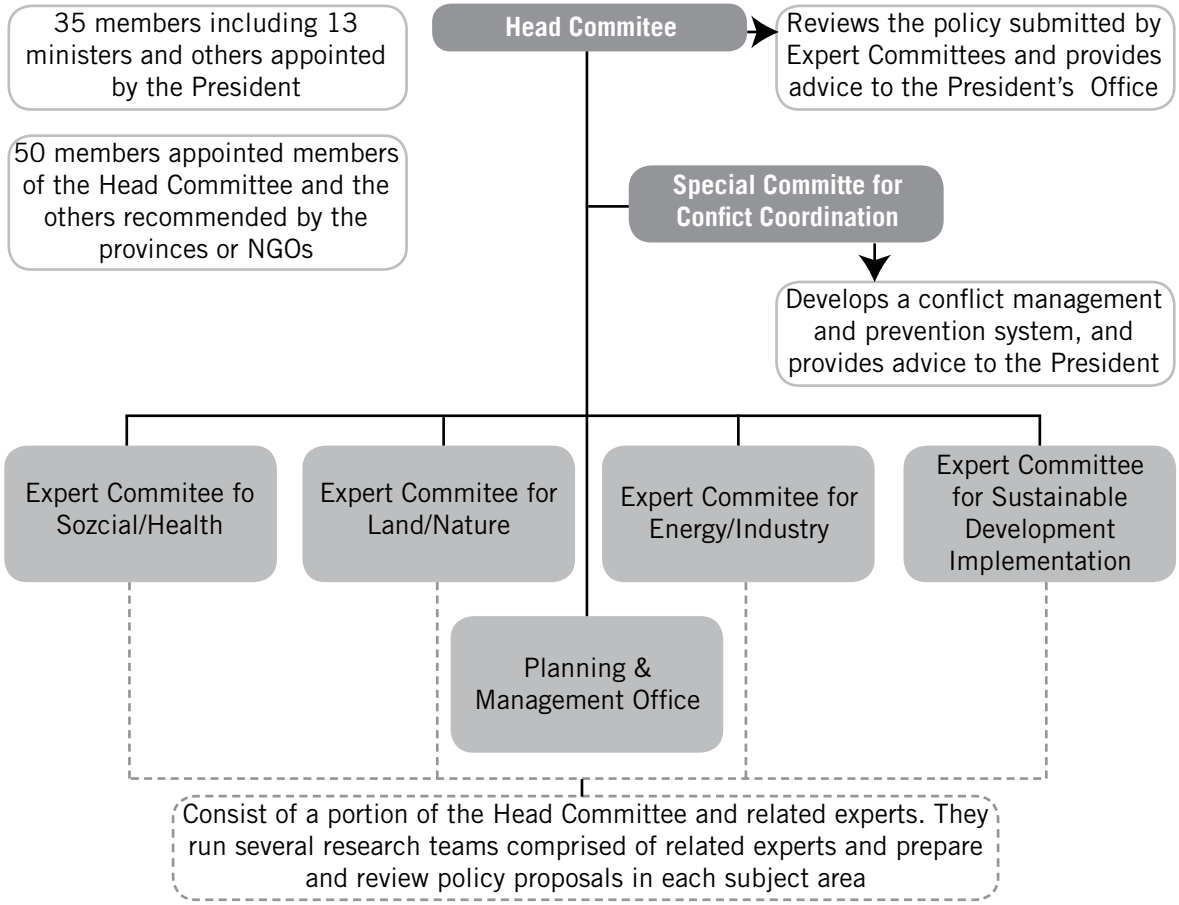
The strategy encompasses five main themes and multiple action programs each of which has its own objectives and actions plan. The five themes incorporate: Sustainable management of natural resources, Social integration and national health promotion, Sustainable economic development, coping with climate change and maintenance of the global environment and Monitoring systems for implementing and evaluating sustainable development performance.

The National Basic Plan for Sustainable Development (NSSD) Planning Process:



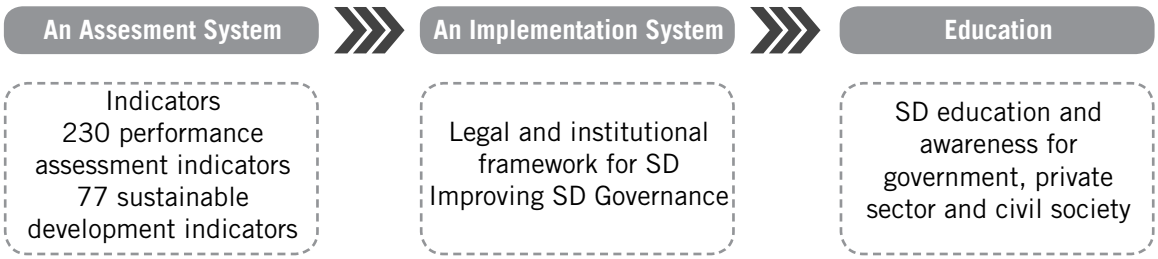
The presidential Commission on Sustainable Development

The establishment of the PCSD is a major contributor to the success of the NSSD. The roles of the PCSD encompass planning, advisory to the president on policies, implementation strategies, monitoring and evaluation, establishing indicators, and most importantly, coordination between government agencies and conflict resolution between sustainable development stakeholders (Chung and Hwang, 2006).



The Monitoring System

The development of the monitoring system was a three step process that focused on indicators construction, laying the legal and institutional framework for development and raising the awareness among stakeholders.



The Sustainable Development Indicators

In 1992, The Earth Summit developed 132 indicators and methodology sheets for countries to monitor their SDGs. Korea reports its status to the UN using the provided SDIs. Korea developed its own indicators based on the UN CSD criteria, EU, OECD and World Summit on Sustainable Development (WSSD).

The indicators are divided into 230 indicators that evaluate the execution of government departments implementation plan and 77 indicators that monitor sustainability.

Quantitative summary of the SDIs for Korea

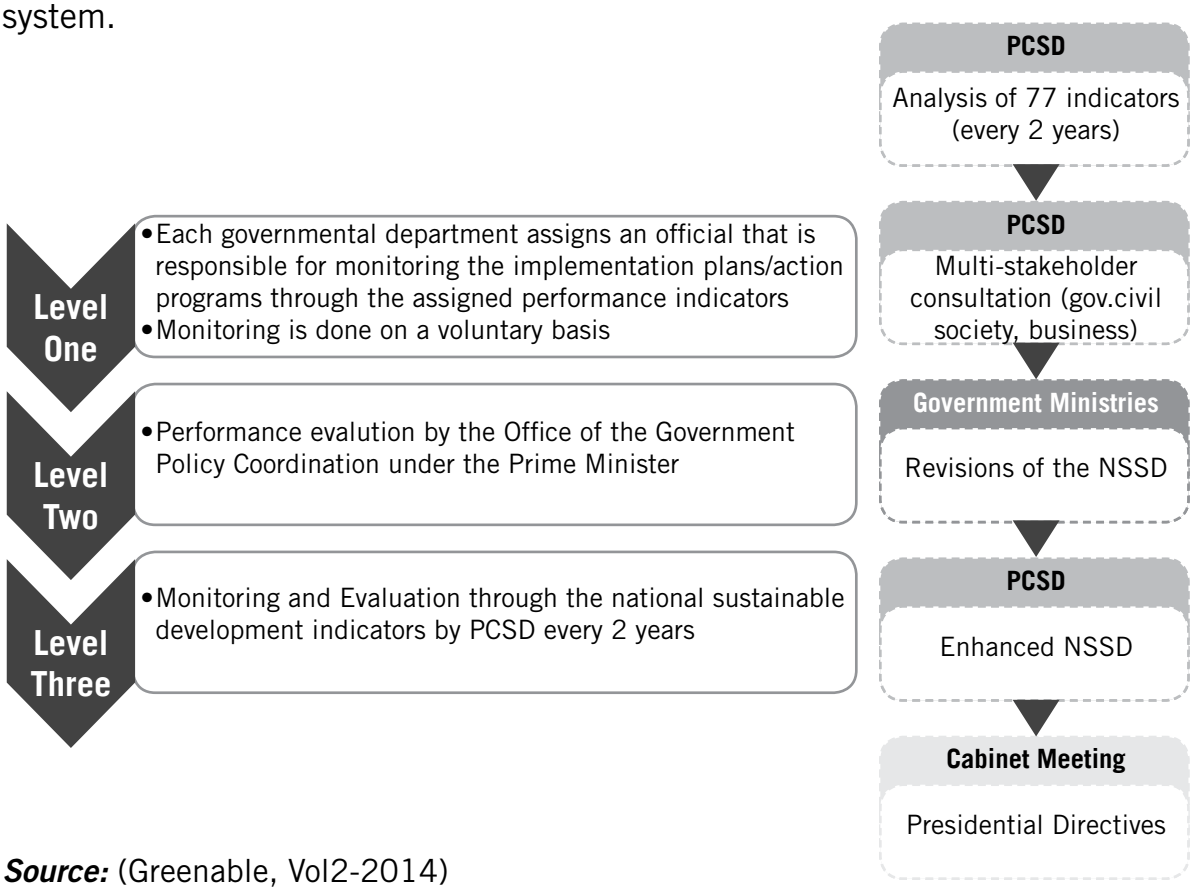
Dimension	*Theme*	*Sub-theme*	*Indicator*
Social	6	12	25
Environmental	5	11	27
Economic	3	11	25
Total	14	34	77

Source: (Chung and Hwang, 2006).

The 77 indicators that were divided into themes, and subthemes throughout the 3 sustainable dimensions (Social, Environmental and Economic). To ensure the measurability of the indicators the Korea National Statistical Office (KNSO) was responsible for gathering and producing the data needed.

The Monitoring Framework

The monitoring and evaluation framework adopted by Korea is a three level system.



Source: (Greenable, Vol2-2014)

The indicators are measured every 2 years and a national sustainability report is prepared and submitted by the PCSD and follows up with the governmental department consultation with stakeholders on the evaluation results. Based on these consultations, the implementation plans are reviewed and redeveloped.

PSCD evaluates the implementation plans and reports the revised strategies and plans to the president. The performance results indicators of the implementation plans are evaluated directly on an annual basis by the prime

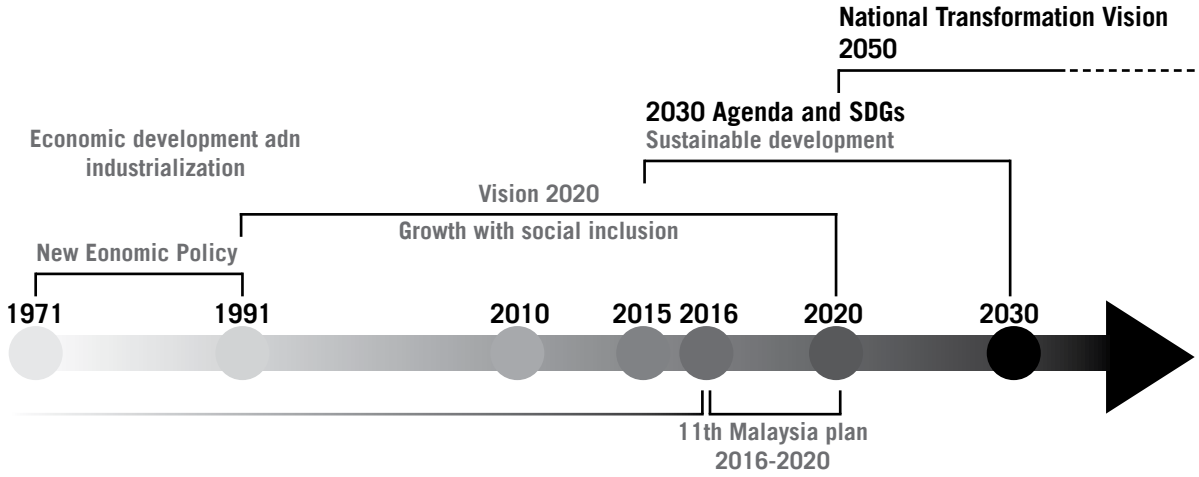
minister's office and reported to the PCSD. The most notable feature of the monitoring system developed by Korea is the fact that it creates a linkage between the departmental implementation and the national sustainable development indicators.

The Malaysian Experience in Sustainable Development

Malaysia planning for sustainable development encompasses long-term visions that determine the priorities of a ten-year phase which is subdivided into five-year strategies and annual budget projects. Malaysia's concern for development dates back to 1971 by their establishment of the New Economic Policy (NEP).

In 2009, Malaysia developed the New Economic Model (NEM) that focused on three pillars: high income, inclusivity and sustainability. Currently it is implementing its 11th five-year plan.

Malaysia: The planning timeline

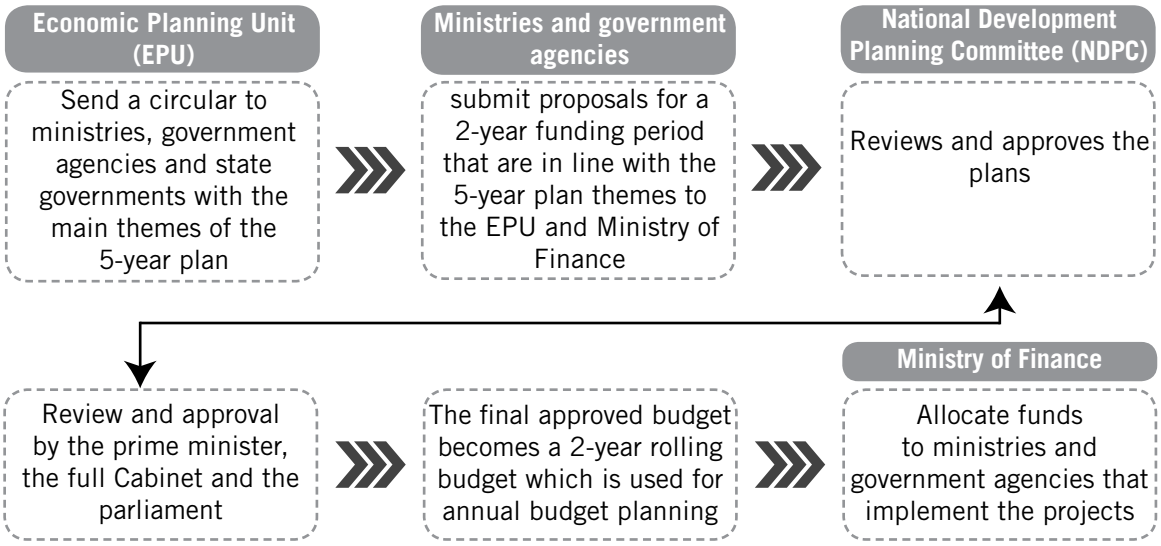


Source: (UNDP, Good Practices Integrating The SDGs into Development Planning)

The Malaysian 11th Plan

The 11th plan is a five-year sustainable development plan. It encompasses 6 main themes: enhancing inclusiveness towards an equitable society, improving well-being for all, accelerating human capital development for an advanced nation, pursuing green growth for sustainability and resilience, strengthening infrastructure to support economic expansion and re-engineering economic growth for greater prosperity.

The Planning Process

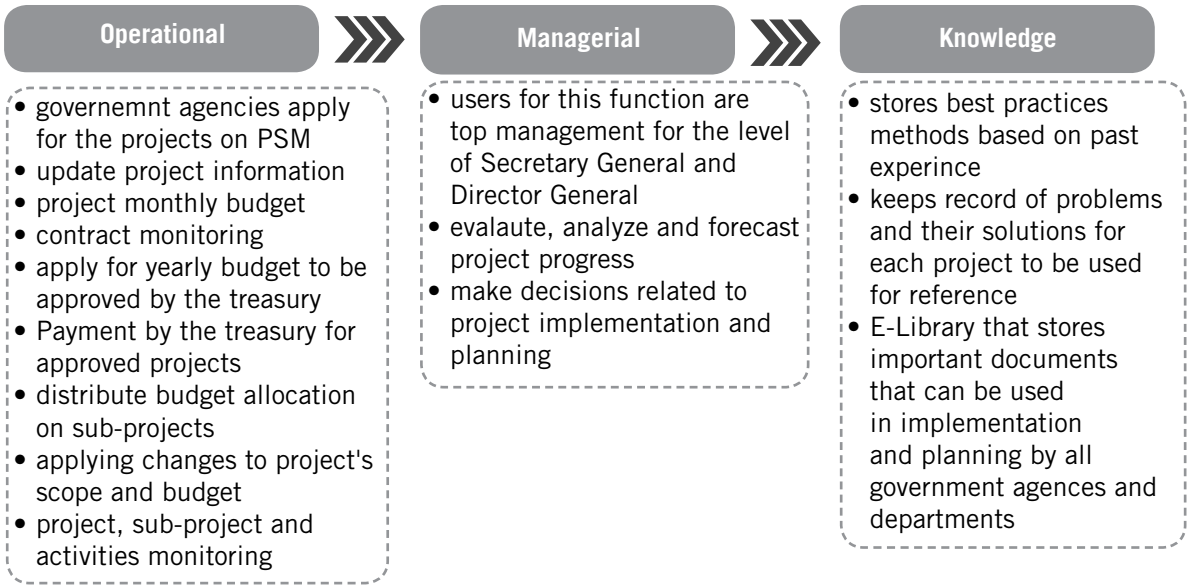


The Monitoring Platform

Malaysia follow the Project Monitoring System II (PMS II) which is run by the Implementation Coordination Unit (ICU) under the prime minister's department. PMS II is an online system that monitors projects throughout their lifecycle. The system is accessible by all government agencies, ministries, and local governments that input their progress into the system including: stage of implementation, budget, reports, challenges, payments and changes in the project scope or budget. The system allows for time efficient monitoring and evaluation of projects and links all ministries progresses. However, that data is not accessible to the public. (Bin Abdul Hamid, 2006)

Project Monitoring System (PMS II)

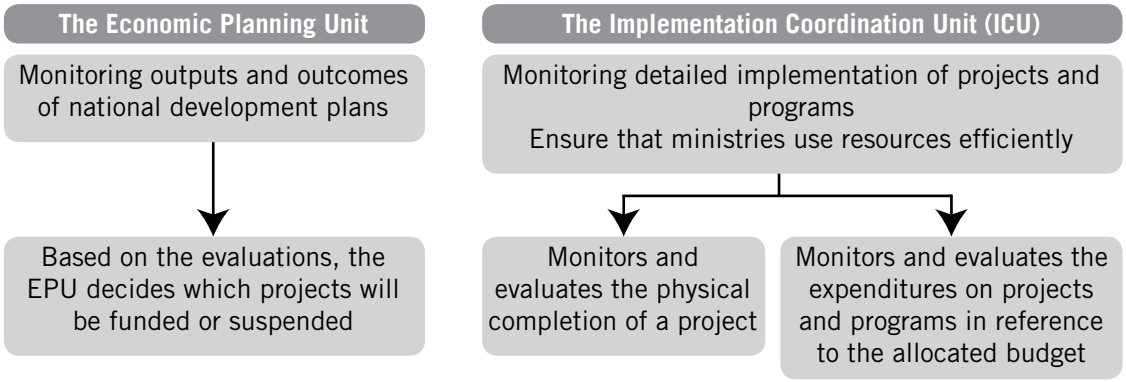
The functions of PMS II are divided into Operational, Managerial and Knowledge Functions.



The Monitoring and Evaluation Process

The government of Malaysia has transformed from a monitoring and evaluation system that target inputs to a system that evaluates outcomes and outputs.

The entities responsible for the evaluation and monitoring are the Economic Planning Unit (EPU) and the Implementation Coordination Unit (ICU), both of which are under the prime minister's department.



Review of Egypt's Progress towards achieving The Millennium Development Goals (MDGs)

Egypt has endorsed, as many countries have, the Millennium Declaration by The United Nation in 2000. Egypt's commitment to successfully achieving the development goals reflected through the established public policies, strategies and national projects that were implemented by the state between 2000 and 2015. The Millennium Development Goals (MDGs) consisted of 8 Goals as following:

Goal 1: Eradicate Extreme Poverty and Hunger

Goal 2: Achieve Universal Primary Education

Goal 3: Promote gender equality and empower women

Goal 4: Reduce child mortality

Goal 5: Improve maternal health

Goal 6:To combat HIV/AIDS, malaria, and other diseases

Goal 7: Ensure environmental sustainability

Goal 8: Develop a Global Partnership for Development

The seven goals of Millennium Development are general and had 17 targets listed under them. In 2015, Egypt declared that 11 targets were difficult to achieve and was able to achieve only 6 targets. Initial reports indicated that Egypt was achieving notable progress towards the accomplishment of the development goals at the national level. However, due to the events of January 2011 more challenges at the political, economic and social level emanated.

These challenges were reflected in the slowed down progress, according to the assigned indicators.

MDGs	***Already achieved***	***Difficult to achieve***
MDG1: Eradicate extreme poverty and hunger		
-proportion of population below the national poverty line		●
- Achieve full and productive employment and decent workfor all		●
MDG2: Achieve universal primary education		
- Net enrolment rate in primary education		●
- Net enrolment rate in preparatory education		●
- Literacy rate, women and men		●

MDG3: Promote gender equality and empower women		
- Ration of girls to boys in primary and secondary education	●	
- share of women in wage employment in the non-agricultural sector		●
- Proportion of seats held by women in national parliament		●
MDG4: Reduce child mortality		
- Under-five mortality rate	●	
- Proportion of 1 year-old children immunised against measles		●
MDG5: Improve maternal health		
- Maternal mortality ratio		●
- Contraceptive prevalence rate		●
- Antenatal care coverage	●	
- Unmet need for family planning		●
MDG6: Combat HIV/AIDS, malria and other diseases		
- Incidence and death rates associated with malaria	●	
- Incidence and death rates associated with tuberculosis	●	
MDG7: Ensure environmental sustainability		
- Proportion of population using an improved drinking water source	●	

Source: (UNDP, 2015, p.8)

Monitoring and Evaluation Approach of MDGs Goals

This part reviews the monitoring and evaluation approach to assess the state's progress towards achieving the eight goals. This mainly looks at the evaluation reports carried out by UNDP for two main reasons. Firstly, the two reports are published in partnership with the Ministry of Planning, Monitoring and Administrative Reform and the Ministry of State for Economic Development. Secondly,

Assessment of Development Result demonstrated that UNDP "has made a real and significant contribution to Egypt's key development priorities, including MDG achievement. UNDP has provided strategic upstream advice as well as effective downstream programme management support across a broad and durable portfolio of development programmes, and has helped the Government of Egypt improve public service delivery at national and local levels." (ADR, p.V).

The monitoring and evaluation system by UNDP depended on producing series of reports to reveal the status of progress towards the achievement of the targeted goals and looking critically at the national efforts, produced public policies and implemented projects. However, this section will review the mid-point

assessment report produced in 2008 and the final report of Egypt's progress towards Millennium Development Goals published in 2015, which is the target date for the accomplishment of the eight goals. This provides an overview of the approach implemented by UNDP to assess the progress at the most two critical phases of the fifteen years plans.

The mid-point assessment is a critical milestone in the life cycle of the implemented policies, strategies as well national projects. It focused on evaluating the progress through revisiting assigned indicators and identifying existent challenges for achieving progress, while suggesting recommendations and policies to overcome the challenges and reach targeted goals. The evaluation result corroborated the effectiveness of the national efforts that put Egypt on the right track for actualizing the millennium development goals. On the other hand, a main feature which emerged in the report is emphasis on priority and pressing needs. It revealed a redirecting in the priority of targeted beneficiaries based on "poverty mapping". This mapping aimed at identifying the most in need for development projects through newly introduced programs, which are 'Geographic Targeting' and 'Supporting Most Vulnerable Families'. These two programs were designed based on spatial and economic analysis with aim of "reallocating resources, public expenditure and policy interventions to reach the neediest people in the poorest areas, and emphasizes the complementarity of public services and household support." (2008, P.11). Nevertheless, the report identified key challenges and offered recommended polices to overcome listed challenges.

The evaluation featured four main stages:

The first stage demonstrates the status of progress as assessed through a set of indicators backed by statistical data and figures. The second stage identifies the challenges which emerged in the implementation. The third stage turns to the public policies produced in order to achieve the targets and their effectiveness at certain parts. The final stage offers recommendations for future policies that acts as a guide for future actions.

The final report structure is results oriented, stating success and failure of the national efforts in achieving the development goals. The report manifested quantitative data to reflect the rise and decline in the progress as well as stating the reasons behind the outcomes. In addition, it provides recommendations as well for future actions and developments plans post 2015.

Major Challenges for the implementation of SDGs

The final report presented an insightful look at future challenges for Egypt in the implementation of SDGs based on its experience and challenges faced in the MDGs:

International challenges:

- The continuing recession in many EU countries and the United States,

and the weak growth rates in them and decline of generated employment opportunities, as well as slow growth in China and Southeast Asian countries.

- Non-implementation by the developed countries and donor organizations of their obligations in the field of official development assistance (ODA) to developing countries to ensure that the MDGs are fully achieved. According to the Organization for Economic Cooperation and Development (OECD), ODAs from 23 OECD's development assistance committees amounted to around $133.5 billion in 2011, representing 0.31% of their combined gross national income (GNI), which is still a long way from the 0.7% UN target.17

Local challenges

- Lack of human cadres able to follow up the implementation of SDGs in all ministries and agencies entrusted with such tasks.

- Lack of a coordination framework among the concerned bodies in a way that allows the implementation of these goals more effectively.

- Lack of data and information necessary to measure progress towards the achievement of these goals.

Other challenges related to the nature of SDGs:

- The number of proposed goals (17) and targets (169) contained in the general framework of SDGs is too much. Goals range between child and maternal health, oceans and seas.

- The large number of targets and their measurement indicators (which may exceed 300 indicators if there are only 2 indicators for each target) will prolong the time needed to follow up on the progress of the implementation of these goals and follow-up reports, which may reduce the efficiency of the implementation process.

- The process of measuring the progress achieved in the proposed development goals may face difficulty in the provision of the necessary accurate and documented data because of the lack of data; inaccuracy of data; presence of gaps in some data; non-compliance with methodological standards in data assessment; lack of accurate registration systems; absence of detailed quantitative data, particularly data relating to marginalized and vulnerable groups and remote areas and slums; or length of time required to prepare and issue the data, which may last for more than five years (e.g. censuses, demographic health surveys, etc.).

- Egypt is expected to face difficulties in achieving some of the proposed SDGs with high quantitative ceiling by 2030, particularly in regards to having access to sanitation services, providing full and decent employment opportunities, eliminating all forms of discrimination against women and girls, and ensuring full and effective participation of women and equal leadership opportunities on an equal footing with men. Such difficulties can be attributed either to the fact that some of these goals need huge

investments (e.g. sanitation services and full employment), or to the social habits and traditions (as regards full participation of women, for example).

Legal frame work for sustainable development policies in Egypt

The rule of law in applying sustainable development policies (goals) is crucial. In the light of the multiple sustainable development initiatives, especially the 2030 initiative that was made in 2015, great attention was given to the rule of law in implementing suitable development goals. Law is not a mere set of rules that people follow, but it describes the future of any given society. The legal rule is a tool which is used in order to maintain order in communities. It defines what to be considered lawful and what is not. It governs transactions and relations between different actors within the society. As a consequence, an appropriate and inclusive legal frame work is needed in order to implement sustainable development goals.

Law addresses the relation between different members of the society as the government, civil society, private sector, and normal citizens all make up society. Accordingly, integrating the goals of suitable development in the national legal system will ensure its applicability since it will gain the power of law application (the multiple dimension of the legal rule). Any country's laws are highly influenced by the political regime that implements them. It describes and decides social justices, income distribution, and resources allocation. It also governs the relations between governmental and private entities who possess the power to influence those aspects. Development cannot be achieved if those powers are operating against each other. The rule of law objective in this sense is to unify the objectives and the goals of those influencing entities in order to achieve the 2030 goals.

In the social context, the rule of law will be more associated with social justice and order. It will aim at protecting individual rights and property against unlawful acts committed by others within the same community. While in the commercial and economic context, it will be more concerned with the protection capital and investments. Also, ensuring the transparency of commercial and corporate transactions. However, regardless of the context, sustainable development requires the existence of the rule of law in all contexts. It also demands that they operate in a coherent way. Accordingly, a given legal system that operates in favor of foreign investors neglecting the rights of national labor will not be a proper system for development.

Accordingly, there should be a strong judicial system in order to implement the rule of law efficiently. The judicial system plays an important role in enforcing and applying the rule of law on different community members, regardless of their powers. A strong judicial system will ensure that the legal rule which incorporates the development goals will be properly applied. This will occur by resolving disputes in a way that promotes various concepts of sustainable development, as those related to environment, social injustice, and poverty.

It is essential to design the legal model that fits our needs and demands, and

not to import other legal practices as it will not succeed. As previously mentioned, the legal rule is a complex product of cultural, social, political and economic factors. These factors change from one country to another. Thus, the legal frame through which sustainable development goals should be enforced must be compatible with those factors. However, other experiences should also be taken in consideration in order to learn from them.

This legal reform should include:

a) Laws and regulations that govern the three branches of the government and other non-state actors.

b) The enforcement of these laws and regulations.

c) The factors that influenced the establishment of those laws and regulations.

The reformed legal framework should guide both the government and the private sector in implementing the goals of sustainable development. In addition, it should establish a system for assessing the implementation of these goals ensuring that the current practices are in the correct direction. This will require the entitled authorities to review the current functioning laws in order to modify and element legal provisions that are not consistent with the current sustainable development goals.

Essential principles that should be fulfilled in lawmaking for sustainable development:

1) Every legislative change or policy making decision should be considered as an opportunity to implement sustainable development goals. This could be done through ensuring that the new law or policy will encourage sustainably developed activities, and at the same time criminalizing, or at least discouraging the unsustainable activities.

2) All possible tools that could be incorporated in enhancing sustainable development and preventing or decreasing the unsustainable one should be used.

3) The reform should include and encourage all social actors to engage in the application of this vision since the challenges are too enormous to be faced solely by the government. (the government should also accept and recognize this fact)

4) Community participation in encouraging the governmental acts that meets with the vision, and discouraging the activities that violate its objectives.

5) This legal and policy reform should adopt a learning and evolving methodology in order to recognize the efficient and inefficient approaches. This will require that the legal rule itself incorporate a monitoring and evaluating mechanism in order to determine its efficiency and applicability.

Stakeholders' analysis

A stakeholder analysis is to identify different entities affecting and affected by the policy; i.e. Government, civil-society and Private sector. Players will be weighed according to their power influence/interest, whether they are opponents or supporters.

Identifying the potential key stakeholders in Egypt vision 2030 needs a thorough analysis to the state level and the sub state level, ranging from the public to the private sectors and civil society organizations (CSO's), while looking at the position and core functions of the stakeholder. Identifying each stakeholder role, legitimacy, resources, responsibility, and the relationships among all of them is also crucial. This requires mapping of the stakeholders and the connections between them.

Mapping the stakeholders can be done according to three main categorizes: Key stakeholders, primary stakeholders and the secondary stakeholders. The prospect of mapping different stakeholders has the advantage of understanding the networking architecture between the stakeholders and explicitly raises the question of the interfaces needed to deal with the three above mentioned sectors: The public sector, the private sector and the (CSO's). Those stakeholders are policy-makers from experts (individuals or institutions), to political parties, to interest groups, some of them would support, some of them would promote, and some of them would oppose those measures for sustainability.

In analyzing the stakeholders for the Egyptian sustainable development strategy (SDS), sustainable development should be revisited as a concept which is based on three main pillars: Social, Environmental and Economic. Understanding these pillars would help us to identify the stakeholders, categorize them, understand their objective, their interest, and their influence in the Egyptian vision and applying the SDS in dynamism and cohesion.

Key Stakeholders

The key stakeholders needed for integrating the SDS are those who have high interest to set the agenda, the mandate, and the strategic objective of the strategy, as well as high scope of influence on implementing the action on the ground. Those key stakeholders are:

- Ministry of Planning is the major key stakeholder as it is the party which sets the whole agenda for the SDS, the party which writes the policy directions that should be followed by others, the party which implements continuous reviews and development to the structure and efficiency of the strategy.

- Ministry of Finance is among the key stakeholders as well, it is the party responsible for allocating funds for the SDS projects. It is also the party responsible for setting the economic agenda and policies which should be economically inclusive according to the economic sustainable development pillar.

• Ministry of the Environment is the key stakeholder responsible for the environmental pillar of the sustainability triangle. Its role is to attain sustainability throughout the national projects, setting the criteria for them and providing a sustainable environment through policies and legal frameworks in Egypt.

• Ministry of the Social Solidarity is the party responsible for providing the social inclusion of all the social classes while applying the SDS. This can be done through a proper social architecture accounts for a suitable development scheme and a sustainable society.

Primary Stakeholders

The primary stakeholders are those who will be implementing the policies, agendas and directions set by the key stakeholders. They would either have a high interest, low influence, or a low interest, high influence. Their role would be crucial in reaching sustainability through activities such as providing projects, reforms, promotion, global exposure or global reviews, partnerships and cooperation, fundraising, technology transfer, capacity building, legal reforms, and innovation.

The main primary stakeholders include: Ministry of Agriculture, Ministry of Transport, Ministry of Irrigation, Ministry of Higher Education, Ministry of Foreign Affairs, Ministry of Investment and International Cooperation, Ministry of Industry, Trade and Small Industries, Ministry of Communication and Information Technology, Ministry of Legal and Parliamentary Affairs, Electricity and Energy, Housing and Urban Development.

Secondary Stakeholders

This category of stakeholders would have low interest in applying sustainable policies and an indirect influence to the public. Their role, however, is crucial in raising the public awareness for sustainability and promoting the sustainable policies among the public and other stakeholders.

This group includes: Ministry of Education, Ministry of Youth, Ministry of Endowment, Ministry of Local Development

Stakeholders integration and cooperation scheme

In pursuing and given its multi-dimension nature strategic approach towards Egypt vision 2030 and the sustainable development agenda, the government could pave the way for stakeholders' cooperation and integration as it would be an essential factor for success. Such cooperation is needed at all levels – central, governorates and area levels – as well as across sectors – governmental, private sector and civil society. To manage stakeholders' cooperation, stakeholder mapping is an essential exercise, with a view to be used for analyzing the agenda of each stakeholder group and the interrelations between them. Relation-management should aim to capitalize on cooperative relations and strategize for resolving conflicting ones. Based on stakeholder mapping and analysis, stakeholders' cooperation can be mobilized by meetings, pubic debates, awareness campaigns, as well as

institutional arrangements for continuous exchange and cooperation. This can be done through creating the following:

A National Council for Sustainability

Stakeholders' coordination at the national and sub national levels requires a sustainable mechanism that enables ministries relevant to the sustainable development strategy to convene together, exchange information, coordinate plans and actions, and network with the private sector and non-governmental partners. This mechanism can also be the platform on which central-local government coordination takes place by inviting governors and government officials to discuss sustainable development strategies, objectives, programs and plans of actions in their respective governorates at a sub national level.

The described mechanism can take the form of a National Council for Sustainability. This council would work to review the projects and the attainability of sustainable development and how are they following the policy targets. The council should also work to link the projects to the SDS through the designing a KPI system for any project that can measure the percentage of the project reaching its sustainable goals as well as KPI's for the project mode of operation to ensure its permanent sustainability, whereby the prime minister can act as the executive secretariat. Widening the scope of the council from projecting a national strategy to also integrating the sub national level on a regional and governorate basis.

The council should also include representatives of non-governmental actors such as CSO (Umbrella NGOs, universities and research centers, syndicates, etc.) and private sector (business associations, CSR committees, etc.). The council can form working groups on specific issues, including a development partners working group to provide for relationships among the stakeholders, and an engagement strategy for each issue through inclusion and good governance.

For integrating the work between the stakeholders, alliances should be generated in which it considers: Institutional regulated dependency, ongoing information exchange, coordinated action and co-production with common resource.

Civil society role

CSOs, with all their diversity, can play multiple, significant roles in dealing with the integrations of the SDS: At the national level, CSOs can act as a key promoter to the SDS interacting with the masses and enabling social participation and engagement. by implementing agencies of slum development projects. They can also play a role in fund raising and project implementations as well as providing technical and legal support when needed.

CSOs working in development both at the conceptual and implementation levels need to network with each other to have an experience exchange on one hand and to gain weight in cooperating with the government at the central and local levels.

Academic and research institutes can play multiple roles as well in the development of the SDS, ranging from conceptual development of approaches and methods to capacity development and technical support to stakeholders, including ministries and local administration, conducting research and profiling the possible challenges that may face the implementation and examining innovative solutions to low-cost upgrading.

The media should play a proactive role in promoting sustainability among the masses, providing for a platform for social engagement with the ideas of sustainable development, and the personal attitude required for a sustainable life.

Private sector role:

Private sector affiliation to the SDS is crucial. It provides a huge potential for cooperation, which can unlock many benefits to sustainability. This can be done through:

- Public-private partnerships (PPP) to fund the projects linked to SDS
- Mobilizing CSR for sustainable development projects
- Attracting investment in planned sectors as well as encouraging technology transfer and capacity building through foreign sustainable models and projects.

Policy recommendations

Political will is one of the main factors of success or failure in implementation of any policy. In Egypt, and after 2011 revolution, there is a strong political will for change. The government is committed to several projects to improve the wellbeing of Egyptians and to involve the different sectors in the implementation of SDS; with a special attention to youth. Following are some recommendations to ensure success of SDS 2030 implementation:

1. Involving all stakeholders in the process from an early stage; the planning phase; allowing each group of stakeholders to set their own targets, indicators, baseline and targets;

2. Change the current culture of hiding information. More transparency and information sharing is needed; through development of sound information systems; electronic means; websites and also through regular meetings among different stakeholders

3. The need for high-level commitment of ministries and sustained, effective coordination between them is required for the short, medium and long term

4. Continuation of awareness campaigns; the media has a strong role to play to inform the public of the progress and get their support.

5. Regular monitoring and evaluation. The Ministry of Planning has to monitor the implementation of planned activities of all ministries, identify the impediments at an early stage, and revise the plan as deemed necessary

6. Encourage people to report on corruption, and take corrective measures. If there is corruption, none of the targets sets can be achieved.

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The Public Policy HUB

Where Rigour Meets Creativity

The Public Policy HUB is an initiative that was developed at the School of Global Affairs and Public Policy (GAPP) in October 2017. It was designed to fill in the policy research gap. It provides the mechanism by which the good ideas, plausible answers, a nd meaningful solutions to Egypt's chronic and acute policy dilemmas can be nurtured, discussed, debated, refined, tested and presented to policymakers in a format that is systematic, highly-visible and most likely to have a lasting impact.

The Public Policy HUB provides a processing unit where policy teams are formed on a regular basis, combining experienced policy scholars/mentors with young creative policy analysts, provide them with the needed resources, training, exposure, space, tools, networks, knowledge and contacts, to enable them to come up with sound, rigorous and yet creative policy solutions that have a greater potential to be effectively advocated and communicated to the relevant policy makers and to the general public.

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