Egypt Future Vision

Brief concept paper

Final draft for discussion

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Introduction:

In February 2016, the Ministry of Planning, Monitoring, and Administrative Reform (currently the Ministry of Planning, Economic Development and International Cooperation) launched the "Sustainable Development Strategy: Egypt 2030 Vision" as a framework for long-term strategic planning to unify and coordinate the efforts of all stakeholders related to sustainable development. The strategy also aimed to incorporate the United Nations sustainable development goals, as well as Africa's Development Blueprint (Africa 2063), into the development planning and financing structure on both the national and local levels. The strategy adopted a participatory planning methodology, where many experts participated in preparing the strategy, from the development of the vision and the strategic objectives to the selection of smart performance indicators and the identification of the priority strategic programs necessary to achieve the vision and its objectives. The strategy also adopted an indicative planning methodology, especially for development partnerships from non-government agencies, led by the private sector, civil society, and international development and financing institutions. The strategy also focused on "results-based management ", as the transition was made from a long-term planning framework to a medium-term programmatic planning framework through the preparation of two government work programs for the period 2016-2018, "Egypt Can" and "Egypt takes off " for the period 2018/2019-2021/2022. The two programs were approved by the Egyptian Parliament as well. Annual plans and investment programs were also prepared to finance the development projects necessary to achieve the objectives of the long-term strategy as well as the government's work programs.

The strategy also succeeded in adopting several important reforms, the most important of which is the transition to monitoring and evaluation using key performance indicators, rather than just monitoring based on the budgets allocated to the various projects or what is spent during the projects' implementation period. The reforms also include the gradual transition to Program and Performance -based budgeting, issuing the General Unified Planning Law, developing the local planning system, continuing to issue the "Citizen's Guide for Investment Planning," and the automation of the planning and monitoring system. The strategy also contributed to providing a national framework for preparing follow-up reports on the United Nations sustainable development goals and presenting 3 reports at the High-Level Political Forum held annually in New York.

Current Developments and Egypt 2030 Vision

Since launching the strategy, the local and international arena witnessed major political, economic, and social changes, examples of which are the implementation of the financial reform program in cooperation with the International Monetary Fund, the global debt crisis aggravation, the increase in the pace of trade wars, an unprecedented humanitarian crisis, the repercussions of Covid-19 pandemic leading to a world economic recession as a result of the lockdown and the cessation of economic activity, the outbreak of the Russian-Ukrainian war and its impact on supply chains and production, and high levels of inflation rates, in addition to the water scarcity crisis and the Renaissance Dam issue. Not to mention the negative impact of climate change and the need to take the necessary measures to address its repercussions, participate in the adaptation and mitigation efforts, and adopt structural changes in the areas of production and transportation

and deal with issues of energy, water, food, and other issues related to environmental sustainability.

Add to this, the continuous challenges related to the current low levels of productivity, competitiveness, and economic governance, and other structural challenges that the Egyptian economy has long suffered from through decades, on top of which are the low contribution of the manufacturing and export sectors in economic activity, the high public debt and budget deficit to GDP ratios, and the low levels of sustainable development funding. Moreover, the extreme centralization in the management of state resources, the mediocre efficiency of the state's administrative apparatus, and the weak local governance resulted in stable urbanization rates and varying contributions of the different domestic units to sustainable development.

Despite these unfavorable conditions, which may represent an obstacle to the timely implementation of the Sustainable Development Strategy goals; modern technological developments and the various applications of the Fourth Industrial Revolution can contribute to accelerating the pace of implementation of the strategy objectives, and raising the efficiency and effectiveness of resource utilization, if used in an adequate and constructive manner . As a result of the above, the Ministry of Planning and Economic Development (currently the Ministry of Planning, Economic Development and International Cooperation) updated the Egypt 2030 Vision document to keep pace with these developments, taking into consideration that the strategy is a living document that can be continuously updated to incorporate the various local and international developments, and reflect the aspirations of Egyptians for a better tomorrow that provides them with a high standard of living, and a better quality of public services.

What is beyond 2025?

Nearly ten years now after launching the United Nations Sustainable Development Goals (2015-2030), it is obvious the modest rates of implementation of these goals by most countries, according to published international reports, and the inability to fulfill the goals of eradicating poverty and hunger and achieving gender equality, providing decent job opportunities, sustainable urban development, clean energy, as well as other international and national goals. The main reasons for the difficulty in implementing these goals include lack of funding, limited institutional and human capabilities, the lack of a system of sufficient and effective incentives to enhance the participation of the private sector and civil society, in addition to the focus on immediate issues, which are accelerating due to natural, human, health, and environmental disasters and due to geopolitical conditions, and local & regional conflict.

As the year 2030 approaches, and with the successive developments witnessed by Egypt, like other countries of the world, it seems logical to evaluate the progress in implementing the SDGs which have been integrated into the framework of planning and development on the national and sectoral levels as well as the central and local levels. In addition, revisiting the priorities of the next phase becomes evident as the ten pillars included in the first version of Egypt's 2030 Vision reflected the priorities of the 2015-2030 phase, while the next phase may be characterized by a different set of priorities that will have greater importance on the national and international scene.

Also, applying the concept of "Whole of Government" to achieve integration and coordination between all relevant concerned parties and stakeholders requires a new document that

specifically clarifies the strategic objectives for the next phase. Among the lessons learned from having a strategic planning framework at the national level is the use of this document to identify development requirements from international development and financing institutions, and to determine the gaps that require specific interventions from international cooperation programs.

It is worth noting that the global economy has been significantly reshaped by the COVID-19 pandemic and the surging growth of technologies like artificial intelligence and automation. These advancements will undoubtedly have a major impact on Egypt's future and the course of global development in the coming years. The Beyond 2025 development vision contributes as an effective tool and a scientific mechanism to estimate the value of the financing gap necessary to achieve long-term strategic goals, and consequently determine the private sector's contribution to financing and implementing the new long-term vision, especially in light of the state's strategy towards stimulating the participation and contribution of the national private sector in economic activity. The future vision can also build on the gains achieved during the past period, and the continuity of policies to achieve a major development leap that can realize the citizen's ambitions. It is also expected that the long-term strategic framework document will take advantage of the opportunity to implement a new set of basic reforms, in relevant fields, as well as improve the performance of the state's administrative apparatus and the results of its key performance indicators. This is essential as the administrative apparatus is responsible for supervising the implementation of this long-term framework. The new vision could also identify the required legislative and institutional reforms.

Add to the above mentioned, it is important to anticipate the future and attempt to predict the various political, economic, and social developments that Egypt may be exposed to in the coming years. Also, in understanding new developments, hedging against any future negative shocks, and adopting the necessary measures to avoid them and/or deal with their repercussions. This comes within the framework of raising the potential of the economy, and the state with its various agencies and sectors, to deal with any natural or human evolutions so that they become more resilient in the face of any expected internal and external changes. Despite the importance of having a specific time frame for long-term strategic planning, the time frame for Egypt's Beyond 2025 Strategy must be determined according to the outcome of scientific studies and research and considering the results of the consultative sessions.

Egypt's Beyond 2025 strategy: An Integrated Framework for Comprehensive Planning

The world faces unprecedented and interconnected economic, social, and environmental challenges, including demographic developments, population growth, increasing rates of urbanization, higher rates of poverty and inequality, climate change, scarcity and misuse of natural resources, the adoption of unsustainable patterns of production and consumption, and growing states of uncertainty especially in light of the geopolitical developments taking place in the world, and their negative economic and social impacts on changing the landscape within which the vast majority of countries operate. With the presence of these obstacles that have a significant impact on the development process, the importance of coordination and formulating a framework for integrated policymaking from a long-term perspective appears to keep pace with them. Data and statistics indicate that by 2050, the world population is expected to reach 9 billion, the size of the global economy will increase 4 times, and the water demand will increase by 55%, food by 60%, and energy by 80%, the majority of which is from fossil fuels, resulting in higher greenhouse gas emissions and a devastating impact on climate change (OECD, 2015).

These statistics reflect the importance of assessing the impact of these "and other" developments on economic, social, and environmental development in Egypt. The state of uncertainty also requires increased attention in dealing with these developments and their consequences with caution, and through a comprehensive and integrated perspective that highlights the importance of policy coordination to address all dimensions of sustainable development. This entails giving due consideration to environmental interconnections to incorporate any potential impacts and emphasize the human dimension of development. In addition, considering the unprecedented technological developments that the world is witnessing, and by which Egypt is affected as a small, open economy, it is important to benefit from the positive effects of these technological upgrades to address the various development challenges.

The importance of preparing a strategic vision for Egypt Beyond 2025

Formulating Egypt's Beyond 2025 vision is part of developing a comprehensive strategic framework that integrates and drives the planning system in different timespans, long, medium, and short-term. It is worth noting the need to agree on the basic concepts of strategic planning, which are compatible with the legislative framework for planning and development applied in the country and are consistent with Egypt's international obligations and with modern global trends. Appendix No. (1) presents the most important concepts, which will be built upon and modified continuously, to prepare a document of development and strategic planning concepts that can be relied upon in the future and incorporated in the relevant training packages.

The preparation of the vision aims to develop a strategic direction for the planning process and an implementation framework to achieve the output necessary for comprehensive and sustainable development through which an economic transition can be achieved that leads to comprehensive, balanced, and truly inclusive economic development. The planning process relies on sound scientific foundations of analysis- away from stereotypical thinking to solve immediate problems- to adopt a different way of thinking, an innovative methodology, and a new "Fresh Look." The planning process is characterized by continuity. Planning is what is important, not plans that always change. To ensure success, the vision must be utilized to develop a general

direction that contributes to changing the collective awareness of the elite, and of all citizens, on how to stimulate sustainable development. Changing collective awareness and prevailing culture and developing a new methodology for planning and implementation are considered among the most important factors for the success of the vision formulation process, followed by developing implementation programs and follow-up and evaluation mechanisms.

Components of Egypt's post-2025 Strategic Vision

The "Strategic Vision for Egypt Beyond 2025" includes the following components:

Strategic goals: These Strategic goals reflect the fields through which efforts are unified to achieve the long-term vision. These Strategic goals are determined through consultative sessions, and after evaluating previous experiences and the successful experiences of other countries.

General goals: General goals express the optimal situation desired and targeted to be achieved in the long term, concerning the overall situation for each strategic goal, sectors, and other pressing development issues included in the Vision. Achieving all or most of the General goals represents success in implementing the long-term vision.

Priorities: The pillars are divided into a group of pressing issues and means to for goal attainments so that each general goal of the vision includes a set of priorities that express the means to attain this goal; their relative importance, and the extent and speed of their impact during the coming few years, to overcome the challenges and problems that must be overcome to achieve progress on the level of achieving the strategic vision.

Strategic programs: A set of activities, actions, decisions and procedures that are implemented to allocate all types of resources to achieve the desired priority that help in achieving a specific strategic goal.

Projects and initiatives: A set of actions, projects or initiatives that would help in achieving a specific program. Each project (or initiative) would have a clear target, owner, budget, time plan.

Targets: Quantitative targets that measure progress towards achieving the strategic goals. Targets would be defined on both the level of the strategic goals and cascaded towards the programs and projects, with clear ownership.

Methodology of Preparing Egypt- Beyond 2025 Strategic Vision

The methodology focuses on preparing the strategic vision for Egypt Beyond 2025, by developing the collective awareness of stakeholders and relevant parties about the strategic goals, the challenges of achieving said goals, and the mechanisms of dealing with these challenges. To formulate an ambitious vision, we must refrain from adhering to the conventional work mechanisms and the widespread culture and avoid having the long-term vision theoretical and unrealistic, or stemming from temporary reactions to face the frustrations resulting from chronic problems. The vision must be based on a comprehensive "Holistic View" that considers the complementarity of the goals, compatibility with global trends, and focuses on maximizing benefit from available opportunities. For the vision to succeed, it must be transformed into a general well-accepted orientation adopted by all segments and groups of the society, the government, and experts, as expanding the scope of participation ensures continuity, sustainability, and successful implementation.

Developing Egypt's Beyond 2025 strategic vision requires a set of changes in the planning methodology at its various stages, considering the following:

- Alignment and clear inputs from country direction and leadership.
- Emphasizing the consideration and respect of legislative, institutional, and regulatory frameworks, governance rules, and policies on national, local, sectoral, and spatial levels as well as integrating current plans.
- Stimulate broad participation from all relevant stakeholders through well-known and published procedures and within a framework of complete transparency and impartiality.
- Supporting the planning and policy-making process with information, data, and scientific facts, considering the long-term perspective and the sound scientific bases required for future forecasting.
- Capitalizing on the capabilities of modern technology and applications of the Fourth Industrial Revolution (IR4) to support the planning process.
- Considering the integration and interdependence between all pillars, priorities, and sectors, while emphasizing the importance of integrating the "Relationships and Interdependencies" methodology in the planning process, the policy-making process, and the implementing procedures.
- Cooperating with other research institutions in various relevant scientific specializations to support the planning process and gain support and trust.
- Leveraging international best practice and previous experience from Egypt and other successful models.
- Full alignment and sign-off from relevant stakeholders across the different steps of the development of the vision.

For the vision to be innovative and the solutions to be out of the box, it is necessary to involve people with different orientations, including foreign thinkers and experts and those working abroad. As well as integrating research entities, international think tanks, and consulting offices into the vision development process to assist in preparing preliminary studies, conducting scientific analysis, analyzing data, preparing background working papers, and field studies. Modeling and measurement play a fundamental role in preparing different scenarios and studying the impact (Impact Analysis), through the following steps:

- Exploring ideas and polling different opinions on topics, goals, and pillars to prepare a list of important and innovative priority topics.

- Analyzing global trends, the current situation, and the experiences of other similar countries and preparing the necessary working papers and reports.

- Determining options, building scenarios, defining assumptions, and setting targets.

- Identifying research issues, topics raised, and research areas for scientific studies and background papers.

- Identifying urgent challenges and agreeing on priorities for solving problems (Punch List)

- Building a multi-dimensional development model that helps measure goals and determine the relative weight of the cost and impact of each of these goals, to achieve balanced development.

- Developing different alternative scenarios and impact Assessment studies

- Defining strategic goals, work priorities, road map, and implementation stages.
- Analyzing gaps and challenges using different methods: SWOT, PESTEL, SFA, etc[1]
- Proposing the necessary policies to achieve strategic objectives.
- Proposing implementation programs and projects and the associated cost and time frame for each.
- Establishing a framework for follow-up, performance measurement, evaluation, and auditing/revision.

Figure (1) provides a summary of the most important features of the methodology for preparing the strategic vision for Egypt beyond 2025, using the most advanced international scientific methodologies in this field:

Figure (1): Stages of preparing a long-term strategic vision

1	**2**	**3**	**4**
The now	**The Next**	**The How**	**Implementation**
Analysis and design	*Definition of the vision*	*Planning and roadmap*	
Capture country leadership's aspiration and align key stakeholders' priorities through interviews and data gathering	Alignment on conceptual framework, principles and values	Develop roadmap and phases of development	Launch and cascade plan to ministerial and governorates plans
Review main research and reports. Analyze current national and ministerial plans	Articulate Vision: Egypt's strategic goals, general goals, priorities and targets & Key indicators	Define appraisal criteria	Launch vision realization organization including progress measurement, reporting and monitoring entities
Analyze other countries experience and draw lessons	Leadership review sessions to align on pillars and strategic objectives	Develop vision operating model and management & control mechanism	
Word trends analysis	Design and detail program and projects/initiative charters, targets & KPIs	Develop detailed short & long term implementation plan including detailed planning for programs, projects and initiatives	Continuous review of plans in alignment with countries budget
Key challenges & priorities through research, round tables and economic analysis and define determinants & constrains	Develop socio-economic model and scenarios definitions	Resources & capacity planning	
Historical analysis and building growth socio-economic models	Translate plans into government budgets and ministerial and geographical plans	Develop execution and engagement mechanism	
Core competencies and Egypt's resources (tangible and non-tangible). Map current & future opportunities	Run workshops and leadership review sessions to align on programs, initiatives and KPIs	Develop detailed communication and stakeholders and public engagement plan	
		Public consultation process	

It is suggested to benefit from the previous experiences in preparing Egypt 2030 Vision, build upon and further develop it, avoid any negatives or unfavorable conditions, and establish mechanisms to mitigate or neutralize risks. It is also possible to build on the extensive experience of the Institute of National Planning (INP), its academic centers, experts and consultants, to prepare studies, background & conceptual papers, and economic models in various relevant fields, in addition to utilizing the institutional readiness of the Institute to organize consultative meetings (brainstorming and expert dialogue sessions) and manage an expanded community dialogue with all concerned parties, especially in the first stages of formulating the future vision. It is worth noting the importance of the role that INP can play in preparing the long-term future vision as a neutral national body that has trust, credibility and independence, which are considered important pillars for building a framework for comprehensive and integrated planning. It is also possible to cooperate with several international and local expert houses that are specialized in preparing long-term strategic plans and have prior work experiences in Egypt or similar countries.

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[1] SWOT: Strength, weakness, opportunities, and threats. PESTEL: Political, economic, social, technological, environmental, and legal. SFA: Suitability, Feasibility & Acceptability.

In this regard, it is evident the importance of analyzing and using data and information to reach the vision and the strategic goals based on evidence. We also emphasize the role that modeling plays in assessing the current situation and determining the direction of the relationships between the various axes of the future vision, as well as anticipating, forecasting, and estimating the impact of the proposed reforms on various variables, and setting priorities within a specific time frame. The first stage of preparing the long-term vision requires a comprehensive analysis of the challenges currently facing development in Egypt and existing opportunities, as well as a precise identification of the most important political, economic, social, and environmental issues that concern the citizen, reflected in his life, and considered a priority for him.

Integrated Sustainable Development Goal Egypt Model

Achieving sustainable development goals requires formulating policies that recognize and leverage the complexity and interconnection between nature of human-built systems and natural systems. System dynamics approach can help to capture these integration and complexity between different entities. The system dynamics, which closely follows the Systems Thinking approach, has allowed for a simple yet very effective representation of each system, with an identification of the parameters that, influence the behavior of the whole interconnected system. The idea behind the System Dynamics (SD) approach is that, if "a system structure defines its behavior", then by being accurate in analyzing and determining the interrelationships among various parts of the system, it could be possible to define accurately the structure of the problem under study and this would ultimately bring an increased understanding of the dynamics of the system. Thus, it has ability to "look into the future" and to understand the impact on multiple key metrics. Additionally, simulation allows the user to capture the specific variability of multiple processes and ultimately provides results, which are orders of magnitude more accurate than deterministic analysis.

The Institute of National Planning (INP) seeks to provide policymakers with evidence-based policy alternatives to enhance governance and achieve sustainable development outcomes through utilizing system dynamics (SD) modeling methodology for policy analysis and forecasting at a national scale. By developing an economic model based on System Dynamics (SD). The objective of that modeling activity is to simulate and analyze policies that support achieving the Sustainable Development Goals (Egypt SDG) from social, economic, and environmental perspective. This model will assist in addressing multifaceted national development challenges.

The 2030 agenda has explicitly called for integrated methods to guide SDG policy. A multi-sector modeling framework has been developed with the necessary degree of integration to be useful for SDG policy analysis. This is the System Dynamics-based integrated Sustainable Development Goal (iSDG) model by the Millennium Institute (MI). MI's models effectively translate key development frameworks, including the SDGs and the Paris Agreement, into national contexts and used for developing localized strategies and monitoring the associated indicators.

INP in collaboration with MI and funded by the Economic Governance Activity of the U.S. Agency for International Development (USAID) is undertaking an activity to develop Egypt iSDG model. The implementation methodology brings stakeholders together to develop a shared understanding of the dynamic system the model is designed to study and position them to discuss

and compare policy interventions in terms of their effectiveness and cost-benefit. The model will serve as a tool to assess the potential benefits of proposed policies and strategies on the implementation of the SDGs in Egypt using System Dynamics modeling and simulation. A System Dynamics-based macroeconomic simulation model will be developed to analyze the achievement of Egypt's SDGs from social, economic, and environmental perspectives.

The structure of the iSDG Egypt model is developed to include 24 sectors distributed across the three aspects of sustainable development: economic, social and environmental. Issues that will be analyzed through sectors include energy, water, land use, natural resources, health, poverty and inequality, agriculture production, food and nutrition security. The model is mainly developed to simulate the trends for the SDGs until 2030 for each of the SDG indicators under a business-as-usual scenario, and to support analysis of alternative policy scenarios. It helps the decision-makers at all levels of governance and civil society stakeholders to visualize the long-term trajectory of their sectors' current development path; and by showing these impacts, devise and catalyze action on alternative coherent policies that help to achieve the sustainable development of Egypt.

The Integrated Sustainable Development (iSD) modelling framework, a tool already applied in more than 20 countries to support national planning, offers a robust foundation for developing country-specific models to analyze national development plans, as well as a country's climate change, low-carbon development, and green growth objectives, and to inform just transition strategies. The characteristics of the model enable the identification of policies cross-sectoral impacts, synergies and dis-synergies. This makes the tool well suited to support integrated policy analysis for national development planning.

Mechanisms for preparing the Egypt Beyond 2025 strategic vision

The working mechanisms for preparing the Egypt beyond 2025 strategic vision include the following procedures:

Develop a program to support research and consulting activities

For the strategic vision to be realistic and convertible into clear action and implementation plans, it must be supported by detailed research that guides decision-making in a way that reflects reality. Therefore, developing a program to support research at local and international universities, research centers, and institutes will help ensure the application of the scientific method in analysis processes, so that we guarantee that the vision is not based on false hypotheses. This is done by creating a digital platform and a mechanism to finance and support research and researchers, through which the research topics needed by the vision as well as consulting studies are presented.

Select the main work group and experts

Forming a small committee under the supervision of INP President and a number of professors, former ministers, and distinguished experts to select an expanded group of experts, advisors, and those responsible for preparing the strategic vision and managing the vision development process in accordance with the aforementioned methodology, and in accordance with the latest effective methodologies and mechanisms. Various committees are also formed, and members of the

Supreme Advisory Committee are selected, so that its membership includes representatives from various sectors and relevant stakeholders. The Supreme Committee must include observers from Parliament, the central government and the local administration, and members representing all citizens to ensure transparency and complete impartiality.

Forming the Advisory Committee

The Advisory Committee includes experts, thinkers, former decision-makers, and representatives of think tanks to help develop a deeper understanding of national, regional, and global changes and trends. The Supreme Committee directs and ensures the correlation between the strategic vision, previous national and international experiences, and the realistic nature of the vision.

Appointing a consulting firm to support the management process

To assist in all stages of preparing the strategic vision, managing work sessions, dialogue, consultation, and opinion polls, explaining global developments and trends, counting and categorizing proposals, documenting outputs, and preparing documents.

Launching an open mechanism for dialogue and consultation

The methodology for preparing the Egypt Beyond 2025 strategic vision includes creating an open consultative mechanism to conduct a national dialogue and public opinion polls, provided that this mechanism is implemented in accordance with the other steps. Opinions of specialists and experts on various topics must also be sought and polled on topics that raise controversy or debate. This will allow the vision to emerge as an expression of the aspirations of the majority, and to be adopted at all levels.

To facilitate this process, it is suggested to launch a website that allows organizing the consultative process electronically, specialists can be allowed to register their data on the website, so that some of them can be selected to join the technical committees that are being formed, and their opinions on various topics can be sought. To ensure complete transparency and the participation of the largest number of citizens, new groups can be involved, such as Egyptians working abroad and immigrants. It is proposed that the website be equipped with databases and expert management systems that allow easy classification, automated search, categorization of topics and people, etc.

Proposed organizational structure and participating entities

Formulating the Egypt Beyond 2025 strategic vision, developing supporting strategies, ensuring government support, and adopting the vision and proposed policies at the national and local levels require complete transparency that encourages various groups from all social strata to participate and ensure the preparation of a vision that expresses the ambitions of all Egyptians, so that it benefits from various ideas, and is publicly adopted. The parties that are proposed to participate in this process include civil society institutions, elite intellectuals and experts, whether residents or expats, in addition to government leaders who can act as a link between vision-setters and decision-makers. Figure No. (2) shows the most important features of the

organizational structure for preparing the strategic vision for Egypt beyond 2025, and the tasks of each of the participating parties.

Figure (2)

The framework of Participating parties in the Egypt Beyond 2025 Strategic Vision project

| The Supreme Advisory Committee			
INP	**The Core Workgroup**	**Consulting Firm**	**The Executive Secretariat**
• Prepare work plan for academic centers • Identify & prepare collective and individual scientific research related to the strategic vision • Identify and organize activities related to the strategic vision • Identify and implement training programs related to the strategic vision pillars • Prepare the standard models necessary to estimate the quantitative targets of the strategic vision • Develop partnerships with similar research institutions and think tanks to participate in research work	• Prepare a detailed work plan • Form work groups, prepare terms of reference for each group, and determine the outputs • Manage work groups • Organize workshops and panel discussions • Prepare and implement opinion polls and data analysis • Classify and Categorize data • Prepare, translate, and publish documents	• Help identify international issues and analyze developments on the global and regional arena • Participate in preparing background papers and technical studies • Assist in preparing opinion polls & questionnaires and analyzing their results • Assist in managing work groups • Review various documents and suggest the necessary amendments • Help in organizing the exchange of expertise from successful experiences • Assist in implementing the promotion & lobby plan	• Project management • Provide logistic support • Website management • Prepare a communication & promotion plan and gain trust • Project budget management • Prepare periodical follow-up reports • Organize workshops & panel discussions • Organize meetings of the Supreme Advisory Committee • Design various reports and documents
Working Groups			
Stakeholders			
Citizens			

The role of the Institute of National Planning (INP)

The Institute of National Planning (INP) contributes to the development of the strategic vision by coordinating all INP's activities to fill in the information gap associated with the preparation of the vision. This is done in a scientific manner by combining extensive academic experience with practical application. INP's research activities are also characterized by being objective as INP is an institution not affected by the pressures of daily executive work, which enables it to detach itself from the immediate problems and ongoing challenges that face executives and constitute a major obstacle that often limits their ability to deal with development issues in an integrated manner and anticipate the future. INP is also capable of focusing on the coordination and interconnection of policies at the macro level and integrating them with policies at spatial and sectoral levels on one hand, and the coordination and interconnection between policies and executive procedures, development programs, and projects and their requirements on the other.

INP contribution in the various stages of preparing the vision and the strategic plan can be as follows:

- Establish the research & organizational framework, and the work methodology.
- Manage the research platform, follow up on research programs, and coordinate with universities and research centers.
- Prepare a database of researchers and experts.
- Collect data, summarize, and present previous studies.
- Preparing primary white papers, concept papers, working papers, group & individual research, and so on.
- Prepare econometric models necessary to determine the quantitative targets for Egypt's Beyond 2025 strategic vision.

Figure (3)
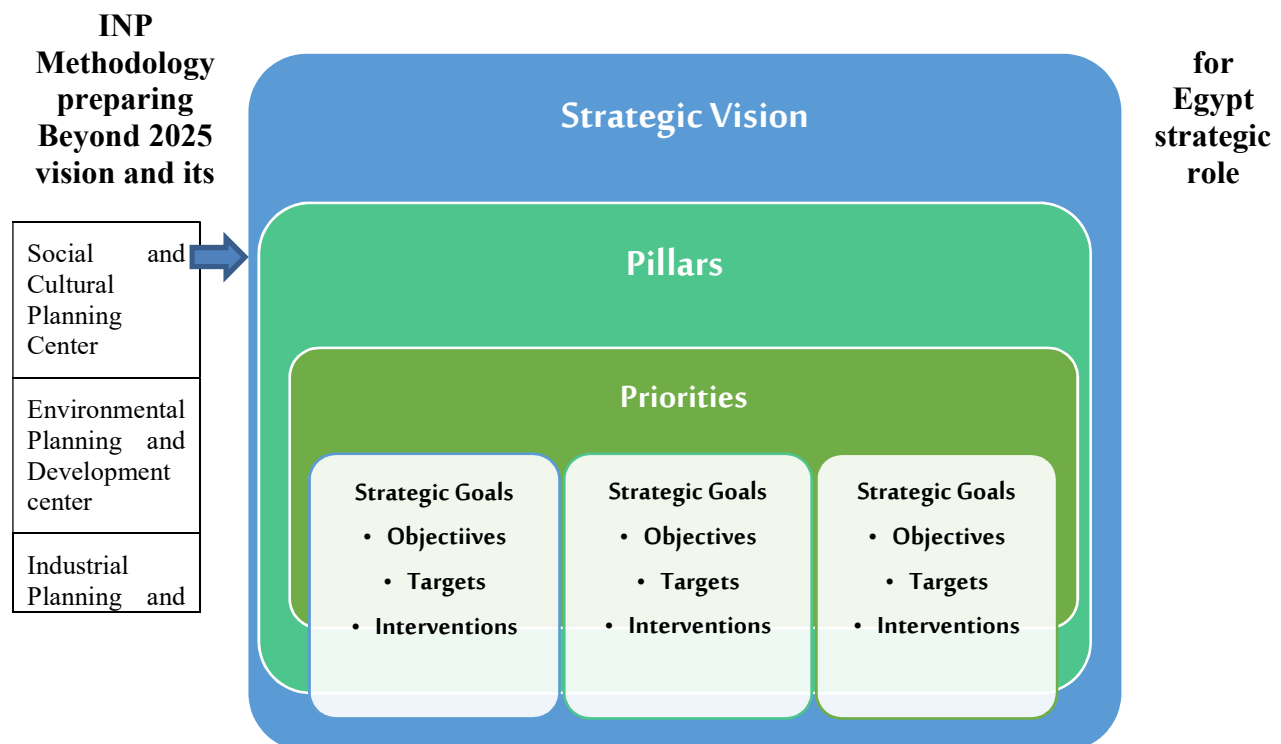
Development center
Agricultural Planning and Development center
International Economic Relations Center
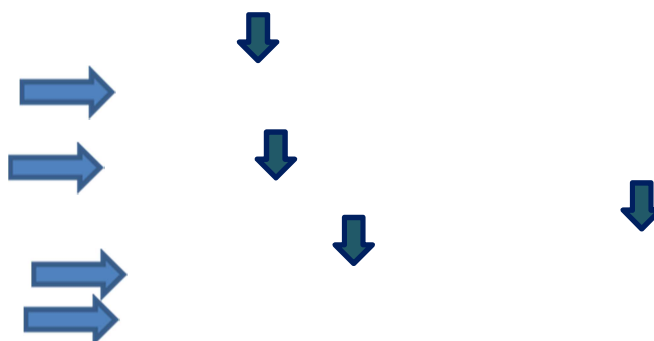
Planning Techniques Center - Regional Development Center- Macroeconomic Policies Center

INP also, through its various academic centers (the Social and Cultural Planning Center, the Environmental Planning and Development center, the Industrial Planning and Development center, the Agricultural Planning and Development center, and the International Economic Relations Center), provides several studies and background papers on all relevant development issues, analyzes the current situation of the sectors concerned, and prepares a database. for the necessary indicators and information. The two centers (Planning Techniques Center and Macroeconomic Policies Center) are responsible for defining the macroeconomic framework, building the necessary models for forecasting, and setting targets for the variables of the macroeconomic framework. The Regional Development Center plays a role in the coordination between the various local units (regional and governorate levels) to identify the development challenges they face and their development vision and strategic goals. The various centers are supposed to prepare reports, research, and background scientific papers in consultation with all relevant stakeholders, in addition to documenting the methodology, the most important challenges faced, and the mechanisms for dealing with them.

The Institute's activities in the stages of preparing the vision and strategic plan can be summarized as follows:

First stage: Document and categorize previous studies, analyses, prepare current status quo reports, working papers, research plan, and identify primary pillars.

Second stage: Develop quantitative models, define strategic objectives, and choose scenarios and performance-based indicators.

Third stage: Identify the most important programs and interventions necessary to achieve the vision & its objectives and choose performance-based indicators.

Fourth stage: Develop the governance system necessary to adopt & implement the vision and follow up on its implementation and development regularly.

Stages of preparing Egypt's Beyond 2025 strategic vision

The stages of the strategic planning project pass through steps that include a group of activities as described above: the first is analysis and design, the second is definition and planning, the third is determining the implementation mechanisms, then launching, and finally implementation, followed by measurement, monitoring, and modification if necessary.

The first stage: Analysis and design

During this stage, we analyze the current situation and global trends, determine strategic goals & priorities, challenges & determinants, evaluation method and performance-based indicators, all to be included in the status quo report, which covers the most important development issues. During that phase we also select the relevant stakeholders and their representatives, activate work mechanisms, adopt the methodology, carry out a detailed analysis of obstacles and negative factors, identify stakeholders, and prepare and select scenarios.

To ensure success, it is necessary to quickly overcome current obstacles and negatives, such as poverty, ignorance, corruption, the problems of building on agricultural land, and to focus on developing government and social services, enforcing the law, achieving justice, quality education and health treatment, addressing environmental deterioration and pollution, rationalizing consumption, and reducing the misuse of natural resources. This is just part of a long list of obstacles and factors that will determine the success of the vision and the degree of development that can be achieved. Converting these negatives into positive factors must be one of the main goals of the implementation strategy. Therefore, during the preparatory stage, challenges must be identified for each goal or sector, as this step is considered one of the most important key steps in the analysis process and in setting a "Punch List" that ensures a speedy process for dealing with the negatives and paving the way for the success of long-term strategic planning by developing a detailed work program. Each of the centers will allocate the required time and effort to accurately and properly identify the problems facing each priority or related priorities, so that all legislative, institutional, organizational, financial, administrative, technical, human and other challenges are presented in detail, based on statistical data and the results of questionnaires that are conducted for this purpose.

How to identify the negative factors and obstacles

During this stage, answers to a set of questions are sought:

• What are the most important challenges? their nature? their characteristics?

• What is the scope of the challenge? How big is it?

• Which groups or entities are most vulnerable or most sensitive to these problems?

• How long will these problems persist into the future?

• What are the economic, social and environmental costs of these challenges?

• What entities are responsible for providing solutions to these challenges?

• What are the lessons learned from previous experiences or success stories in dealing with these challenges?

• How can these challenges be arranged so that the easiest, least expensive, and most impactful are dealt with in the short term, and then gradually deal with these problems over time?

For ease of presentation, issues relating to the different priorities are illustrated in a "problem tree" diagram to help analyze and clarify the relationship between causes and consequences. When the main problem of the priority in question is identified, other sub-problems are identified, whether they are considered causes of the main problem, or those that are considered a direct result of the main problem or an indirect result of the sub-problem. The problem tree diagram must be identified in a consultative manner with all relevant stakeholders.

Illustration of the problem tree

The Main problem ⬆

Sub-problem (1) Sub-problem (2) ⬆ Causes

Sub-problem (3) ⬆ Results
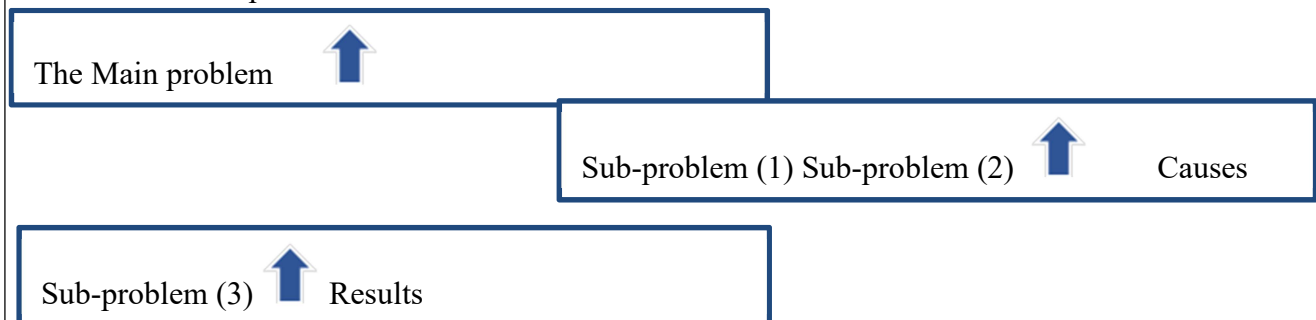
When preparing the Problem Tree, the following rules should be observed:

- Relying on experts and stakeholders in preparing the "problem tree".

- Analyzing the problem, its causes, and its consequences in an accurate and detailed manner, as this important step entails determining the necessary interventions to deal with the problems, gaining the support of stakeholders, and controlling those who oppose change.

- Each card in the Problem Tree must contain only one problem.

- Problems must be real, not hypothetical.

- Avoid defining the problem as much as possible in the form of denying a solution.

- Ensure the sequence of causes and repercussions, so that the repercussions of problems flow from their causes;

Relying on documented facts and data.

Identify relevant stakeholders and related parties

The success of overcoming the negatives depends on identifying the parties associated with the problems of each priority, whether those that caused them or those that benefit from dealing with and solving them. Stakeholders include all persons or institutions that have an interest in achieving the goals of the priority or the sector in question, or who obstruct the achievement of these goals, in any way. These parties include specific entities, institutions, or associations, a specific geographic region, certain categories of the population, a group of economic actors, and others. This stage is important because stakeholders play an important role whether in causing or addressing the problems. It is also important for each academic center to determine the mechanism for integrating stakeholders into the planning process, especially at the stage of defining problems and determining the mechanisms for dealing with them. Stakeholders represent the critical mass of actors supporting all subsequent stages of strategic planning, and therefore they must be carefully selected and a mechanism established to integrate them effectively. It must be emphasized that ignoring any of the stakeholders may lead to them being a stumbling block in achieving the strategic objectives of the relevant priority. The following table can be used to identify stakeholders:

Figure (4): Mechanism to select/determine stakeholders and related parties

Stakeholders impact	Importance of stakeholders and related parties			
	Undefined importance	Low importance/ No importance	Limited importance	High importance
High impact	Stakeholders must be involved in all stages of planning and implementation.		Main stakeholders, partnerships must be established with them especially in the implementation phase of some interventions	
Limited impact				
Low impact/No impact	Stakeholders who require limited participation		Stakeholders who require special attention and the identification of procedures to protect their interests	

Stakeholders list includes:

- Ministries and government agencies on the national and local levels.
- The relevant national private sector, international companies, and business organizations.
- Civil society organizations, especially at the local level.
- International development and financing institutions and donors.
- Representatives of Parliament from both chambers.
- Experts, academics, and research entities.
- Representatives of the Central Agency for Public Mobilization and Statistics (CAPMAS) and the Information and Decision Support Center (IDSC).
- Media and communication representatives.
- Other technical entities related to priority (those who benefit or are negatively affected).

The second stage: Definition and Planning

It refers to the actual work phase, during which work groups are activated on the various tracks and the detailed work plan and opinion poll plan are implemented. The necessary complementary research is completed, the results are published, and priorities are determined through workshops and discussion panels, in addition to determining the results of the workgroups, proposed projects, and the most important ideas and trends. After each stage, a working paper is published to the public, and work groups are reviewed to include new active members to participate in the discussion panels on the website.

This stage includes defining different scenarios for each priority or sector, including an optimistic scenario, a less optimistic scenario, and a scenario assuming preserving the status-quo. These scenarios consider all the political, economic, environmental, social, and technological challenges that may affect priorities and different sectors, as well as the available opportunities that positively impact the future.

Formulating strategic objectives

Formulating strategic objectives begins with defining the "general objective" of the long-term strategic plan, which can be defined as the desired impact to be achieved in the long term. The general objective is consistent with both the aspirations of the Egyptian society for a better future, and with the aim of transiting from the current circumstances to a better situation in general. This can be achieved by maximizing the benefits of all unexploited potentials and resources. This general goal must also be ambitious and achieve a balance between the hope for a better future and the available capabilities considering the changing and confusing circumstances. The general goal is also regarded as the outcome of all interventions included in the plan at the national and regional levels and the macro and sectoral levels as well.

After defining the general objective, the phase of determining sectoral, spatial, and temporal "sub-objectives" starts. Sub- objectives express the needs of stakeholders for the desired change, and the aspirations of these groups to reach specific results. The sub-objectives are also directly related to the interventions being implemented, to those who benefit from them, and to the

benefits they accrue more specifically. This is done by building models for different scenarios and studying the balances between objectives, reliability and impacts based on initial costs.

Choosing strategic interventions

Strategic interventions aim to achieve strategic objectives and deal with the problem tree by ensuring that the desired change occurs in the future. Strategic interventions are determined through comparison between a group of possible options, based on several objective criteria that include available resources (whether financial, human or natural resources) and the extent to which the interventions are compatible with political, social and cultural considerations. The time frame and logical sequence of implementation of these interventions should be also considered. In addition, it is also important to ensure that interventions are compatible with regional disparities, that they serve the largest possible number of stakeholders and relevant parties, that they are realistic, economically, socially and environmentally feasible, that they can be sustained and replicated, and that they have tangible results that can be achieved, measured and verified. During the intervention formulation stage, a set of questions can be asked. If the answer is positive, the choice of interventions is correct. These questions include:

- Were the interventions determined in a participatory manner? Do stakeholders and relevant parties agree on its their viability?

- Are all the necessary resources available to implement the interventions?

- Has a logical time frame been identified for implementing the interventions?

- Can the results of interventions be verified in an easy, clear, and unambiguous manner?

- Do interventions consider regional differences or disparities?

- Did the interventions rely on lessons learned from previous experiences, so that positive results are maximized, and cons are avoided?

- Do interventions consider the impact of uncertainty?

Choosing strategic interventions includes identifying both the inputs and the set of activities that transform them into tangible outputs, to achieve the results that represent the strategic objectives of the various priorities, as follows:

Components	Definition
Inputs	Resources that are transformed through a set of activities into tangible results and desired changes
Activities	The set of tasks that must be carried out to obtain outputs and achieve targeted results
Outputs	Products or services that represent the immediate and tangible results of activities implemented and resources used
Results	The impact on the products or services provided, or the changes that appear as a result of the outputs

These components are linked through a "logical framework" that clarifies the relationship between inputs, activities, outputs, and results, in a way that ensures the achievement of the strategic objectives of the priorities. The logical framework aims to ensure that planned activities will succeed in transforming inputs into outputs and results. It also focuses on ensuring all components are consistent, necessary, and interconnected.

The "logical framework" for each priority includes the general objective, sub-objective, inputs, and activities necessary to reach the outputs, and the desired results to achieve these objectives. Sub-objectives are expressed as contributing to achieving the overall goal. Outputs are translated into initiatives, programs, projects and products, services, facilities, infrastructure, etc. The desired results appear in the form of increasing, improving, developing, etc. Activities are expressed by a set of verbs (in the present tense), such as establish, prepare, create, transform, design, implement, etc.

After preparing the problem tree, we can determine how to deal with these problems and bring about the desired change in the future by overcoming challenges or alleviating their severity. The changes to be achieved are considered the "strategic objectives" for each priority. When setting goals, they must be measurable and achievable. The objectives must also be formulated clearly and in a logical sequence corresponding to the problem tree.

Figure (5): Example of the Logical Framework
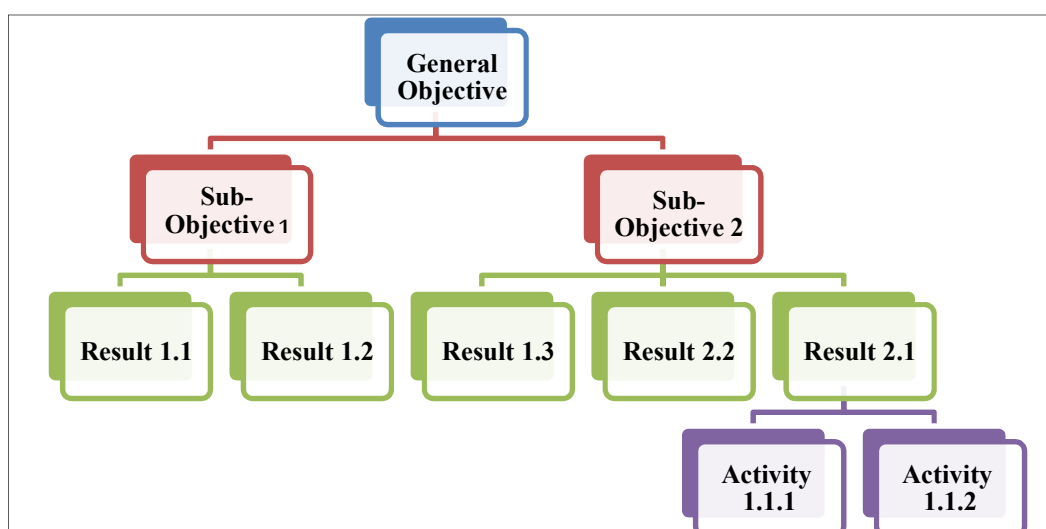
Sustainability of interventions

The success of the strategic planning process depends on how successful we are in selecting interventions that maintain continuity, and the necessary elements for its sustainability, in a way that achieves the desired return for the largest possible number of stakeholders. It includes financial, institutional, environmental, and policy-making sustainability as well. The financial sustainability of the interventions depends on the ability to provide the necessary funding to implement these interventions, repeat them in the future, expand the provision of their services, maintain them, and so on. As for institutional sustainability, it means the presence of concerned parties that own these interventions and are responsible for their implementation and the communication with stakeholders and beneficiaries, as well as developing them periodically,

ensuring their adaptation to technical and technological developments, and ensuring their resilience in the face of any future changes that prevent their sustainability. The sustainability of interventions also requires the introduction of a set of legislative amendments, in the areas of resource allocation, advocacy, awareness-raising, etc. Not to ignore the degree to which the sustainability of the interventions is compatible with environmental considerations related to the efficient use of resources, rationalization of water use, expansion of reliance on clean energy sources, and so on.

Determine the expected cost of interventions

Determining the cost of strategic interventions requires significant expertise which may not be available for all types of interventions. But the importance of estimating this cost requires making some effort and seeking the necessary expertise for that purpose. Stakeholders can also be relied upon to estimate the cost of interventions. In general, the cost of interventions includes establishment expenses, operating expenses, financing costs, various financial allocations, in-kind contributions, and other expense items. It is worth noting the necessity of linking the various activities undertaken and estimating the cost of interventions. Considering the INP's extensive experience in preparing economic and social feasibility studies, this may help facilitate the process of estimating the cost of various strategic interventions, accurately and realistically.

The third stage: Developing the implementation mechanisms

This stage includes developing the governance system necessary to support the vision, implement it, and follow up on its implementation and development regularly.

Fourth stage: launching the project

This stage includes announcing the results and achieving general mobilization to support the vision, as the document for Egypt Beyond 2025 strategic vision is published, discussed in detail in the media, and final amendments are made for approval by related authorities.

The fifth stage: follow-up, evaluation, and update

This stage is outside the scope of the project of preparing the strategic plan and vision, as the role of the project is limited to evaluation and modification according to the development of the implementation process. Follow-up can be periodic with the implementation plan every five years and developing an appropriate mechanism stemming from the previous context and with a similar methodology. Figure (6) provides a summary of the most important stages of preparing the Egypt Beyond 2025 strategic vision.

Figure (6): Summary of the main steps of preparing Egypt beyond 2025 strategic vision

Analysis and design	Definition and Planning	Implementation Mechanisms	Project Launch	Implementation
• The current situation • Basic advantages • Limitations and restrictions • Priorities • Basic challenges • Main components • Goals and objectives • Key indicators	• Methodological framework • Goals and targets • Modeling and scenarios • Strategic vision • Defining initiatives • Proposed programs • Identifying key projects • Developing projects • Budget and costing • Financial modeling • Resources • Relevant stakeholders • Implementation mechanisms • Implementation plan	• Identify the necessary resources • Determine the regulatory framework and employ relevant calibers • Identify relationships • Identify relevant stakeholders and their roles • Develop legislative framework and decisions	• Implement the regulatory framework • Determine the workflow • Secure financing • Organize the project launch event • Implement feedback process • Participation of relevant stakeholders and working groups • Define roles and responsibilities	• Project execution • Measurement and feedback • Identify weak points • Implement corrective actions • Evaluate institutional performance

Implementation Workplan

It is suggested that preparing the strategic plan and long-term vision will require four stages and is expected to take a period ranging between 24-36 months.

The first stage: Preparation

During the first three to five months, the project will be under preparation, including developing the website, appointing the consulting expert house, developing a detailed work plan, selecting the core executive group and various work groups, preparing the project budget, and determining funding sources for the project to prepare the vision as well as the implementation framework. In addition to the nominations of the Advisory Committee and the development of the communication and marketing framework. Start communicating with the various participating parties and perform the following:

- Marketing the vision project in an expanded manner to the decision-makers and parties who are proposed to participate in developing the vision.
- Forming a central committee to determine the elements of the study and develop a detailed plan.
- Forming a committee composed of public figures.
- Formulating the invitation, defining the participants, and dividing them into work groups.
- Preparing an initial copy of the vision document.
- Determining nominations and select members of the Supreme Advisory Committee and the Executive Committee.
- Recruiting and appointing the secretariat and the executive administrative structure.
- Selecting and appointing an experienced consultant house.
- Develop a detailed work plan.
- Determining the sources and structure of financing.
- Determining the topics and framework of the required research and announce them.
- Developing and launching the website.
- Forming work groups.

The second stage: the stage of collecting information and determining the general orientation. Duration: 12 months

- Forming and activating work committees in various specializations.
- Organizing a series of workshops and expanded discussions in the presence of government representatives.
- Developing a detailed definition of the issues to be raised for detailed research.
- Organizing an initial conference to present the results of the stages and initiate opinion polls and collect opinions.

The third stage: the drafting stage. Duration: six months

- Forming working groups for final draft.
- Preparing a worksheet for each group in its designated field.

Pre-final announcement conference. Duration: one week

- Discussing working papers and scientific research prepared by the Institute and reviewing the contents.
- Reviewing documents in terms of wording and contents.
- Making the final draft available for comments and feedback from government members, public figures, and the public.
- Preparing the final document.

The fourth stage: the final announcement stage

This stage aims to announce the results and achieve general mobilization to support the vision, as they are published and discussed in detail in the media, and final amendments are made for adoption. A general conference will then be organized for the final declaration to present the final document and start implementation.

Preparation, data collection, and methodology preparation Phase	Data Analysis and Status quo Evaluation Phase	Consultation, defining pillars and priorities & preparing the vision phase	Formulating Goals and Interventions Phase	Final consultation and final documents preparation phase	Publishing and Communication Phase

Egypt Beyond 2025 strategic vision: Workplan

Review documents and plans at the national, sectoral, and spatial levels	Data analysis	Identify interested parties and stakeholders	Formulating strategic objectives, general and secondary objectives	Draft the final strategic vision document	Publish and communicate with relevant stakeholders
Database preparation	List all relevant issues necessary to decide pillars and priorities	Organize consultative meetings and discussion panels, and determine themes and priorities	Identify key interventions	Formulate sectoral, spatial and local plans	The final conference
Review all relevant international and regional commitments	Prepare background papers	Determine the pillars and priorities	Create work groups and organize consultative meetings	Prepare a governance and M&E report	Publish on INP website and internet pages
Review key international reports	Prepare a status quo report		Prepare working papers	Organize consultative meetings	
Identify information gaps on methodology	Discuss the status report and finalize it	Prepare the econometric model and future forecast scenarios	Estimate the initial financial cost and financing alternatives		
Selection of experts and members of the Advisory Committee and other work groups			Finalize the preparation of the basic plan document		
First Report	**Second Report**	**Third Report**	**Fourth Report**	**Fifth Report**	**Sixth Report**

Main documents of Egypt Beyond 2025 strategic vision

Egypt Beyond 2025 strategic vision documents include the following:

- **Background papers (white papers):** Each of the INP academic centers will prepare a set of background papers or white papers that address issues related to the different priorities and sectors that fall within the scope of each of the institute's academic centers. These papers review a set of priority strategies that contribute to the medium- and long-term future planning process.
- **Forecasting and Modeling Document**: This report provides a technical overview of demographic, economic, social, and environmental modeling at the national, sectoral, and local levels as well as land utilization. It also includes documentation of the inputs, assumptions, and standard models used to predict future patterns and behaviors and discuss various alternatives and special future expectations for all variables and priorities according to different sectors, considering geographical differences.
- **Executive plans document**: These documents include the procedures and executive frameworks necessary to reach the strategic goals including specifically the implementation partners, the main considerations and conditions for moving forward towards achieving these goals, as well as identifying interim implementation priorities over the coming years.
- **Performance evaluation reports:** The various centers will prepare performance-based reports for the plans, programs, and projects that are being implemented and related to the relevant sectors, whether they were included in the investment plan funded by the state's general budget, or through international cooperation programs funded by international development and financial institutions. This evaluation aims to a) determine the implementation status of these various interventions, and their contribution to achieving the strategic objectives of the related priorities and sectors, b) identify the strength points to guide the formulation of new executive programs, and c) determine the weakness points to avoid them in the future, to help policymakers and partners make evidence and data-based decisions about future strategies and plans. It should be noted that these reports aim to evaluate the performance of various interventions by means of performance-based indicators carefully determined by the centers to ensure that they are easily measured periodically, and reflect in a clear manner the extent of progress in implementation and the degree of contribution to achieving the strategic objectives of the relevant priorities or sectors, taking into consideration the increased degree of uncertainty currently surrounding executive plans.

Annex (1): Terms and definitions

Annex (2): Budget and Funding Sources