

# STAKEHOLDERS MAPPING REPORT

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UPDATE 2022



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The stakeholder mapping for the project was originally drafted in November 2019, and further revised by Dalia Sakr, SHIFERRA Consulting, in November 2020. This report consists in a further update of the stakeholder mapping at project start (January 2022). The report has been prepared in April 2022 by Shahenaz Fouad, National Eco-Industrial Parks Expert, with inputs from Alessandro Flammini, Project Coordinator, UNIDO.

This report is part of the Global Eco-Industrial Parks Programme (GEIPP), in which Egypt is one of the participating countries. This programme is made possible by funding provided by the Swiss Government through its State Secretariat for Economic Affairs (SECO).



# ACRONYMS

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AfDB	African Development Bank
ECO	Environmental Compliance and Sustainable Development
EBRD	European Bank for Reconstruction and Development
EDA	Export Development Authority
EEAA	Egyptian Environmental Affairs Agency
EIA	Environmental Impact Assessment
EIP	Eco-industrial park
ENCPC	Egypt National Cleaner Production Centre
FEI	Federation of Egyptian Industries
GAFI	General Authority for Investment and Free Zones
GEIPP	Global Eco-Industrial Parks Programme
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit
IDA	Industrial Development Authority
IDC	Industrial Development Company
IFC	International Financial Corporation
IMC	Industrial Modernization Centre
IP	Industrial park
IZ	Industrial zone
MPED	Ministry of Planning and Economic Development
MoE	Ministry of Environment
MoTI	Ministry of Trade and Industry
MoIC	Ministry of International Cooperation
MSMEDA	Micro, Small and Medium Enterprise Development Agency
NUCA	New Urban Communities Authority
RECP	Resource Efficiency and Cleaner Production
SCZone	Suez Canal Economic Zone
SECO	Swiss State Secretariat for Economic Affairs
SME	Small and Medium-sized Enterprise
UNIDO	United Nations Industrial Development Organization
WB	World Bank Group
WMRA	Waste Management Regulatory Authority



# 1. GEIPP-EGYPT PROJECT OBJECTIVE

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The UNIDO project “Global Eco-Industrial Park Programme – Egypt: country-level intervention” (GEIPP-Egypt), co-signed by the Egyptian Minister of Trade and Industry in January 2022, is implemented in the framework of the UNIDO Global Eco-Industrial Park Programme (GEIPP), funded by Switzerland through the Swiss State Secretariat for Economic Affairs (SECO).

The project will demonstrate the viability and benefits of Eco-Industrial Park (EIP) approaches in scaling up resource productivity and improving economic, environmental and social performances of businesses and thereby contribute to inclusive and sustainable industrial development.

GEIPP-Egypt has two main outcomes:

- » Outcome 1: EIP are incentivized and mainstreamed in relevant policy and regulations leading to an increased role of EIP in environmental, industry and other relevant policies in Egypt.

The objective of this outcome is to increase the role of EIPs in relevant policies at the national level.

- » Outcome 2: EIP opportunities identified and implementation started, with environmental, economic, and social benefits achieved by enterprises.

The objective of this outcome is to demonstrate the benefits of EIPs in a model park. The outcome will focus on the implementation of EIP strategies in the pilot industrial parks and tenants companies.



## 2. STAKEHOLDER MAPPING METHODOLOGY

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This section provides a brief description of the methodology undertaken to map the stakeholders concerned with mainstreaming Eco-industrial Parks (EIP).

During the preparatory stages of the project in 2019, UNIDO, with the assistance of local experts (Shifterra/UNIDO, 2019, UNIDO EGYPT EIP Project – Baseline Assessment), organized a consultation workshop which gathered all concerned stakeholders related to EIPs. As a result, all relevant stakeholders were identified and their respective roles and functions analyzed. Additionally, data was gathered during interviews and secondary sources (e.g. official reports by government agencies and websites) to complement and verify the identification process. For the sake of clarity, stakeholders' mapping is divided into the following groups:

- i) government and regulatory entities,
- ii) industrial zones operators and resident firms, and
- iii) other stakeholders (e.g. international development organizations).

In 2022, UNIDO updated the Stakeholders Mapping Report by secondary sources and interviews with government stakeholders.





# 3. STAKEHOLDERS FUNCTIONS

The stakeholder mapping identified 25 entities/groups divided into the following categories: i) government and regulatory entities, ii) industrial zones operators and resident firms, and iii) other stakeholders (i.e. international development organizations). These are categorized by their functions as below: The stakeholders identified were categorized based on key functions related to EIP development as described below.

## Function 1: EIP Policy and Strategic Planning

This function entails setting up the policies, regulations, and national priorities to ensure that main stakeholders are working towards the common goal of establishing eco-industrial parks. The key entities that potentially could carry-out this function are listed in Table (1).

**Table 1.** Stakeholders for EIP Policy and Strategic Planning

No.	Entity	Main Role(s)	Focal Contact Point
1.	Prime Minister/Cabinet	Formulates investment policies and regulations in place of the former Ministry of Investment (MoI), whose responsibilities would be undertaken by GAFI under the supervision of the Prime Minister.	Eng. Mostafa Madbouly Prime Minister (Nov. 2017 - Present)
2.	Ministry of Trade and Industry (MoTI)	MoTI sets out industrial development strategies. Setting out priority industrial sectors, industrial growth goals, and focus areas in line with national development strategies.  MoTI has developed the Trade and Industry Development Strategy for 2016-2020. In order to design and implement	Mr. Ahmed Reda Mr. Amr El Hazzaa  Deputy to Minister of Trade and Industry



		<p>plans to support the promotion of Egyptian industries and foreign promotion of Egyptian industry and foreign trade,</p> <p>The plans are integrated with the sustainable development strategy: Egypt's vision 2030, which has been endorsed by the President and the Egyptian Parliament</p>	
3.	<p>General Authority for Investment and Free Zones (GAFI)</p> <p><i>Affiliated to the Prime Minister</i></p>	<p>GAFI is the principal government body regulating and facilitating investment in Egypt. GAFI's mission is to enable and sustain Egypt's economic growth through investment promotion, facilitation, efficient business services and advocacy of investor friendly policies.</p>	<p>Counsellor Mohamed Abdel-Wahab, CEO</p>
4.	<p>Ministry of Planning and Economic Development (MPED)</p>	<p>MPED promotes and sustains economic growth through effective planning and efficient management of public investment. MPED led the development of Egypt Vision 2030 in coordination with ministries, stakeholders and development partners, which helps to develop the statistical capabilities to measure the impact, performance and project completion rates to achieve the objectives of the vision. MPED collaborated with the Ministry of Environment to issue a decree for environmental sustainability criteria guidelines, that was approved by the Cabinet of Ministers. The purpose of the decree is to integrate the environment dimension into the country's plans, which is a stepping stone towards green</p>	<p>Dr. Hala Elsaid, Minister of Planning and Economic Development</p>



		<p>economy. Through applying the environmental sustainability criteria guidelines, green projects represented 15% of the Government Capital Investment Plan for the FY 2021/2022 and 30% in the FY 2022/2023 still in preparation to finally reach 50% in 2025.</p>	
5.	<p>Egyptian Environmental Affairs Agency (EEAA)</p> <p><i>Affiliated to the Ministry of Environment (MoE)</i></p>	<p>EEAA is mandated to define Environmental policies, set priorities and implement initiatives within a context of sustainable development. This includes formulating environmental policies, development and monitoring of environmental projects, and implementation of pilot projects.</p> <p>EEAA's authority over industrial sector has been minimized by Law 15/2017. Before the law, EEAA was responsible for issuing environmental permits and monitoring environmental compliance during operation, but these responsibilities have been transferred to IDA.</p>	<p>Dr. Ahlam Farouk Central Department for Protection and Development of the Industrial Environment and Energy</p>
6.	<p>Waste Management Regulatory Authority (WMRA)</p> <p><i>Affiliated to the Ministry of Environment</i></p>	<p>WMRA's mandate is to plan and enforce regulations on solid waste management activities in Egypt, to achieve sustainable development.</p> <p>The Waste Management Law No. 202 of 2020 (the "Law") was issued on October 13, 2020 and entered into force on October 14, 2020. The Law addresses waste generation and processing with the intent to promote waste recycling and reuse. This Law consisting of 80 articles divided in VI</p>	<p>Mr. Tarek El Araby Head of WMRA</p>



		Sections aims at regulating the organization of waste management in Egypt, excluding if related to nuclear and radiological activities (regulated by Law No.7 of 2010). Main goals of the Law are (i) develop an integrated management of municipal, industrial, agricultural, demolition and construction waste as well as their safe disposal; (ii) reduce waste generation; (iii) promote reuse; (iv) work to ensure the recycling, treatment and final disposal of waste; and (v) manage waste in a way that reduces damage to public health and the environment.	
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## Function 2: EIP Development and Management

This function entails the physical development and management of the operations of the eco-industrial parks. This is performed at two levels: i) national level and ii) park or industrial area level.

### Sub-function 2.1: National Level Management

At the national level, the main players set the governing regulations and guidelines to plan, develop, operate, and monitor progress of eco-industrial parks. Moreover, these governmental entities could provide customized tools and incentives to support EIP implementation and decision-making processes in relation to existing and new industrial areas.

The key entities that could carry-out this sub-function are listed in Table (2).

**Table 2.** Stakeholders for EIP National Level Management

No.	Entity	Main Role(s)	Focal Contact Point
1.	Industrial Development Authority (IDA) <i>Affiliated to MoTI</i>	IDA is responsible for executing the industrial polices set by MoTI for stimulating and encouraging investment in the industrial sector, establishing and implementing the polices of land development for industrial purposes, developing	General Eng. Mohamed Zallat Chairman  Eng. Ashraf Rafaat Helal



		<p>policies and plans for the development of industrial areas and providing lands for investors and streamlining acquisition of industrial licenses (except for SCZONE, which is governed by Law 350 for 2005 and Law 95 for 2018 and its Executive Regulations (Decision 198 for 2021)).</p> <p>Law 15/2017 and its Executive Regulations (Decision No. 1082 for 2017) for <i>Industrial Permit Act</i> expanded their authorities to include for example evaluating Environmental Impact Assessment (EIA)s and issuing environmental approvals for all IZs and industries requiring EIAs and monitoring compliance; issuing tenders for the development of private IZs in select locations and approving private IZ developer master plans; endorsing contracts between private developer/operator and investor; and providing capital funds for IZ developments through its Industrial Zones Fund.</p>	Chairman's Industrial Development Consultant
2	<p>Industrial Development Company (IDC)</p> <p><i>Affiliated to IDA and MoTI</i></p>	<p>Recently founded in 2017, IDC is a joint stock company fully owned by the IDA. IDC is founded to take over the development and operation of the industrial zones managed by MoTI and IDA. It is currently operational and its mandate includes operations management of the industrial zones with regards to security management, waste disposal, maintenance of green spaces, and infrastructure maintenance. It also offers services like logistics, development of production, training and marketing. It is foreseen that in the future it will be providing utilities services to the industrial zones.</p>	<p>General Eng. Mohamed Zallat Chairman</p> <p>General Hassan Mahmoud, Head of Board of Directors</p>



3	<p>General Authority for Investment and Free Zones (GAFI)</p> <p><i>Affiliated to the Prime Minister</i></p>	<p>GAFI is a main regulatory authority for industries located in free zones and investment zones.</p>	<p>Mr. Amr Nour El Din Legal Advisor of the CEO, Head of Europe &amp; America in promotion Sector</p>
4	<p>General Authority and Board of Directors for the Suez Canal Economic Zone (SCZone)</p>	<p>The development and management responsibilities lie with the General Authority for the Suez Canal Economic Zone. The regulatory and decision-making powers, are with the SCZONE board of directors, which is the primary regulatory authority for all industrial zones located within the SCZONE.</p> <p>SCZone follows Law No. 83/2002 "Economic Zones of Special Nature Law, amended by Law No. 27/2015</p>	<p>Ms. Amany Kamal Essawi Advisor to the Chairman for International Relations</p>
5	<p>New Urban Communities Authority (NUCA)</p> <p><i>Affiliated to the Ministry of Housing (MoH)</i></p>	<p>NUCA is the state body responsible for the establishment and development of new urban communities. Usually IZs under NUCA are managed by the same authority responsible for the corresponding new city.</p>	<p>Dr. Assem El Gazzar Chairman of NUCA Board and Minister of Housing</p>

### Sub-function 2.2: Park Level Management

At the industrial area level, the EIP management is responsible for the daily operations from physical infrastructure, marketing, and services to clients. EIP management should add value to the production and service functions of EIP members by performing the roles that support improvements in the EIP's efficiency and footprint, EIP visibility and recognition for performance, and government relations.

Under this stakeholders' group, both public and private sector operators in the 159 industrial areas in Egypt would be included. Examples of the public sector operators include: governorates and municipalities, Industrial Development Company (under IDA), and SCZONE. The selected three pilot IZs with high potential for implementing the UNIDO GEIPP based on UNIDO assessment in 2019 are: Suez Industrial Development Company (SIDC) (SCZONE Ain Sokhna Industrial Area), Robbiki Leather Cluster (Cairo) and Polaris Parks (6th of October City, Cairo).



### Function 3: EIP Member Community

EIP members are the building blocks of the EIP's economic, environmental, and social systems. Each EIP member exchanges inputs (labor, capital, energy, and materials) with other EIP members, members of the community, and suppliers and customers from outside the community. Membership in an EIP can potentially bring economic benefits to companies by improving their efficiency, reducing their infrastructure requirements, providing access to better information about their customers and suppliers, and reducing their costs for regulatory compliance.

This stakeholder group includes resident/tenant firms in the industrial areas, specifically in the public and private IZs selected for the Egypt GEIPP implementation.

### Function 4: Financing and Technical Support Services

This group of stakeholders provide financing and/or technical support for EIP management and community, whether during development or implementation phases. This support can be through governmental entities, private sector, financial institutions, and donor and international organizations.

**Table 3.** Stakeholders for EIP Financing and Technical Support Services

No.	Entity	Main Role	Focal Contact Point
1.	Industry Modernization Centre (IMC) <i>Affiliated to MoTI</i>	IMC's mandate is to support all industrial enterprises, individually or as a sector, according to their development needs, through comprehensive and customized business development competitiveness programmes. It provides technical support for eligible registered companies. In addition, it prepares and publishes studies on strategic development of individual industrial sectors.	Eng. Mohamed Abdel-Karim Executive Director



2.	<p>Egypt National Cleaner Production Centre (ENCPC)</p> <p><i>Affiliated to MoTI</i></p>	<p>Established by MoTI in 2005, for technical assistance and technology transfer specifically for cleaner production in industry. Its mission is to enhance the productivity and environmental performance of Egyptian companies. ENCPC supervised the implementation of a number of initiatives and projects related to RECP, industrial energy efficiency and industrial waste management and valorisation.</p>	<p>Mr. Ahmed Reda Chairperson of Industrial Technology and Innovation Council</p>
3.	<p>The Environmental Compliance and Sustainable Development Office (ECO)</p> <p><i>Affiliated to the Federation of Egyptian Industries (FEI)</i></p>	<p>The Environmental Compliance and Sustainable Development Office was established in 2001 within the Federation of Egyptian Industries. ECO provides consultancy services to the industry sector in the field of environmental compatibility, environmental management systems, energy conservation and renewable energy. ECO taps into a revolving fund to finance some of its customers RECP measures.</p>	<p>Eng. Ahmed Kamal Executive Director</p>
4.	<p>Micro, Small and Medium Enterprise Development Agency - MSMEDA</p> <p><i>Affiliated to the Cabinet of Ministers</i></p>	<p>MESMEDA is the government agency mandated with encouraging entrepreneurship and small and medium enterprises through formulation of MSMEs policies, provision of technical knowledge transfer and administrative facilitation.</p>	<p>Dr. Waleed Darwish Head of Environment Department</p>
5	<p>Local and international investors and financial institutions</p>	<p>Provide needed capital funds for the capital-intense components of EIP implementation (utilities, infrastructure, equipment, monitoring systems, etc.). Develop financial incentives for industries to encourage uptake of EIP and related concepts.</p> <p>The most relevant financial initiatives/credit lines which the project could coordinate with are the Green Economy Financing Facility (GEFF) financed by EBRD and Egyptian Pollution Abatement Programme (EPAP) financed by the</p>	<p>Multiple</p>





		European Investment Bank. Both programmes work through partner financial institutions and local commercial banks such National Bank of Egypt, QNB Alahli, Commercial International Bank and others.	
6	The Export Development Authority (EDA) <i>Affiliated to MoTI</i>	The EDA was established in 1992 to develop, promote and increase Egyptian exports. This is achieved through the formulation and development of export policies as well as plans and programs necessary to implement the country's vision for the development of exports and follow-up on the implementation and performance measurement in cooperation with all governmental and non-governmental bodies.	Ms. Roba Galal Zayed Acting Chairman
7	Egyptian business associations and industries chambers	Provide platforms for businesses and industries to collectively coordinate with relevant government authorities and protect their combined interests. Such as Egyptian Business Association and Cairo Chamber of Commerce.	Multiple
8	Ministry of International Cooperation (MoIC)	MoIC is in charge of economic cooperation and development between the Arab Republic of Egypt and the Arab States, foreign countries, and international and regional organizations. It has been split from Ministry of Investment (canceled) back to a stand-alone entity.	Dr. Rania El-Mashat Minister
9	International organizations/ Development Partners (e.g. UNIDO, GIZ, WB, IFC, AfDB)	Provide global guidelines and technical support for the implementation of EIPs and integration to national policies. Promote and support the implementation of several EIP related concepts (RECP and waste exchange). Provide funding and/or leverage other funding sources to	Multiple



		support the local implementation partner to transition to EIPs.	
10	Private sector consultants and service providers	Provide the services and solutions needed by the pilot EIPs. This may include as well operating shared infrastructure and performing RECP and industrial synergies assessment.	Multiple
11	Scientific research institutions and universities (e.g. The American University in Cairo, Heliopolis University for Sustainable Development, Cairo University)	Host accelerators for a number of start-ups working on waste management and valorisation (including composting, recycling, upcycling). Support improved access to skills required for EIP implementation through capacity building and spreading awareness on EIP.	Multiple
12	Non-governmental organizations (NGOs)	Raise awareness on environmental sustainability and the need for a sustainable industrial development	Multiple



# 4. STAKEHOLDERS INFLUENCE AND INTERESTS

**Table 4.** The level influence of the stakeholders on the decision-making process to transition to eco-industrial parks and the level of their interest to advance this concept in the country was assessed in Table (4). Stakeholders mapping: roles, influence, and interest

No.	Institution/ Organization	Influence	Interest
1.	Ministry of Trade and Industry (MoTI)	High	High
2.	Industrial Development Authority (IDA)	High	High
3.	Industrial Development Company (IDC)	High	High
4.	General Authority and Board of Directors for the Suez Canal Economic Zone (SCZone)	High	High
5.	Private IP operators (e.g. Polaris, SIDC, Pyramids Industrial Parks, CPC, Engineering Square)	High	High
6.	International organizations/ Development Partners (i.e. UNIDO, GIZ, WB, IFC, AfDB)	High	High
7.	Local and international investors and financial institutions	High	Medium to High
8.	Other public-private operators (Cairo for Investment and Development company, and the Holding Company for Construction and Development)	High	Medium
9.	New Urban Communities Authority (NUCA)	High	Low
10.	General Authority for Investment and Free Zones (GAFI)	Medium	High
11.	Egyptian Environmental Affairs Agency (EEAA)	Medium	High
12.	Ministry of Planning and Economic Development (MPED)	Medium	High
13.	The Environmental Compliance and Sustainable Development Office (ECO)	Medium	High
14.	Resident firms	Medium to High	Medium to High
15.	Industry Modernization Centre (IMC)	Medium to High	Medium to High
16.	Ministry of International Cooperation (MoIC)	Medium	Medium



17.	Egypt National Cleaner Production Centre (ENCPC)	Medium	Medium
18.	Waste Management Regulatory Authority (WMRA)	Medium	Medium
19.	Micro, Small and Medium Enterprise Development Agency - MSMEDA	Medium	Medium
20.	Egyptian business associations and industries chambers (e.g. Egyptian Business Association and Cairo Chamber of Commerce)	Medium	Medium
21.	Service providers and consultants	Medium	Medium
22.	Export Development Authority (EDA)	Low	Medium
23.	Scientific research institutions and universities (e.g. The American University in Cairo, Heliopolis University for Sustainable Development, Cairo University)	Low	Medium
24.	Governorates and municipalities	Low, except Upper Egypt Governorates (Medium to High)	Low
25.	Non-governmental organizations (NGOs)	Low	Low



# 5. POTENTIAL PROJECT BENEFICIARIES

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The stakeholder mapping identified 25 entities/groups. The following subset of stakeholders are the stakeholders expected to the EIP project beneficiaries.

## **Macro-level beneficiaries**

- » Ministry of Trade and Industry (MoTI)
- » Industrial Development Authority (IDA)
- » The General Authority for Investment and Free Zones (GAFI)
- » The General Authority for the Suez Canal Economic Zone (SCZone)
- » Egyptian Environmental Affairs Agency (EEAA)
- » Ministry of Planning and Economic Development (MPED)
- » Ministry of International Cooperation (MoIC)

## **Meso-level beneficiaries**

- » Industrial Modernisation Centre (IMC)
- » Industrial Development Company (IDC)
- » Egypt National Cleaner Production Centre (ENCPC)
- » The Environmental Compliance and Sustainable Development Office (ECO) of the Federation of Egyptian Industries (FEIs)

## **Micro-level beneficiaries**

- » Public and private IZs and their resident firms selected for the Egypt GEIPP implementation.

The ministries directly concerned with the Egypt EIP project are the Ministry of Industry and Trade (MoTI), the Ministry of International Cooperation (MoIC), and the Ministry of Environment through its executive arm, the Egyptian Environmental Affairs Agency (EEAA). The Industrial Development



Authority will be a principal stakeholder for the implementation of the project, given its role as the primary regulator for the industrial sector and as the lead implementing agency for the national industrial development strategies. Moreover, the Industrial Modernization Center (IMC) has been added as a second focal point for the EIP project by the Ministry of Trade and Industry. Public and private entities concerned with modernisation of industry and promotion of RECP could help promote EIP concepts, and could be partners on EIP interventions. The importance of the roles played by other government entities (i.e. GAFI, SCZone, NUCA) as regulators and operators of industrial zones, and the role of private companies in the EIP project will depend on the selection of the industrial zones/ industrial parks for the pilot EIP implementation. Industrial zone/park (IZ/IP) operators of the selected IZs/IPs will lead the implementation of the EIP concepts and monitor its implementation, whereas the resident firms will participate in the programme's implementation, provide feedback and provide the needed data for the IP/ IZ management entity.

