



**Stakeholders Analysis Report
City of Alexandria
Egypt**

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List of Acronyms

ACOSD	Alexandria Company for Sanitary and Drainage
EEAA	Egyptian Environmental Affairs Agency
MWRI	Ministry of Water Resources and Irrigation
IUWM	Integrated Urban Water Management
ROB	Regional Branch Office

1. Introduction

Alexandria City in the northern coast of Egypt is the most downstream city on the longest river in the world, the Nile River, with Egypt being the most downstream country on the Nile that is shared among 10 countries. Similar to the whole country of Egypt, the Nile River represents the main renewable source of water supplying over 95% of its water demand. Currently the City of Alexandria receives its urban water from the Nile River. Currently inhabited by more than 4 million people, the city of Alexandria resides on the Mediterranean coast, which makes it a summer destination, increasing its population in the summer to 6 million people putting more pressure on the city's water demand. Although the city receives rainfall of about 200 mm/year, this storm water finds its way into sewage systems, drains into the Mediterranean Sea without use, or seeps into the coastal groundwater aquifer through the little-left infiltration areas of the city. Most of the city is covered with potable water supply networks, but many semi-urban and informal settlements lack sewage/sanitation coverage. Most of the city sewage is at least primary or secondary treated, however potential uses of this treated wastewater are yet to be explored in line with the country's National Water Resources Plan.

Satisfying the increasing water demand, developing local water resources, collecting and separating storm water and making use of it, along with groundwater use, grey water recycling, reuse of treated wastewater, water demand management, allocating the appropriate water resources to the appropriate water uses, exploring other non-conventional water resources such as sea water or brackish groundwater desalination, and protecting water ways and water bodies from pollution are some of the challenging water management issues that puts pressure on the city of Alexandria.

In the city of Alexandria there are 9 low-income, semi-urban areas that remain underserved with water and sanitation services. Though there are city and governorate level plans for extending or up-grading services to these areas, the involvement of residents / users from these marginalized areas of the city has been limited.

A number of efforts are being exerted by the Egyptian Government organizations to address the problems in Alexandria, such as:

1. The efforts of the Ministry of Housing in cooperation with Alexandria Company for Sanitation and the Ministry of Irrigation and Water Resources, to enhance the treatment of sanitary waste-water that is currently being dumped into water bodies.
2. The Governorate of Alexandria is exerting serious efforts towards the planned development of the city of Alexandria and towards achieving efficient decision-making. Its true willingness to engage in wider dialogues with stakeholders is encouraging and reflects the desire to achieve sustainable and popular accomplishments. A coordinating donors' activities' unit has been set up within the governorate.
3. The Governorate is also implementing the 'Informal Settlements Development Program', which reflects the serious confrontation of the ever-growing slums' expansion, represented

by 30 informal settlements in Alexandria, which are inhabited by about 1.36 million inhabitants, as follows:

- ◆ 9 in Al Montazah district (formal and informal);
- ◆ 8 in Amiriya district (mostly informal);
- ◆ 5 in East district (formal and informal),
- ◆ 2 in Central district (formal and informal),
- ◆ 5 in West district (mostly informal), and
- ◆ 1 in Borg Al Arab Markaz and City

Alexandria enjoys a vibrant civil society represented by strong NGOs as well as an active elected public local council. Cooperation between these entities is strong and continued, which is considered an added strength to proper development. Furthermore, there is a noticeable and welcomed international donors' interest in Alexandria's development.

SWITCH in Alexandria

Sustainable Water Management Improves Tomorrow's Cities' Health (SWITCH) has been introduced to the city of Alexandria to set the stage for Alexandria to be among the leading cities in implementing Integrated Urban Water Management (IUWM). An IUWM long term plan will be developed. The IUWM plan will address current problems and issues of urban water management in Alexandria including lack of sanitation coverage, industrial pollution and challenges facing the supply of water to a city that is located at the end of the Nile River system, which is considered the main renewable water resource of Egypt that supplies more than 95% of its demand.

The "Alexandria Integrated Urban Water Management (IUWM) Plan for year 2025 / A Vision for the Water Future of Alexandria" is envisaged to include futuristic thinking of the water supply and sanitation sector in Alexandria. It looks at how Alexandria can meet a large part of its future water demand locally without depending mainly on Nile Waters as it will be difficult in the future to meet the growing demands with increasing demand in the upstream part of the Nile in Egypt. It looks at making use of rainfall harvesting and storm water usage in Alexandria which receives little rain but can help in filling the demand gap. It looks at using groundwater while managing potential problems of salt water intrusion, with Alexandria being a coastal city. It looks at Water Demand Management measures that could be considered to reduce water requirements. It doesn't leave out the wastewater treatment and reuse options, the enforcement of regulations to prevent industrial pollution of water bodies.

Objective

Within the framework of the MDGs that include halving the proportion of those living without access to sanitation by 2015, the SWITCH project leads to carving the paths that would lead to achieving these goals. That is why its findings and outputs will be adopted by the relevant international organisations in addition to relevant governmental bodies in light of the international trend to that end.

One of the main objectives is to prepare methodologies for participatory action to deliver water supply and sanitation services to poverty stricken sectors of society thus participating in the integrated management of urban water resources. Its aim is to support proper participatory planning to deliver water supply and sanitation services to the poor on the city level.

Overall objective of SWITCH-LA in Alexandria is to produce an Integrated Urban Water Management (IUWM) plan for the future. This plan will address the above mentioned pressures and possible alternatives for solutions. It will try to build on the innovations developed in the SWITCH research activities, as well as those urban water management measures that will prove applicable for Alexandria.

A demonstration site was selected in Alexandria based on a semi-urban/semi-rural area with conditions that apply to the theme of the SWITCH project. The demonstration site is an impoverished area of a fishing village. This village encompasses a space of 114,000 m² and has approximately 1000 households.

The main outputs for the SWITCH project include:

- Studies on the stages of development and feasibility to deliver water supply and sanitation services in Alexandria
- Future scenarios and visioning for water resources in the City of Alexandria for the year 2025.
- A stakeholder analysis and institutional mapping, which will help identify key stakeholders and understand the institutional setting in order to develop approaches and solutions that will be adapted in the city.
- Coordination mechanisms between the various relevant bodies and stakeholders in Alexandria to produce a Learning Alliance (LA).
- Human and institutional resources awareness of the social and participatory dimension of water supply and sanitation services.
- An Integrated Urban Water Management (IUWM) Plan for the future of Alexandria for 2025.
- A baseline report and case studies about social inclusion to feed into the IUWM plan and a demonstration site.
- Investigating and implementing IUWM interventions in an impoverished area as a demonstration site in Alexandria
- Application of Social Inclusion in the demonstration site to allow these marginalized excluded people to participate in society and have their voices heard.

2. Potential challenges

Possible challenges on the level of the City of Alexandria as a whole facing the sustainable development could include:

- Deterioration of water quality at end users
- Proper maintenance of networks supplying water to users of Alexandria
- Ensuring water supply to ALL areas in Alexandria
- Ensuring sanitation services to ALL areas in Alexandria
- Inability to mobilize sufficient funds from Government organizations to perform required activities

The possible challenges to sustainable development within the demonstration site of the Fishing Village are the following:

- ♦ Ensuring water supply to the fishing village
- ♦ Ensuring sanitation services to the fishing village
- ♦ Deterioration of water quality at the end users

- ◆ No cooperation on the part of the fishermen community
- ◆ Negative impacts on public health and the high cost of medical care
- ◆ The spread of informal settlements
- ◆ Occurrence of some illegal or informal groups and racketeers who are continuously being controlled by the relevant authorities

The activities in the district area of the fishing village that may affect water potability are diversified and significant. Economic, social and environmental resources are subject to intense demands and uses and could be highlighted in the following:

- ◆ Industrial activities
- ◆ Fishing
- ◆ Wastewater discharges (agricultural drainage, industrial and sanitary)
- ◆ Farming
- ◆ Aquaculture
- ◆ Roads
- ◆ Construction (commercial, residential, industrial and recreational)
- ◆ Solid waste management activities
- ◆ Misc. informal activities

Accordingly, the entities that have interests and authority to influence the decision-making and management of the City of Alexandria were identified and are listed in this report.

3. Impact of Existing Legal Framework on Alexandria

The primary responsibility for Water Resources in Alexandria lies within the authority of the Ministry of Water Resources and Irrigation (MWRI), enacted by law 48/1982 which appoints the Ministry's jurisdiction over the Nile River and all water bodies, canals and lakes in Egypt. However other official entities are, by law, responsible for specific aspects of Lakes and other water bodies' Management in Alexandria as follows:

- Law 93/1962 enacts the Ministry of Housing to control and assign guidelines for wastewater discharges into sewage networks and water bodies in coordination with Ministries of Health and water resources
- Law 4 of 1994 "Law of Environment" assigns the responsibility of protecting the environment and monitoring the discharges of various activities into the environment to the Ministry of State for Environmental Affairs (article 89).
- Law 124 of 1983 stipulates that the Ministry of Agriculture through the Fisheries Authority has the authority to organize the fishing activities in the Egyptian lakes according to the following articles:
 - ◆ (Article 2) which stipulates that the General Authority of fisheries, Ministry of Agriculture, is the main authority responsible for managing fishing in the lake
 - ◆ (Article 15) stipulates that it is forbidden to discharge industrial waste water, pesticides or any similar toxic or radioactive compounds into the water
 - ◆ (Article 20) stipulates that it is forbidden to fill in or dry any parts of the lake

4. Alexandria Stakeholders' Identification

It is essential to realize, within the context of IUWM principles, the need to address the importance of engaging the wide base of 'stakeholders' in the process which attempts to bring these stakeholders together from the local and national levels to inform, support, and implement an integrated management action plan.

Stakeholders are categorized in two main groups; primary and secondary. Primary stakeholders are the intended beneficiaries of the project, while secondary stakeholders are those who act as intermediaries. The two levels would assist in conducting the analysis pertaining to the management of water resources in Alexandria, and the analysis pertaining to the stakeholders' involvement in the SWITCH Project. This categorization may assist in:

1. Better decision making set up and process efficiency;
2. Avoiding potential disagreements at the decision-making level and aiming at preventing possible prioritization conflicts among stakeholders.

Interaction and collaboration between the two groups is an established criterion and the mechanism of cooperation would be defined and agreed upon.

Stakeholders identification within the context of this project is a critical part of the participatory planning process and a significant task rests primarily with the organization taking the initial lead in a given planning process; in this case it is primarily the Governorate of Alexandria and its ability to partner with the identified stakeholders is key to the efficient development of the sustainable development plan.

The stakeholder identification determines who should eventually become part of the planning process based on, current activities of various actors, the diversity of functions, and the consultations with potential future activities. This identification process should result in broadening the scope of participation with the aim of making the effort truly inclusive.

5. Methodology

This study is one of a series of baseline studies undertaken by the SWITCH Project. It aims to identify the major stakeholders in the City of Alexandria and to present management challenges within the context of each identified stakeholder. It also aims to show the different perceptions and convictions towards the existing challenges to extract synergies among stakeholders and areas of potential agreement and cooperation.

The stakeholder analysis follows a four-step process that draws upon a model elaborated by Reitbergen-McCracken and Narayan, and is supported by additional World Bank and European Commission's activities and documentation. Each step of the analysis is summarized in tables and matrices to facilitate stakeholders' engagement in the decision making process.

- ♦ **The first step** is the identification of stakeholders and their categorization.
- ♦ **The second step** is the utilization of the above mentioned methodology to present the interests of the stakeholders.

- ◆ **The third step** is the assessment of the stakeholders' importance and influence, and finally
- ◆ **The fourth step** is to summarize a preliminary participation strategy.

The main groups identified and analyzed fall into the following categories:

- ◆ Central Government
- ◆ Local Government
- ◆ Civil Society
- ◆ Private Sector group
- ◆ International Development Organizations

The complexity of stakeholders' relations is described in a separate table showing their priorities, potential conflicts and agreements, which would aid in identifying the most suitable development approach enjoying the wider consensus of major stakeholders.

This document aims to provide the needed insight of the complexity of stakeholders' relationships, strengths and weaknesses, and priority issues that may affect Integrated Urban Water Management (IUWM) Plan preparation and its effective implementation.

Finally some recommendations are presented, in addition to the important Stakeholders' participation strategy, which would hopefully assist in the establishment of the suitable and sustainable Integrated Management Systems.

6. Issues Governing Stakeholders' Identification and Selection

Alexandria development is a multifaceted task where a number of stakeholders are considered active contributors. There are well-defined issues hindering the efficient cooperation between various actors, which are more described in the later tables, and therefore the following important issues have greatly impacted the selection of the SWITCH Project stakeholders:

- ◆ Pivotal stakeholders represented by the Ministries of Housing, Water Resources, and Environment, are considered the primary responsibility holders supported by existing legislations
- ◆ Sustainable development criteria should be observed in every step of the development exercise, the engagement of marginalized groups is crucial even if they represent the 'informal' sector. Economic, social, and environmental issues must be jointly addressed for the local community. Thus representatives of the local community are considered integral
- ◆ Increased participation of civil society is required at this stage as 'lobbying' for popular support would be an important asset. Two of the most active NGOs are listed and more could be added at a later phase
- ◆ Ministry of Housing has a pivotal role especially if they have future plans for residential development in Alexandria (the government's youth housing program is one example)
- ◆ The Ministry of Local Development with its development mandate and authority over governorates

7. Identified Stakeholders

Primary Stakeholders

- ◆ Alexandria Governorate (Governor, or assigned representative)
- ◆ Ministry of Water Resources and Irrigation (MWRI)
- ◆ Ministry of Housing, Utilities, and Urban Communities
- ◆ Drinking Water and Sanitation Holding Company for Egypt (under Ministry of Housing) (National Organization for Potable Water & Sanitary Drainage)
- ◆ Alexandria Holding Company for Drinking Water
- ◆ Alexandria Holding Company for Sanitary Drainage
- ◆ Ministry of Agriculture
- ◆ Egyptian Environmental Affairs Agency (EEAA)
- ◆ Ministry of Health
- ◆ Alexandria Local Council

Secondary Stakeholders & Special Interest Groups

- ◆ Center for Environment and Development in the Arab Region and Europe (CEDARE)
- ◆ NGO's (leading: Egyptian Water Partnership, Friends of the Environment, and Pioneers of the Environment)
- ◆ Research Community in Alexandria (University of Alexandria, National Institute for Ocean Sciences)
- ◆ Fisherman Authority
- ◆ Political parties (NDP representatives of Alexandria)
- ◆ Local community
- ◆ Lobby groups (Media and others)

Alexandria Governorate

The governorate of Alexandria is the leading executive and administrative body of Alexandria. It regulates the 2679 km² land of Alexandria and its 4 million people.

Ministry of Water Resources and Irrigation (MWRI)

The Ministry of Water Resources and Irrigation is responsible for all issues concerning water resources management in Alexandria. It is responsible for managing the Nile water as well as surface, groundwater, and rainwater resources. It ensures the water resources satisfy the increasing requirements and demand, in addition to keeping the water paths away from pollution.

Ministry of Housing, Utilities, and Urban Communities

The Ministry of Housing is responsible for all water supply and sanitation services in Alexandria. The Drinking Water and Sanitation Holding Company for Egypt, which is under the Ministry of Housing, is the National Organization for Potable Water & Sanitary Drainage which covers water supply and sanitation to all the governorates in Egypt. It is the umbrella under which all local governorate drinking water and sanitation companies respond to.

Alexandria Holding Company for Drinking Water

The Alexandria Holding Company for Drinking Water is a sub-branch of the mother company, the National Organization for Potable Water & Sanitary Drainage. It ensures water supply reach all consumers within the Alexandria area.

Alexandria Holding Company for Sanitary Drainage

The Alexandria Holding Company for Sanitary Drainage is a sub-branch of the mother company, the National Organization for Potable Water & Sanitary Drainage. It ensures that sanitation services reach all consumers within the Alexandria area.

Ministry of Agriculture

The Ministry of Agriculture is responsible for ensuring the optimum allocation, and utilization of agricultural resources (particularly land and water) together with conserving, improving and developing these resources to achieve sustainable agricultural development. Of concern to us in this project, is the conservation and allocation of water resources for agricultural purposes and means of efficiency in use.

Egyptian Environmental Affairs Agency (EEAA)

The Egyptian Environmental Affairs Agency is under the Ministry of State for Environmental Affairs. It ensures the management of natural resources and mitigation measures from pollution of water, air, and soil. Thus, within the context of the SWITCH project, the EEAA aims to prevent the pollution of water resources.

Ministry of Health

The Ministry of Health aims at ensuring the quality of the water to the end users, and that it is in accordance to national and international standards for drinking water, to minimize any health risks associated from water-related diseases.

Alexandria Local Council

The Alexandria local council is a forum where civilians are elected to represent the people's concerns within the city. Their concerns with respect to water –related issues are heard within this forum.

Center for Environment and Development in the Arab Region and Europe (CEDARE)

CEDARE is an Inter-Governmental Organization (IGO) in the region as well as a partner in the SWITCH project focused on implementing the principles and goals of the SWITCH project. An Integrated Urban Water Management (IUWM) plan is one of the main objectives of the SWITCH project to ensure sustainability of water resources for future generations.

Non-Governmental Organizations (NGO's)

The Egyptian Water Partnership (EWP) is an NGO focused on better water resource management in Egypt. There are two leading NGO's in Alexandria that aim at improving water resources. These are the Friends of the Environment, and Pioneers of the Environment. Through their actions and perseverance with consistent lobbying, they are capable of improving the water quality within the Alexandria area.

Research Community in Alexandria

The research community in Alexandria includes academic institutions such as the University of Alexandria and the National Institute for Ocean Sciences. Experts in the field of hydrology and water resources are of vital importance to the project through their continued research and efforts for conservation and water resource management.

Fisherman Authority

The fisherman authority is of importance when referring to the demonstration site of the fishing village. Here the fisherman authority and their concerns with respect to the lake, and the use of the fisheries is of importance and needs to be addressed. Possible pollution of these water bodies is an integral factor in consideration that also needs to be tackled within the context of the project.

Political parties

The most influential political party is the National Democratic Party (NDP) where its representatives in Alexandria may be of concern with respect to water issues reaching the users and whether there are political concerns or ramifications involved in these water-related issues.

Local community

The local community includes the Alexandria civilians and their day to day concerns with respect to water related issues.

Lobby groups

The lobby groups here refer to the media and their capability of spreading awareness to the people and to institutions regarding water resources and conservation.

8. Stakeholders Analysis

The analysis is mainly based upon personal interviews, records of discussion forums, telecommunications, electronic information exchanges, previous reports and studies, workshop discussions' outcomes, and information gathering from secondary sources.

The Stakeholders analysis observed the complexity of stakeholders' relations and is designed to be a focused and well-planned exercise aimed at answering questions that are directly relevant and beneficial to the planning and management process. It went beyond the mere description of social conditions and resources use patterns, to provide an understanding of existing challenges and potential disagreements, and the analysis of the key factors that determine the patterns of Alexandria resources' use and distribution.

Accordingly, the stakeholders' analysis will aim at answering the following questions:

1. Who are the various stakeholders in the use and management of the water resources in Alexandria? What are their needs and expectations? How do they use the resource and what benefits do they derive?
2. What are their past and current powers, rights and responsibilities, both formal and informal? What are the networks and institutions of which they are a part of?
3. How ready and willing are they to participate in and contribute to its management?
4. What are the potential areas of agreement and shared interests, upon which consensus and collaboration can be developed?
5. What are the human, technical and financial resources they are prepared to contribute to the management process?

9. Stakeholders' Analysis with respect to SWITCH Project

Summary of the Complexity of Stakeholder Relations and Assessments:

Figure 1 below shows the table in which stakeholders were assessed.

- Attitude refers to the potential reaction of various stakeholders to different decisions related to the issues at hand. This shows whether the stakeholder is supportive towards the project or not and to what degree. The scale may range from 3 (highly supportive) to -3 (highly negative).
- Stakeholder power refers to the quantity of resources available in terms of human, financial and political resources available to each stakeholder and their ability to mobilize it. The scale ranges from 5 (very strong) to 1 (very weak).
- Influence refers to the sum of the power levels each stakeholder has in terms of financial, human, and political resources. Sum of Total powers (H+F+P).
- The Total is the multiplied total of Influence and Attitude for each stakeholder.
- The need for involvement depends on the Total number. If the total number is <10 the stakeholder may be disregarded. If the total number is >10 the stakeholder should be involved.
- The extent of involvement depends on the Total number and is divided into 3 groups.
 - Group 1: Total >30. Stakeholders have high positive or negative attitudes and high power. Thus Stakeholders should be Involved in Decision Making.
 - Group 2: Total 20 – 30. Stakeholders have moderate positive or negative attitudes and medium power. Thus stakeholders should be Consulted.
 - Group 3: Total 10 – 20. Stakeholders have moderate positive or negative attitude and low power. Thus stakeholder should be Only Informed.

Stakeholder Analysis in Alexandria

Stakeholder Primary	Criteria of Evaluation							Decisions	
	Interests	Attitude	Power			Influence	Total	The need for involvement	Extent of involvement
			H	F	P				
Alexandria Governorate	Managing all water related activities in Alexandria	3	3	3	5	11	33	Involved	Decision Making
Ministry of Water Resources and Irrigation (MWRI)	Controls water levels and supply in all water bodies for irrigation purposes	3	3	4	5	12	36	Involved	Decision Making
Ministry of Agriculture	Responsible for all water related activities pertaining to farming and agricultural purposes	2	3	3	4	10	20	Involved	Consulted
Egyptian Environmental Affairs Agency EEAA /Ministry of State for Environmental Affairs	Improve living conditions quality of life	3	3	3	5	11	33	Involved	Decision Making
Ministry of Housing, Utilities, and Urban Communities (National Holding Company for Drinking Water and Sanitation Services)	Managing wastewater discharges to the general national sewer network	3	3	4	5	12	36	Involved	Decision Making
Ministry of Health	Tracking and remediation of all potential sources of health concerns from water activities	2	3	3	4	10	20	Involved	Consulted
Alexandria Company for Sanitary and Drainage ACOSD	responsible for monitoring the quality of waste water disposed of in the sewerage network	3	4	4	3	11	33	Involved	Decision Making
Alexandria Company for Drinking Water	responsible for monitoring the quality of drinking water in the network	3	4	4	3	11	33	Involved	Decision Making
Alexandria Public Local Council	Coordination with Alexandria's civil society and enjoys a respectable public support.	2	2	1	2	5	10	Involved	Informed Only

Stakeholder Analysis in Alexandria

Stakeholder	Criteria of Evaluation						Decisions		
Secondary	Interests	Attitude	Power			Influence	Total	The need for involvement	Extent of involvement
			H	F	P				
CEDARE	Implementing SWITCH activities in Alexandria	3	4	3	4	11	33	Involved	Decision Making
EWP, Friends of the Environment NGO	lobbying for water resources management	3	2	1	3	6	18	Involved	Informed Only
University of Alexandria	Improve environmental quality and development	3	4	1	3	8	24	Involved	Consulted
Political Parties (NDP)	Ensuring political participation of all users	2	3	1	3	7	14	Involved	Informed Only
Fishermen Association	Improve living conditions and Improve conditions to increase productivity and quality of fish	3	3	1	2	6	18	Involved	Informed Only
Local community	Supports improving standard of living	3	3	1	2	6	18	Involved	Informed Only
Lobby groups (media)	Awareness raising on water resources management	3	2	1	3	6	18	Involved	Informed Only

Based on the tables above it can be observed that the main stakeholders are those whose result of "extent of involvement" produced involvement in "decision making". These include the Alexandria Governorate, Ministry of Water Resources and Irrigation, Ministry of Housing, Egyptian Environmental Affairs Agency, Alexandria Company for Sanitary and Drainage, Alexandria Company for Drinking Water, and the Center for Environment and Development in the Arab Region and Europe (CEDARE). These are all primary stakeholders except for CEDARE. As for the stakeholders that should be "consulted" during the decision making but not necessarily involved in it, include the Ministry of Agriculture, Ministry of Health, and Academic Experts in the field from the University of Alexandria. As for the stakeholders that are to be only "informed" but neither consulted or involved in the decision making process include the Local Public Council, the NGO's, the political parties (NDP), the fishermen association, the local community and the media. These results depend on each stakeholders interest; attitude; power with respect to Human, Financial, and Political capabilities; and lastly their influence. Logically those that scored the highest were involved in the decision making, while those that scored the least were only informed of the decisions made.

10. Conclusions

Participation and Decision-making

Based upon previous experiences and lessons learnt, participatory approach in decision-making is quite a challenging task in Egypt. The reliance on 'centralized' decisions, among other reasons, is the prevailing practice for many years which has led to the reluctance of the general population and civil society to eagerly participate in policy development and formulation. However, participation has improved in the past few years where individuals, organizations, and the general public started seeing some concrete results of active participation in decision-making.

It is the challenge of convincing various stakeholders to assume responsibility, socially and environmentally, that would lead to a successful and sustainable outcome. A primary task of the SWITCH Project therefore is to emphasize the fact that in order for district area Integrated Urban Water Management (IUWM) plan to be equitable, effective and efficient, the main stakeholders must be part of the decision-making and management processes in consultation with the other stakeholders. Stakeholders of different backgrounds must be encouraged to participate to achieve:

- ◆ Inclusion of all concerned stakeholders
- ◆ Flexibility of decision-making
- ◆ Greater attention is paid to the needs and expectations of all actors.

It is also important to note the viability of establishing a sense of 'ownership' among all stakeholders and to forge 'partnerships' and not only participation. To reach that highly-desired phase, the following would be necessary:

- ◆ Attracting stakeholders by convincing them of the potential benefits of their participation
- ◆ Establishing and availing a complete 'information' sharing system about issues at hand and any additional information requested by stakeholders in a transparent and efficient manner
- ◆ There should be a clear commitment by all stakeholders to commit to the agreed-upon commitments resulting from the transparent discussions
- ◆ The creation of an 'institutional mechanism' to follow up the implementation of participation forums' decisions

Stakeholder Analysis in Alexandria

- ◆ Encouraging and educating the general public with the wider principles of participation and partnership based upon democracy, transparency and accountability

On that basis, stakeholder identification and analysis are considered the critical first steps in a participatory planning process and would provide a basic understanding of the social and institutional contexts in which the planning process will take place.

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