



مشروع تكيف دلتا نهر النيل للتغيرات المناخية وارتفاع سطح البحر بأسلوب الإدارة المتكاملة للمناطق الساحلية
Adaptation of the Nile Delta to Climatic Changes and Sea Level Rise through ICZM Project

**STAKEHOLDERS ANALYSIS REPORT
PROJECT MANAGEMENT UNIT**

Introduction

Stakeholder analyses are arguably more important than ever because of the increasingly interconnected nature of the world. Choose any public problem, economic development, poor educational performance, natural resources management, crime, AIDS, global warming, terrorism, and it is clear that “the problem” encompasses or affects numerous people, groups, and organizations. No one is fully in charge; no organization “contains” the problem. Instead, many individuals, groups, and organizations are involved, or affected, or have some partial responsibility to act.

The word “stakeholder” has assumed a prominent place in public and nonprofit management theory and practice in the last 20 years, and especially in the last decade. The term refers to persons, groups or organizations that must somehow be taken into account by leaders, managers, and frontline staff. This definition includes intended beneficiaries and intermediaries, winners and losers, and those involved or excluded from decision-making processes. Stakeholders can be divided into two very broad groups:

- Primary stakeholders: those who are ultimately affected, i.e. who expect to benefit from or be adversely affected by the intervention;
- Secondary stakeholders: those with some intermediary role. These might include some of the local government, governmental agencies, business service providers, etc.

A stakeholder analysis is a technique that can be used to identify and assess the importance of key people, groups of people, or institutions that may significantly influence the success of an activity or project. Stakeholder analysis is used to:

- Identify people, groups, and institutions that will influence (either positively or negatively) any initiative;
- Anticipate the kind of influence, positive or negative, these groups will have on this specific initiative;
- Develop strategies to get the most effective support possible for the initiative under consideration and reduce any obstacles to its successful implementation.

In short, stakeholder analyses are crucial both to finding ideas worth implementing and to assessing and enhancing political feasibility especially when it comes to articulating and achieving the common good.

Methodology Adopted

There are no definitive formulae for identifying, classifying and prioritising stakeholders. There is a range of scientific methodology but this must be adapted to the specific features of the field being studied.

The use of Stakeholder Analysis is proposed as it includes a number of techniques that allow step-by-step progression to be made, from the identification of stakeholders, to their classification, in terms of the extent to which they are or are not affected by, or have any interest in, the envisaged public initiative.

An analysis of this type is broken down into the following stages:

1. Identify Project stakeholders.
2. Identify stakeholders' interests, impact level and relative priority.
3. Assess Stakeholders for importance and influence.

Stakeholder Identification

The first step in the process of stakeholder engagement is stakeholder identification—determining who your project stakeholders are, and their key groupings and sub-groupings. (Some of the stakeholders might be pre-determined through regulatory requirements). From this flows stakeholder analysis, a more in-depth look at stakeholder group interests, how they will be affected and to what degree, and what influence they could have on your project. The answers to these questions will provide the basis from which to build your stakeholder engagement strategy.

Here it is important to keep in mind that not all stakeholders in a particular group or sub-group will necessarily share the same concerns or have unified opinions or priorities.

By the law, two specific authorities have a legal responsibility and mandate. Shore Protection Authority (SPA) is the Competent State Authority responsible for the management and protection of the shoreline of Egypt including the 200 m Setback Line. The second authority is the Coastal Research Institute (CoRI) is the second concerned Authority; it is responsible for identifying threat due to erosion and accretion of the coastal area.

Stakeholders with responsibilities about the shoreline protection and involved in the adaptation processes related to Climatic Changes and Sea Level Rise, and vice versa to the project activities are found in table (1). This table was formulated after a long consultation process between the PMU, SPA and CoRI.

It is apparent that, at least, 15 authorities have direct or indirect interest in the project or the accretion/erosion processes of the Nile Delta Coastal Zone. The most obvious ones are SPA, CoRI, Egyptian Environmental Affairs Agency (EEAA) and Coastal Governorates.

Table 1 Possible Project Stakeholders and their mandates.

Authority	Mandate
1. Shore Protection Authority (SPA), Ministry of Water Resources and Irrigation.	Responsible for managing the shoreline in coastal areas that are threatened by erosion. It develops shorelines management plans, designs projects for shore protection and all studies for shore protection, and issues license for projects to be located in the set-back area according to existing laws and regulations.
2. Coastal Research Institute (CoRI), Water Research Center, Ministry of Water Resources and Irrigation.	Responsible for investigating the coastal process along the Nile Delta as well as all the entire Egyptian coasts; monitor the evolution of the Egyptian coast, to study the dynamics of its shores and to find out efficient and cost-effective control methods to protect valuable coastal infrastructure from erosion.
3. Environmental Affairs Agency (EEAA).	<ul style="list-style-type: none"> • According to Law No 4 for the year 1994, EEAA was given specifically the authority to participate with the concerned agencies and ministries in the preparation of a National Integrated Coastal Zone Management Plan for the Egyptian coastal zone and the responsibility of initiating and co-coordinating national ICZM activities. • A National Committee for Integrated Coastal Zone Management (NCICZM) was set up, and the Secretariat of this Committee was established under the Environment Management Sector of the EEAA. • EEAA review the Environmental Impact Assessment reports and provide the environmental license for all projects, develop coastal zone management guidelines as well as chairing the National Integrated Coastal Zone Management Committee (NICZMC).
4. Tourist Development Authority, Ministry of Tourism.	The TDA protects coastal zone areas from tourist activities- primarily along the Red Sea Coast. The TDA also provides assistance for Environmental Impact Assessment studies.
5. General Organization for Physical Planning, Ministry of Housing.	Responsible for developing guidelines for urban planning inside the coastal zone (and outside coastal zone); for any modification or extension or new project in the country; and provides assistance to any developer to prepare the Environmental Impact Assessment within and outside coastal zone areas.
6. Holding Company for Water and Waste-water Development, Ministry of Housing.	Responsible for development of water and waste water treatment plants.
7. Maritime Transportation Under-Secretary in Alexandria, Ministry of Transportation.	Responsible for Ports, all kind of ports, host the National Committee for dumping and dredging.
8. General Authority for Fish Resources Development (GAFRD), Ministry of Agriculture.	Responsible for development of water bodies for fish production and aquaculture. Responsible of the selection of sites and management of fisheries ports.
9. Ministry of Agriculture, agriculture part.	Responsible for development of agriculture practices and land reclamation for horticulture.

Table 1 Continued

Authority	Mandate
10. Ministry of Petroleum (Health, Safety and Environmental Department);	Besides being responsible of the operation of Oil/Gas terminals and ports, it is responsible for all environmental studies and environmental license to on-shore and offshore activities in close collaboration with the EEAA, and provides guidance and assistance to all Egyptian and non-Egyptian developers.
11. Ministry of Defense (Coast Guard Department):	<ul style="list-style-type: none"> • No specific mandate for coastal zone management • Important controller for coastal zone protection • Works closely with the Fish Authority to control fishing fleet. • A controlling Authority in all coastal area committees.
12. Coastal Governorates.	Representing the Government mandates and power in their borders.
13. Roads and Bridges Authority	Responsible of Planning, Implementing and Maintaining Inter-Governorates Roads.
14. Meteorological Authority	Original source of data relevant to Climatic Conditions.
15. Surveying Authorities	Topographic and Bathymetric Maps and Survey.
16. National Centre for Planning State Land Uses (NCPSLU)	Complete coordination between the state authorities to achieve the maximum possible exploitation of the state lands. Preparing detailed maps for planning the state lands that are outside the reins according to the general map of planning.
17. Donors, especially the EU	Helping Developing Countries to confront threat imposed over them due to global events. Harmonize actions taken between Developed and Developing Countries. EU, through their commissions, implement closes of the EU Neighborhood initiative, Euro-Mediterranean Partnership, Horizon 2020, etc.
18. UN System especially UNDP	

Interest and Impact

This stage allows a first classification to be made of Stakeholders, with a distinction being made between primary and secondary stakeholders.

The opinion of the group that all concerned authorities will be positively impacted, except two authorities, Meteorological and Surveying Authorities.

Table 2. Impact of the project over

	Authorities	Interest
1	Shore Protection Authority (SPA), Ministry of Water Resources and Irrigation.	1
2	Coastal Research Institute (CoRI), Water Research Center, Ministry of Water Resources and Irrigation.	1
3	Environmental Affairs Agency (EEAA).	1
4	Tourist Development Authority, Ministry of Tourism.	1
5	General Organization for Physical Planning, Ministry of Housing.	1

Table 2. Continued

	Authorities	Interest
6	Holding Company for Water and Waste-water Development, Ministry of Housing.	1
7	Maritime Transportation Under-Secretary in Alexandria, Ministry of Transportation.	1
8	General Authority for Fish Resources Development (GAFRD), Ministry of Agriculture.	1
9	Ministry of Agriculture, agriculture part.	1
10	Ministry of Petroleum (Health, Safety and Environmental Department);	1
11	Ministry of Defense (Coast Guard Department):	1
12	Coastal Governorates.	1
13	Roads and Bridges Authority	1
14	Meteorological Authority	0
15	Surveying Authorities	0
16	National Centre for Planning State Land Uses (NCPSLU)	1
17	Donors, especially the EU	1
18	UN System especially UNDP	1

Influence and Importance

The importance of the process in planning and conducting successful collaborations cannot be overemphasized. Good-faith efforts are often derailed because the parties are not skilled in the collaboration process, and because insufficient attention is given to designing and managing it. Using an inclusive, transparent approach during project development and implementation will help build ownership and commitment. If it is not possible or realistic to have all key stakeholders involved from the outset, then a process for gradual involvement may be needed.

A stakeholder's degree of influence translates into the relative power imposed by a specific stakeholder over the project, as well as the degree to which can help desired changes to be implemented or blocked. In broad terms, a stakeholder's influence derives from the stakeholder economic, social or political position, or its position in the hierarchy, although it can also often be someone with contacts or personal connections with other influential stakeholders.

Other indicators also have to be taken into consideration when analyzing stakeholders' influence: expert knowledge, negotiating capacity, charisma, strategic resource control, and so on.

A stakeholder's level of importance indicates the extent to which a project would be ineffective if his or her needs and expectations were not taken into account.

These two indicators, influence and importance, are not the same. In combination they not only provide information on how stakeholders act reciprocally, but can also help to identify assumptions and risk situations for the project.

These relationships can be represented in a diagram which could help to identify potential risks to the project. It also allows stakeholders with similar needs to be grouped together.

A group of SPA engineers, CoRI scientists, the IC and the PMU were given a set of tables to be filled. The average of all 4 tables is represented in Table 3.

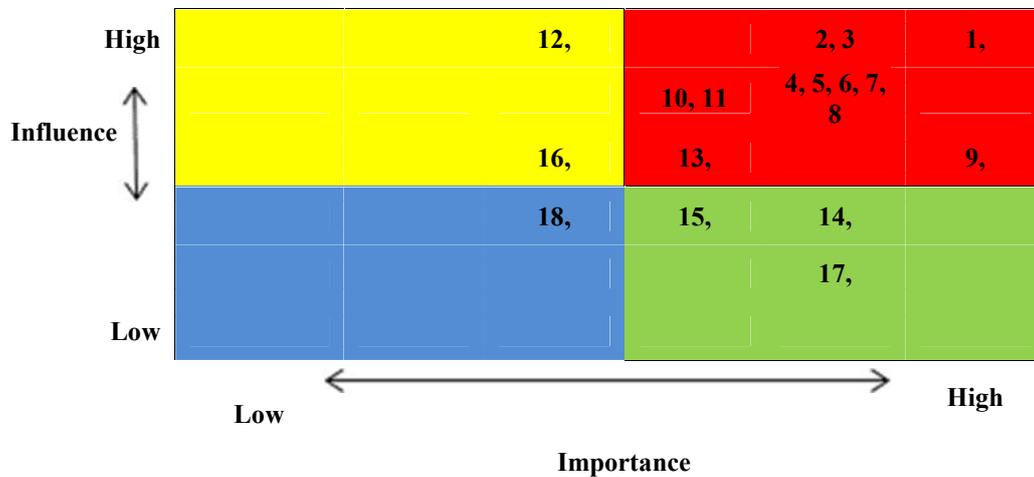
Table 3. Stakeholders Importance and Influence

	Authorities	Importance	Influence
1	Shore Protection Authority (SPA), Ministry of Water Resources and Irrigation.	6	6
2	Coastal Research Institute (CoRI), Water Research Center, Ministry of Water Resources and Irrigation.	6	4
3	Environmental Affairs Agency (EEAA).	5	6
4	Tourist Development Authority, Ministry of Tourism.	3	3
5	General Organization for Physical Planning, Ministry of Housing.	5	5
6	Holding Company for Water and Waste-water Development, Ministry of Housing.	5	3
7	Maritime Transportation Under-Secretary in Alexandria, Ministry of Transportation.	5	5
8	General Authority for Fish Resources Development (GAFRD), Ministry of Agriculture.	3	4
9	Ministry of Agriculture, agriculture part.	5	5
10	Ministry of Petroleum (Health, Safety and Environmental Department);	4	4
11	Ministry of Defense (Coast Guard Department):	3	6
12	Coastal Governorates.	5	6
13	Roads and Bridges Authority	5	5
14	Meteorological Authority	5	2
15	Surveying Authorities	4	3
16	National Centre for Planning State Land Uses (NCPSLU)	5	5
17	Donors, especially the EU	5	4
18	UN System especially UNDP	5	4

Results of Table 3 were graphically represented in Figure 1. It was obvious that the highest importance and influence lies within the mandates of the Shore Protection Authority. Coastal Research Institute and the Egyptian Environmental Affairs Agency came next to SPA. It was also apparent that the Ministry of Defense, through the coast guard, has a high influence over the project and an intermediate importance.

At the end of the table came Tourism Development Authority and it was quite logical as they don't have big interest on the area the project covers.

Figure 1 Importance and Influence Classification



Caption to Numbers	
1	Shore Protection Authority (SPA), Ministry of Water Resources and Irrigation.
2	Coastal Governorates.
3	Environmental Affairs Agency (EEAA).
4	National Centre for Planning State Land Uses (NCPSLU)
5	Roads and Bridges Authority
6	Ministry of Agriculture, agriculture part
7	Maritime Transportation Under-Secretary in Alexandria, Ministry of Transportation.
8	General Organization for Physical Planning, Ministry of Housing.
9	Coastal Research Institute (CoRI), Water Research Center, MWRI
10	UN System especially UNDP
11	Donors, especially the EU
12	Ministry of Defense (Coast Guard Department);
13	Ministry of Petroleum (Health, Safety and Environmental Department);
14	Holding Company for Water and Waste-water Development, Ministry of Housing
15	Surveying Authorities
16	General Authority for Fish Resources Development (GAFRD), Ministry of Agriculture.
17	Meteorological Authority
18	Tourist Development Authority, Ministry of Tourism.

Priority Identification

The Stakeholder Analysis will permit the project to identify groups with similar information needs. We can use the classification to prepare an information report about

the project to which we can also attach a breakdown of communication procedure costs.

Table 4. Final Score of Stake Holder Analysis

	Authorities	Importance	Influence	Final Score
1	Shore Protection Authority (SPA), Ministry of Water Resources and Irrigation.	6	6	36
2	Coastal Research Institute (CoRI), Water Research Center, Ministry of Water Resources and Irrigation.	6	4	24
3	Environmental Affairs Agency (EEAA).	5	6	30
4	Tourist Development Authority, Ministry of Tourism.	3	3	9
5	General Organization for Physical Planning, Ministry of Housing.	5	5	25
6	Holding Company for Water and Waste-water Development, Ministry of Housing.	5	3	15
7	Maritime Transportation Under-Secretary in Alexandria, Ministry of Transportation.	5	5	25
8	General Authority for Fish Resources Development (GAFRD), Ministry of Agriculture.	3	4	12
9	Ministry of Agriculture, agriculture part.	5	5	25
10	Ministry of Petroleum (Health, Safety and Environmental Department);	4	4	16
11	Ministry of Defense (Coast Guard Department):	3	6	18
12	Coastal Governorates.	5	6	30
13	Roads and Bridges Authority	5	5	25
14	Meteorological Authority	5	2	10
15	Surveying Authorities	4	3	12
16	National Centre for Planning State Land Uses (NCPSLU)	5	5	25
17	Donors, especially the EU	5	4	20
18	UN System especially UNDP	5	4	20

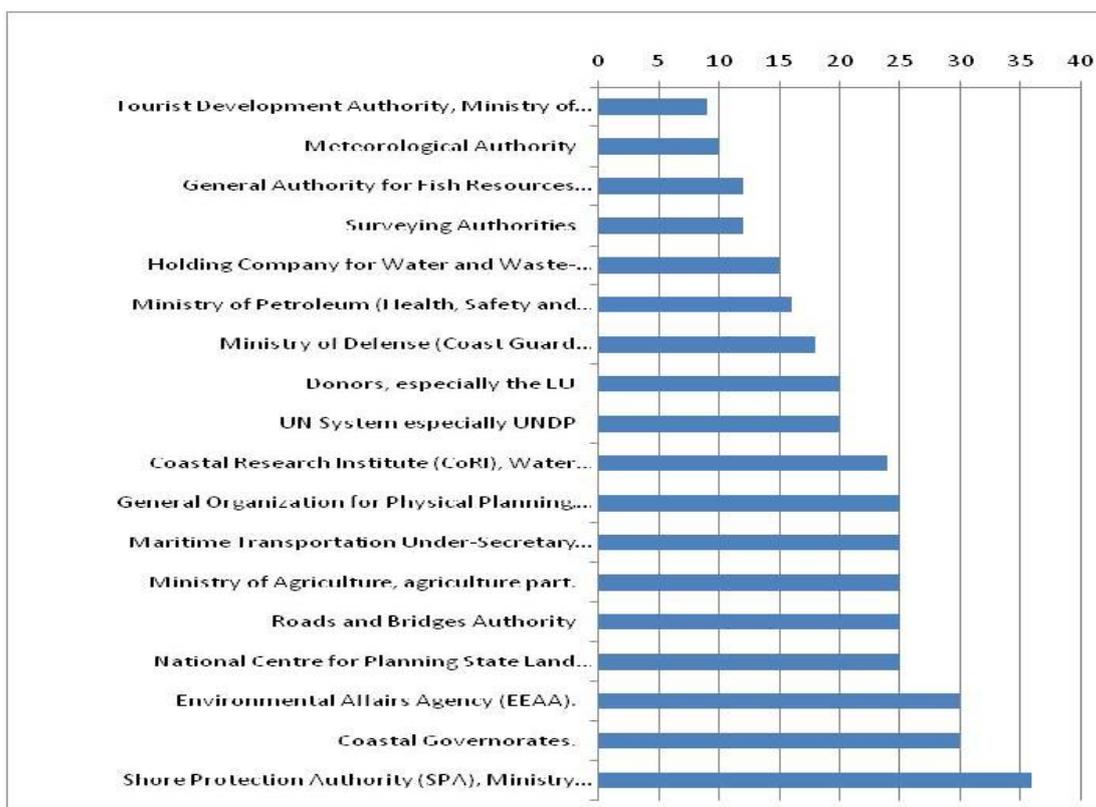
As previously mentioned, Tables 4 and 5, and Figure 2 clearly shows that Shore Protection Authority is the Controlling Authority. Other priorities don't exactly match the ranking of importance and influence. Coastal Governorate and Egyptian Environmental Affairs Agency come next to SPA.

Coastal Research Institute, with its existing mandates, came at an intermediate priority, the 9th.

Table 5. Priorities as defined.

#	Authority	Rank
i.	Shore Protection Authority (SPA), Ministry of Water Resources and Irrigation.	36
ii.	Environmental Affairs Agency (EEAA).	30
iii.	Coastal Governorates.	30
iv.	General Organization for Physical Planning, Ministry of Housing.	25
v.	Maritime Transportation Under-Secretary in Alexandria, Ministry of Transportation.	25
vi.	Ministry of Agriculture, agriculture part.	25
vii.	Roads and Bridges Authority	25
viii.	National Centre for Planning State Land Uses (NCPSLU)	25
ix.	Coastal Research Institute (CoRI), Water Research Center, Ministry of Water Resources and Irrigation.	24
x.	Donors, especially the EU	20
xi.	UN System especially UNDP	20
xii.	Ministry of Defense (Coast Guard Department):	18
xiii.	Ministry of Petroleum (Health, Safety and Environmental Department);	16
xiv.	Holding Company for Water and Waste-water Development, Ministry of Housing.	15
xv.	General Authority for Fish Resources Development (GAFRD), Ministry of Agriculture.	12
xvi.	Surveying Authorities	12
xvii.	Meteorological Authority	10
xviii.	Tourist Development Authority, Ministry of Tourism.	9

Figure 2. Ranking of Priorities of Stakeholders



Conclusion

The results, so far, seems reasonable and indicate a complex communication need. This might necessitate preparing a Communication Strategy. Partners are all ready identified and it matches the results of the analysis.

The ownership of the project is quite apparent, Shore Protection Authority, CoRI and Coastal Governorates. Amendments to legislations need to be forced to improve the visibility of these authorities and enable them to perform their responsibilities.

The local population was not considered in this study as it involves the controlling authorities only. The local populations need to be involved at later stage when addressing monitoring and evaluation.