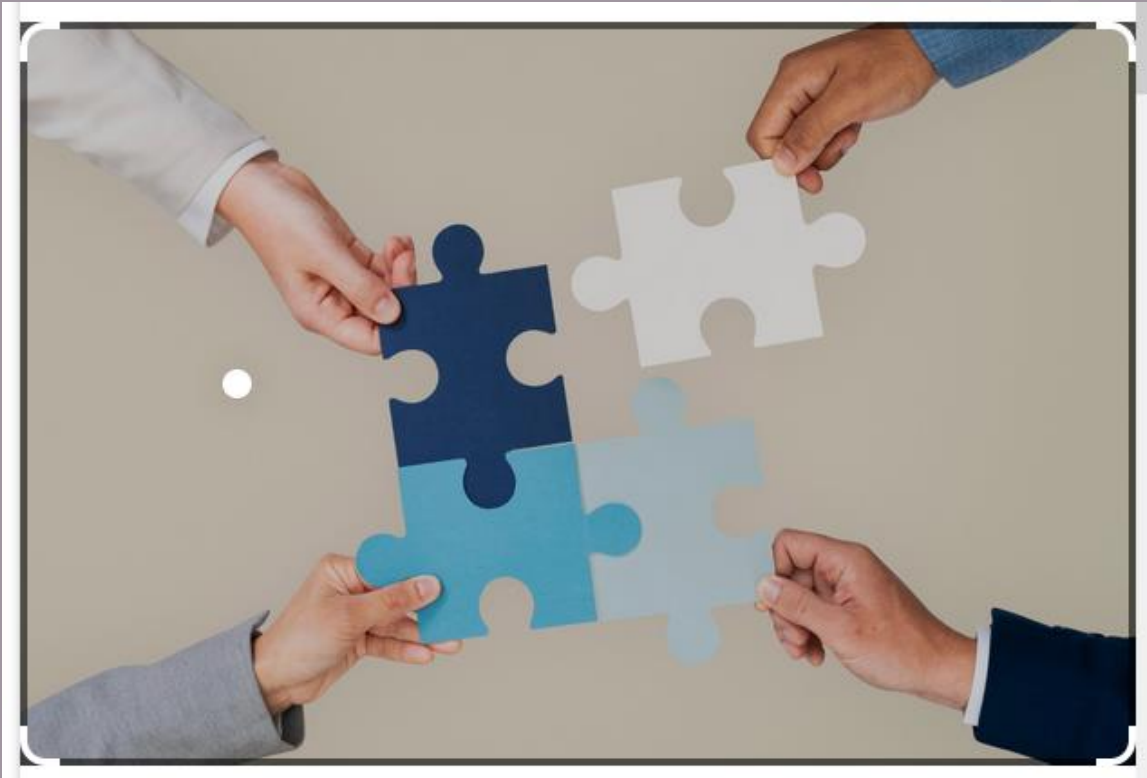




Local administration... Egypt's path to sustainable development



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Introduction

After the integration of the term **sustainability** as a new concept at the global level, which led to a great development in the development approach, it has become necessary to develop all concepts related to the economic field in general, and the development field in particular. Development has turned into an economic and social trend to sustainable development that takes into account the environmental dimension and future generations. Local development has also shifted from an integration of government efforts, and the efforts of the local community into sustainable local development that includes traditional local development topics, taking into account the requirements and concepts of sustainability.

Therefore, local development is one of the main pillars of sustainable development, as it aims to achieve a developmental balance between the various regions. At the forefront of its tasks is the implementation of basic infrastructure projects within the local scope, in addition to its influential role in activating local investments and creating job opportunities. Therefore, the concept of local development emerged after increased interest in local communities as a means to achieve sustainable development, due to economic, social, and environmental development considerations at the governorate level, in order to achieve the largest number of desired goals, through optimal utilization of all available resources. Localities have been assigned multiple development functions, such as: cooperation with various development partners in the local or international community, which led to the emergence of the concept of sustainable local development as a modern and integrated development approach that aims to activate the potential of local communities, in order to achieve a development renaissance for these localities.

In order to achieve this sustainable local development, there must be a local administration or a rational local system capable of identifying the main needs of citizens, and working to implement them, in light of the general policies of the state. Local administration means a democratic method and system to express the existing public order applied in the state, whether administrative or political. It is an expression of democracy, ensuring freedoms, and the participation of citizens, achieving their desires and solving their problems. The elected local councils are the most capable of realizing these desires, because of their closeness and understanding of the concerns of the citizen. They are the most knowledgeable of his needs.

Accordingly, localities are still one of the most troublesome problems in Egyptian society, as they are the centre of many rampant political diseases that the successive political regimes have suffered from in ruling Egypt. Localities



have been associated with the most negative values on which two revolutions were based so far, which is the value of corruption. Corruption has become a characteristic of localities. Localities are important in any political system, because of their important roles in achieving sustainable development within the diverse geographical regions. They are considered a link between the central authority and citizens, by virtue of their proximity and permeability in the local community, which makes them more aware of the needs of citizens. Hence, the participation of localities in drawing up development plans at the national level has become necessary, in addition to the many roles that localities can play, whether expanding the base of community participation, activating the principle of popular oversight, or deepening the concept of participatory development. Therefore, the issue of development, especially at the local level, has topped the priorities of the political system in Egypt after the June 30 revolution, since the development and reform of localities is the real path to the sustainable development that Egypt aspires to achieve.

Through this report, we review several points related to local administration and sustainable local development, especially at the level of Egypt, as follows:

1. Concepts related to local development
2. Foundations of local administration
3. Objectives of local administration and sustainable local development
4. Principles of sustainable local development
5. Dimensions of sustainable local development
6. Characteristics of sustainable local development
7. Indicators of sustainable local development
8. Relations between the central government and local units
9. Local administration in the Egyptian constitution in 2014
10. Basic organizations of local administration in Egypt
11. Challenges facing localities in Egypt
12. Development and the limits of local administration functions in Egypt
13. Egypt's Vision 2030 and the achievements of the Ministries of Local Development, Planning and Economic Development
14. Obstacles facing local administration
15. Conclusion and recommendations



❖ Concepts Related to Local Development

1. Local Development:

There are many definitions of local development. However, all unanimously agree that this development is based on two basic dimensions:

- **Social dimension:** It is the popular participation in all efforts to improve their standard of living and the quality of life they lead.
- **Administrative dimension:** It is the conduct of government procedures through the provision of various services and local development projects in a manner that encourages self-reliance and participation.

These definitions include:

According to the United Nations, local development is the processes by which the efforts of citizens, governments or the state can be united to improve the economic and social conditions of local communities, help them integrate into the life of the nation, and contribute to its advancement as much as possible.

It is also a process through which governmental and grassroots efforts at the local level can be combined by utilizing the resources available at the local level in order to meet and achieve the needs of citizens for the highest levels of well-being for those communities.

It could also be defined as the process of change that takes place within the framework of a local public policy that expresses the needs of the local unit, capable of using and exploiting local resources, convincing local citizens to participate popularly, and benefiting from government material and moral support, in order to raise the standard of living of all members of the local unit, and integrate all units of the state.

2. Sustainable Local Development:

Sustainable local development's definition, as local development, also varies, including:

It is the process of reconciling the three economic, social and environmental dimensions (developing cities, lands, communities and businesses), and developing them to meet the needs of individuals without compromising the ability of future generations to provide for their needs.

It is a development that is based on economic progress, social justice and environmental protection, with the aim of improving conditions and improving local economic, social and political conditions.

It can also be defined as a practical strategy, through which the needs of society and its basic and secondary needs and requirements are identified. Then the available local resources are identified and studied, as an attempt to exploit them and for fear of their shortage over time. Those needs and resources are then linked and arranged according to humanitarian priorities,



with the aim of developing and advancing the local community, improving the quality of living for current generations, and ensuring the future of future generations, as they are entitled to those resources and to not have their future be endangered. This constitutes a process of balancing between human needs and desires and the local resources available.

It could also be the process by which a local community is able to identify its needs and goals, and arrange these needs and objectives according to their priorities, while building confidence and desire to work to meet those needs of current generations without jeopardizing the ability of future generations.

3. **Local Administration:**

Local development, in achieving its goals, depends on a set of components. The most important of which is the local administration or the local system, because it is the real mirror of the government in front of citizens.

According to the United Nations, local administration is a system of public administration, an administrative means to help the central government perform its mission more effectively and efficiently, and thus urges the transfer of some competencies and powers from the central government to the localities to meet their responsibilities within the framework of the distribution of functional roles and the division of labor between the central and local levels.

Local administration is also an important function in social development, which is embodied in the involvement of local citizens, educating them to follow democratic concepts and values in construction and urbanization, and training them in modern governance methods.

Local administration has also been defined as a form of local organization, whereby administrative functions are distributed between the central government and elected and independent local bodies that perform their function under the supervision and control of the central government.

Local administration has also been defined as an administrative method whereby the territory of the state is divided into units with a local concept. Each of which is supervised by a body representing the general administration of its people, provided that these bodies are independent with their own financial resources and are linked with the central government in relations determined by law, thus forming a legal personality with independent financial liability, and possessing administrative and financial organs and powers with a range of independence determined by the central government.

❖ **Foundations of Local Administration**

Local administration is based on a set of foundations, the most important of which are:



1. **Enjoying a legal personality:** it is the basis that determines the independence of the local administration from the central government, makes it recognized, and gives it the right to exercise all types of legal actions in dealing, to acquire rights and assume obligations, to have financial liability, to be independent of its originators and affiliates, and a legal personality to sue others before the law.
2. **It is embodied in elected local councils:** it is the selection of local bodies by election according to specific criteria that represent them before the central government because it is not possible for the residents of the local region to carry out their functions collectively.
3. **Elected councils are independent and subject to the central government:** the central government supervises and monitors the work of the local administration in order to ensure that the work is conducted in accordance with the general objectives and the policies governed to fulfill the requirements of the local population, in accordance with legal texts that define tasks.

❖ **Objectives of Local Administration and Sustainable Local Development**

The local administration stems from a **main goal**, which is to achieve local development, as a part of sustainable development, through its role in undertaking the establishment and management of all public utilities of the state, and improving local services within its jurisdiction. Thus, it plays a role in the realization and availability of economic, social and cultural components for citizens in its constitutional and developmental sense, with regard to local development sectors, without harming the environment, and neglecting the requirements of future generations. Therefore, it is necessary to take into account the needs of each governorate when following or implementing local development programs.

A number of sub-objectives are branched from the main objective, which are as follows:

1. **Political objectives:** represented in the selection of representatives of local citizens, through elections to represent them, promote democracy, and participate in the conduct of their affairs and decision-making. This gives them political experience in managing public affairs, achieving national integration and national unity, and monopolizing certain political parties for political action.
2. **Administrative objectives:** represented in eliminating the bureaucracy of central government departments, achieving administrative efficiency, creating



an atmosphere of competition between different local communities and benefitting from each other's experiences.

- 3. Social objectives:** represented in linking the central government with its popular base. It contributes to consolidating confidence in citizens and respecting their desires to participate in the management of public affairs. This reflects positively on them, as they develop a sense of belonging to the homeland among citizens.

The Sustainable Local Development Goals are:

- 1) Improving the ability of states to manage their natural resources in an aware, rational and balanced manner to achieve the interests of all segments of society.
- 2) Promoting respect for the natural environment by regulating the relationship between human activities and the elements of the environment and not harming them, in addition to increasing the environmental awareness of the population and raising the degree of its sense of responsibility towards the environment and its issues.
- 3) Ensuring the inclusion of environmental planning in the stages of development planning, in order to achieve the optimal and rational use of natural resources to reduce their depletion.
- 4) Linking technological development with what serves the goals of society in terms of development and achieving prosperity.
- 5) Maintaining transparency with the public, by revealing the challenges it faces in various fields to ensure effective popular participation, and adopting programs for development and environmental preservation.
- 6) Focusing on the natural systems exposed to hazards, such as: agricultural lands exposed to desertification, water sources subject to depletion, pollution, or urban growth.

❖ Principles of Sustainable Local Development

The basic principles of sustainable local development, which in turn constitute the social, moral and political components, are summarized in:

1. **Participation**: giving members of the local community the possibility of effective participation in decision-making and mechanisms or influencing them, in order to increase belonging to the state, and such participation is necessary because:
 - The ability of citizens at the local level to set priorities.
 - Community members often monitor environmental projects.
 - It helps build constituencies that support change.



2. **Good management and accountability:** managers and leaders are subject to the principles of transparency, accountability, dialogue, control, and responsibility in order to avoid corruption, and all factors that would constitute an obstacle to sustainable development.
3. **Solidarity with future generations,** by preserving the environment and natural resources, not accumulating debt on the shoulders of these generations, and securing fair shares of growth for all social groups.
4. **Protection of biodiversity, and preservation of natural resources:** by preventing the depletion of natural resources, encouraging the use of renewable energies, and protecting animals and plants from extinction.
5. **Knowledge realization:** through the promotion of education, access to information that stimulates innovation, awareness, and active participation for sustainable development for all.
6. **Cost absorption:** the value of goods and services must reflect all costs from production to final disposal.
7. **Responsible production and consumption:** changes in production and consumption must be made so that development is socially and environmentally viable, adopting environmental efficiency, avoiding waste, and making good use of resources.
8. **Acceleration of the achievement of results:** in order to gain the confidence of the members of the target community, and to displace the forces of resistance to change in society for new ideas, through programs that guarantee services that are quick results, low-cost, and to meet existing social needs.
9. **Reliance on local material and human resources, in order to benefit the economy, in order to bring economic benefit to the state,** by increasing the workforce and reducing unemployment, as well as increasing the economic returns to the state treasury
10. **Good governance:** through transparency in the decision-making process, the participation of citizens and civil society in this process, accountability and accountability. There must be clear foundations on the allocation of resources, the use of public funds, cost reduction, rationalization of spending and attention to social issues.
11. **Decentralization of decision-making:** by transferring some competencies and responsibilities to the localities, yet the government has the upper hand in setting policies and legal frameworks that enable it to achieve its goals.

❖ Dimensions of Sustainable Local Development:

1. **Economic dimension**: stems from the fact that the environment is an integrated economic entity as a base and incubator for development, and that any activity in it must be economically feasible and not lead to pollution and



depletion of its resources, which ultimately leads to weakening the opportunities for sustainable local development for it, and then the long-term economic perspective must be taken to solve problems in order to save effort, money and resources.

2. **Social dimension**: It is the natural right of man to live in a clean and sound environment, through which he practices all activities, while ensuring his right to a fair share of natural resources and environmental and social services, which he invests in a way that serves his basic needs, as well as the full needs to raise his standard of living, without diminishing the opportunities and share of future generations.
3. **Environmental dimension**: It is the interest in the management of natural resources, which is the focus of development, as the movement is mainly based on the quantity and quality of natural resources on the planet, and the depletion factor is one of the factors that contradict with sustainable development, so it is necessary to work to protect and manage those resources in a way that ensures their continuation for a longer period to preserve the right of subsequent generations.

❖ **Characteristics of Sustainable Local Development**

- 1- **Long-term**: The time dimension is the basis in addition to the quantitative and qualitative dimensions.
- 2- **Equitable**: takes into account the right of future and current generations to natural resources.
- 3- **Responsive**: Puts meeting one's basic needs first.
- 4- **Balanced**: takes into account the preservation of the biosphere in the natural environment with all its contents.
- 5- **Distributional**: The human aspect and its development is one of its first goals, especially the poor and marginalized.
- 6- It takes into account the preservation of the diversity of societies and their cultural, religious and civilizational specificity.
- 7- **Universality**: It is based on international coordination and integration in the use of resources and the organization of international relations.

❖ **Indicators of Sustainable Local Development**

- 1) **Social indicators**: means providing conditions for states and citizens so that they can achieve:
 - **Social equality**: achieving equitable distribution of wealth and combating poverty.



- **Appropriate healthcare** for all members of society, especially remote and rural areas, with control of widespread and epidemic diseases caused by environmental pollution.
 - **Education:** which is the most important human right, because it is the most important way to achieve sustainable local development for any modern society, by redirecting education towards the ways and fields of development, increasing training opportunities and educating poor classes about the importance of education.
 - **Housing and population:** Rapid population growth and the migration of rural people to cities hinder the achievement of sustainable development and lead to the failure of countries' economic and urban planning plans.
 - **Social security:** by protecting people from crimes by achieving justice, democracy and social peace.
- 2) **Economic indicators:** include issues of economic structure and patterns of production and consumption in countries, including:
- **Economic structure:** where evaluating the economic performance of countries through: the rate of per capita GDP, the strength of the trade balance of countries, the ratio of external and domestic debt to the national income of poor countries, and the extent of assistance provided by rich countries.
 - **Production and consumption patterns:** Most countries have turned to unsustainable consumption patterns and production patterns, which deplete resources ill-considered, especially by the major industrialized countries.
- 3) **Environmental indicators:** represented in contemporary environmental issues, including:
- **Changes in the Earth's gaseous atmosphere:** global warming, countering it by working to address transboundary air pollution, and improving air quality through the Kyoto and Montreal protocols.
 - **Land use:** by protecting it from environmental degradation, combating desertification, stopping the removal of natural forests, and urban sprawl on agricultural land, while working to achieve sustainable development of agricultural, forestry and pastoral production.
 - **Marine bodies and their protection:** by reducing marine pollution, stopping overfishing methods, developing fisheries and protecting endangered species, in addition to solving the problem of rising sea levels in the coming years, which threatens to flood large areas of islands and land.
 - **Fresh water sources:** 35% of the world's population suffers from serious water scarcity. International organizations have warned that the wars of the twenty-first century will be due to water sources and international conflict



over them. Sustainable local development is measured by the indicator of water quality, available quantities, and per capita clean fresh water.

❖ **Relations Between the Central Government and Local Units**

Local units perform their role within the scope of the general policy of the State, hence the central government exercises control over them to ensure that they play this role. **The forms of control over local units vary as follows:**

1. **Administrative Control:** It consists of the right to appoint heads of local units, the Council of Ministers to follow up the work of the governorates and evaluate their performance, and the right of the Council of Ministers to dissolve or suspend local people's councils from work, based on what is presented by the minister concerned with local administration, for reasons required by the public interest and estimated by the Council of Ministers.
2. **Legislative Control:** This type of control is exercised through the parliament, and is represented in its adoption of the local budget and final accounts, and the need to obtain its approval in the event of the conclusion of any loan, and the minister concerned with local administration submits a report on what has been implemented of development plans and budgets for each governorate, as well as a statement of questions, requests for briefing and suggestions that have been discussed in local people's councils, and the decisions issued in this regard, in addition to the attendance of deputies to the sessions of local people's councils with their right to submit proposals. And questions and requests for briefing, without having a counted vote in making decisions, and finally notify Parliament of the decision to dissolve the Local People's Assembly within two weeks from the date of its issuance.
3. **Economic Control:** It is the obligation to present the draft plans of the governorates, and also to send the draft budgets of the governorates and the draft final account after approval by the local people's councils to the central authorities, and there is also a requirement for the approval of the Council of Ministers in the event that local units impose local taxes and fees, or accept donations, aid, grants and subsidies provided by foreign bodies or persons, and also the presence of a financial representative of the Ministry of Finance in each governorate who is responsible for auditing the accounts of the governorate and its local units in revenue and expenditure, in addition to the monitoring of the Central Auditing Organization.

❖ **Local Administration in The Egyptian Constitution in 2014**

The State shall be divided into administrative units with legal personality, including governorates, cities and villages. Other administrative units may be



established that shall have legal personality, if the public interest so requires, but when establishing or abolishing local units or modifying the boundaries between them, economic and social conditions shall be taken into account.

The State shall guarantee support for administrative, financial and economic decentralization, and the Law on Local Administration shall regulate the means by which administrative units can provide, promote and manage local utilities, and shall determine the timetable for the transfer of powers and budgets to local administration units.

The State shall also ensure the provision of scientific, technical, administrative and financial assistance required by local units, ensure the equitable distribution of facilities, services and resources, bring levels of development closer and achieve social justice among these units, in accordance with the provisions of the law.

According to the Constitution, local units shall have independent financial budgets, and their resources shall include the resources allocated to them by the State, taxes and fees of an original and additional local nature, and the rules and procedures followed in the collection of State funds shall be applied in their collection, all in the manner regulated by law, in addition to that the law regulates the conditions and method of appointing or electing governors and heads of other local administrative units, and determines their competencies.

Each local unit elects a council by direct universal suffrage, for a period of four years, and the candidate must be at least 21 years old. The law also regulates other conditions for candidacy and election procedures, provided that a quarter of the seats are allocated to young people under the age of 35, and a quarter of the number to women, provided that the percentage of representation of workers and farmers is not less than 5% of the total number of seats, and that this percentage includes appropriate representation of Christians and people with disabilities.

Local councils are responsible for following up the implementation of the development plan, monitoring the various aspects of activity, exercising control tools over the executive authority, including proposals, requests for briefings, interrogations, etc., and withdrawing confidence from the heads of local units, as regulated by law.

The decisions of the local council issued within the limits of its competence are final, and the executive authority may not interfere in them, except to prevent the council from exceeding these limits, or harming the public interest, or the interests of other local councils, and in the event of disagreement over the competence of these local councils of villages, centers or cities, the local council of the governorate shall decide on it, and in the



event of disagreement over the competence of the local councils of the governorates, the general assembly of the fatwa and legislation sections of the State Council shall decide on it as a matter of urgency, all in accordance with what is regulated by law, and it is not permissible The dissolution of local councils shall be a comprehensive administrative procedure, as the law shall regulate the method of dissolving any of them and re-electing them.

Perhaps the most prominent constitutional articles relating to local administration are:

- **Article 175. Administrative units**

The state is divided into local administrative units that have legal personality. They include governorates, cities and villages. Other administrative units that have legal personality may be established, if the public interest requires such.

When establishing or abolishing local units or amending their boundaries, economic and social conditions shall be taken into account. The foregoing is organized by law.

- **Article 176. Empowerment of administrative units**

The state ensures support for administrative, financial, and economic decentralization. The law organizes empowering administrative units in providing, improving, and managing public utilities well, and defines the timeline for transferring powers and budgets to the local administration units.

- **Article 177. Needs of local units**

The state guarantees that it will satisfy the local units' needs in terms of scientific, technical, administrative and financial assistance, and ensures the equitable distribution of facilities, services and resources, and works to bring development levels in these units to a common standard and achieve social justice between these units. This will be organized by law.

- **Article 178. Finances of local units**

Local units have independent financial budgets. Local units' resources include, in addition to the resources allocated to them by the state, original and additional taxes and fees of a local nature. The unit follows the same rules and procedures in the collection of public funds as followed by the state. The foregoing is regulated by law.

- **Article 179. Selection of governors and heads of local units**

The law regulates the manner in which governors and heads of other local administrative units are selected, and defines their mandate.



- **Article 180. Election of local councils**

Every local unit elects a local council by direct, secret ballot for a term of four years. A candidate must be no younger than 21 years old. The law regulates other conditions for candidacy and procedures of election, provided that one quarter of the seats are allocated to youth under 35 years old, one quarter is allocated for women, workers and farmers are represented by no less than 50 percent of the total number of seats, and these percentages include a proper representation of Christians and people with disability.

Local councils are responsible for developing and implementing the development plan, monitoring the activity's different aspects, exercising the tools of monitoring the executive authority such as proposals, and submitting questions, briefing motions, interpellations and others, and withdrawing confidence from the heads of local units, in the manner organized by law.

The law defines the mandate of other local councils, their financial sources, guarantees of its members, and their independence.

- **Article 181. Local council decisions**

Local council decisions that are issued within the council's mandate are final. They are not subject to interference from the executive authority, except to prevent the council from overstepping these limits, or causing damage to the public interest or the interests of other local councils.

Any dispute over the jurisdiction of these local councils in villages, centers or towns is settled by the governorate-level local council. Disputes over the jurisdiction of governorate-level local councils are dealt with as a matter of urgency by the General Assembly of the Legal Opinion and Legislation Departments of the State Council. The foregoing is organized by law.

- **Article 182. Budgets and final accounts of local councils**

Every local council is in charge of its own budget and final accounts, in the manner organized by law.

- **Article 183. Dissolution of local councils**

It is prohibited to dissolve local councils as part of a comprehensive administrative procedure. The manner to dissolve and reelect them is organized by law.

❖ **The Basic Organizations of Local Administration in Egypt**



- 1) **Local administration units:** governorates, centers, cities, neighborhoods and villages, each of which has a legal personality.
- 2) **Economic regions:** The Local Government Law provides for the establishment of zones that include several economically integrated governorates, and their competencies are determined by a decision of the President of the Republic, even if they are not granted an independent legal personality, and in accordance with Presidential Decree No. 475 of 1977, the Arab Republic of Egypt was divided into 8 economic regions. Then, the Matrouh region was merged into the Alexandria region, thus bringing the number of economic regions to 7 as follows:
 - **Cairo Region:** includes the governorates of Cairo, Giza, and Qalyubia, and its capital is Cairo.
 - **Alexandria Region:** includes the governorates of Alexandria, Beheira, Nubaria, Matrouh, and its capital Alexandria.
 - **Delta Region:** includes the governorates of Menoufia, Gharbia, Kafr El-Sheikh, Damietta, Dakahlia, and its capital, Tanta.
 - **Suez Canal Region:** includes the governorates of Sinai, Port Said, Ismailia, Sharqia, and the northern part of the Red Sea Governorate until the end of the Gulf of Suez, with its capital Ismailia.
 - **Northern Upper Egypt Region:** includes the governorates of Beni Suef, Minya, Fayoum, and part of the northern Red Sea, with Minya as its capital.
 - **Assiut Region:** includes the governorates of Assiut and New Valley, and its capital is Assiut.
 - **South Upper Egypt Region:** includes the governorates of Sohag, Qena, Aswan, and the southern part of the Red Sea Governorate, with Aswan as its capital.
- 3) **General Secretariat of Local Administration:** It is the technical secretariat of the Council of Ministers with regard to local administration affairs, and the Supreme Council of Local Administration and it cooperate in carrying out its competencies, as well as working to coordinate between governorates, and support cooperation between them and ministries, in a way that ensures the proper performance of the tasks of localities within the framework of the budget and the national plan.
- 4) **Supreme Council of Local Administration:** Law No. 124 of 1960 provided for the establishment of a higher authority for local administration issued by a decision of the President of the Republic. This body was responsible for monitoring and supervising the work of local councils. After amending the name and formation of this body more than once



from the Ministerial Committee for Local Government to the Board of Governors, the name has been settled on the Supreme Council for Local Administration since 1988. It is formed under the chairmanship of the Prime Minister, and the membership of both, the minister concerned with local administration, governors, and the heads of local councils of the governorates. **The most important functions of the Supreme Council for Local Administration are as follows:**

- Studying laws and decisions, and all public and private matters to support and develop local administration.
- Evaluating the performance of the governorates for their work, and the extent to which they achieve the objectives of the plan, as well as approving the plans of the regions and governorates.
- Coordinating between governorates and ministries.
- Assisting the Council of Ministers in exercising its competencies in the field of local administration.

The Supreme Council of Local Administration is subordinate to the local councils and executive councils, where:

- a) **Local Councils:** They are formed according to the principle of direct election, with at least 50% allocated to workers and farmers. The council elects its president and deputy.

The general competencies of the local councils are:

1. Supervising and controlling local councils that fall within the council or at lower levels subordinate to the council, including the ratification of its decisions.
2. Supervising the various facilities of a local nature that serve more than one local unit within the scope of the local unit of the council that undertakes the control.
3. Approving draft annual plans and budgets, following up on their implementation, and approving draft final accounts.
4. Identifying and approving popular participation plans with self-efforts and capabilities at the level of the local unit in local projects and following up on their implementation
5. Proposing the establishment of various facilities that benefit the public unit of the local unit.
6. Determining and approving the general rules for the management, use and disposal of the property of the local unit.
7. Approving the general rules for regulating the dealings of local unit agencies with the public in all fields, as well as the rules necessary to organize the local public utilities of the local unit and raise the efficiency of its work.



8. Assuming the responsibility for the comprehensive development of local communities based on the components and capabilities of the local community. They must identify investment opportunities within the scope of each of them, and improve the distribution of resources according to their actual priority in their local plans.
 9. Approving the projects of the economic and social development plan for the governorate in accordance with the general policy of the state, and within the framework of the general plan, while following up the implementation of the plan and the annual budget, as well as following up the implementation of the popular participation plan with efforts and self-capabilities in local projects.
- b) **Executive Councils:** They are the Executive Council of the Governorate, the Central Executive Council, the Executive Council of the City, the districts' Executive Council, and the Executive Council of the Village, where:
- The Executive Council of the governorate consists of the governor as president, the membership of each of the assistants to the governor, heads of centers, cities and neighborhoods, heads of departments, agencies and public bodies within the governorate, and the secretary general of the governorate as secretary of the council.
 - The executive councils of the centers, cities, districts and villages shall be composed of the heads and representatives of the ministries and facilities similarly concerned.

❖ **Challenges Facing Localities in Egypt**

Corruption:

For decades, Egypt has suffered from a state of sagging that affected many of its joints, especially the bad condition that affected the municipalities sector, which had a great impact on the citizens' congestion and feelings of injustice and injustice. With the spread of corruption that affected this important sector, which deals directly with the most important needs of citizens, it has become difficult to work on restructuring it, controlling its rhythm, trying to correct its course and develop its system so that it is qualified to play its important role as one of the most important arms of the executive authority that it relies on to implement development plans and meet the needs of citizens.

With the severe damage inflicted on the Egyptian state following the events of January 25, 2011, and the decision to dissolve the elected local councils, the situation of the localities worsened amid a complete exposure to the negatives, weakness of cadres, poor planning, and the lack of a correct vision



not only for the development of the local sector, but also in the mentalities that managed this important file during that period.

After the revolution of the 30 June 2013, the state tended to try to control this sector, and work to restructure the local administration, waiting for the appropriate time to hold local elections so that the system of localities is completed in a way that helps achieve development plans and the state's vision in 2030, as well as starting in a typical manner in light of what Egyptians hope for from the new republic.

We can easily see the state of conflict between the state's desire to correct the course of localities, and some stakeholders that are still languishing in the obscurity of the previous reactionary ideology based on either limited capabilities and absent responsibility or forbidden profiteering from blackmailing citizens and disrupting their interests and transactions. The positions of the executive leaders in the governorates, local units, directorates and service departments are still teeming with trembling and irresponsible hands, as well as corrupt and bureaucrats who, without a doubt, represent a great burden on the state and citizens alike. The facts and examples abound in light of the multiple difficulties and challenges faced by the inspection sectors in dealing with such sectors. The coordinating role between the Ministry of Local Development and the governorates also needs more clarity and positivity which, if properly developed, would yield a much better return than it is now.

Centralization:

Egypt has largely remained far removed from the wave of decentralization-related reforms, despite the fact that Egypt is one of the oldest countries to adopt the system of local administration, which began with Muhammad Ali in 1809. Egypt has since gone through many stages of development. This experience has never amounted to granting localities the required level of freedom of action and movement. Egypt has always remained captive to a highly centralized system in the administration of the state, perhaps sometimes in violation of the constitutional and legal provisions that stipulated the adoption of "decentralization".

Localities in Egypt are highly centralized, ignoring local realities and local needs. Community participation in decision-making is very limited.

The inability of local councils to issue binding decisions to the corresponding executive bodies means they cannot hold them accountable, but rather the most they can do is to issue recommendations or proposals to the



corresponding executive bodies. It cannot address the latter directly, but must go through the governorate. The governor is in charge of this task, thus removing any real powers from the local people's councils.

Bureaucracy:

The bureaucracy of employees is capable of eliminating any investment in the cradle that wants to inject investment within any governorate, which is what the state understood in the North Coast, which it decided to transfer it completely to the New Urban Communities Authority, given that the bureaucracy of the governorate and localities was capable of eliminating investment in that area

The wrong application of the law and the obstruction of the interest of the citizen, and despite the completion of all its papers, the example of those inside the localities is a bad example for state representatives

When bureaucracy takes root in management and its style deepens in daily practice so that it becomes like legislation that everyone should deal with instead of order, law and advanced administrative traditions, it is impossible to combat it.

❖ Development and the Limits of Local Administration Functions in Egypt

Local administration can contribute to reducing the economic justice gap geographically between governorates, enhancing citizen participation and representation in local councils, and activating social accountability, by representing citizen beneficiaries in the administration and supervision of public projects and services in the governorates.

Local administration units can assume their competencies within the scope of their constituency in a way that does not exceed the limits of the general policy and state plan. There are four types of governmental institutions within the general administration of the state in governorates. The relationship of local administration and therefore local units to each of them is different. **These institutions can be reviewed according to the degree of their relations with the local administration, as follows:**

- 1) The General Office, which is fully under local administration.**
- 2) Services directorates:** Financially and administratively subject to the governorates, but local units do not have any authority over them, while their budget is included and subordinate to the ministries, and includes (12) directorates, namely: agriculture, education, health, veterinary medicine, youth and sports, supply, social solidarity, housing and construction, roads and



transportation, manpower, organization and administration, and real estate taxes.

3) **The central and sovereign directorates** are subordinate to the sovereign ministries and central bodies, and the role of the local administration is limited to providing some of the equipment or devices necessary to carry out its work at the local level, namely: irrigation, culture, finance, security, endowments, and taxes.

4) **Public economic authorities and their affiliated companies**, such as water, sanitation and others, are concerned with public utilities, and the role of local units is limited only to assisting in the implementation of their programs and public policies in the governorates.

Hence, the existence of financial decentralization in local development programs, which are only five programs within the governorates or what is known as the General Office. These programs are found in each local unit. The General Office of local units are specialized in determining the investments of these sectors, according to their needs. They also implement these investments. **These sectors or programs include the following:**

- Electricity (programs and projects for the extension and strengthening of electricity networks in the governorate),
- Transport and communications (paving projects of local roads and internal roads, construction of bridges, tunnels and ferries).
- Utilities and environmental improvement (from water networks, sewage, canal and drain covering).
- Security, firefighting and traffic.
- Services sector (health services and development of women and children).

Therefore, the success of decentralization requires a set of factors that must be met, leading to the strengthening of the local administration system, and in line with the Egyptian context, **and these elements are as follows:**

- Clarity of local decision-making authorities.
- Identify local competencies based on legislative frameworks.
- Availability of resources and ways to bring and develop them.

This requires, through the approach of legislative reform, to achieve the development of local administration and increase its efficiency and effectiveness in local development, whose objectives are to improve the standard of living of citizens, and to find a clear formula for the relationship between centralization and decentralization agreed upon legislatively, taking into account the political, social, economic and cultural conditions and other legislation related to the work of the local administration.



Despite the limited powers of local administration, it exercises several functions and powers related to development in all its fields, and therefore it becomes important to turn what is stated in the articles of the Constitution on the local administration system into reality, especially supporting administrative, financial and economic decentralization according to a viable time frame and clear procedures, as follows:

1. Developing and strengthening the role of local units to be development units that can achieve the most efficient and effective use of resources, and identify the elements of local development in each unit.
2. Involving the local administration in increasing and expanding investment opportunities to achieve growth and development, allowing local units to identify local investment opportunities in light of the state's general investment plan, and local units must be required to issue updated printed and electronic guides that include accurate data on investment opportunities and areas within their geographical scope.
3. Strengthening other areas of self-resource mobilization, including strengthening the cooperative economy, where local administration can play a role in encouraging and supporting cooperative societies of all kinds, and qualifying them to play an active role in local development.
4. Reviving and activating the basic regulations of local administration, and activate economic regions and regional planning bodies to facilitate the mobilization of more resources at the level of each economic region.
5. Activating the tools of control of local councils at different levels on the work of local executive councils, and their participation in local development in each governorate according to the scope of their competencies.
6. Encouraging the active local participation of civil society organizations, the private sector, and the initiatives of individuals and families in the development of local units.
7. Enhancing mutual trust between citizens and future local councils by involving citizens and benefiting from their affiliations, ties and positive initiatives in local development, activating participation by self-efforts, and activating social accountability through the implementation of citizen beneficiary committees.

❖ **Egypt's Vision 2030 and the achievements of the Ministries of Local Development, Planning and Economic Development**

The Egyptian government prepared the National Strategy for Sustainable Development "Egypt Vision 2030", in 2015, through a participatory process



between government agencies, civil society and the private sector, as the vision focused on that achieving sustainable development requires localizing the sustainable development goals, because sustainable development contributes at the local level to achieving balanced development, alleviating the problem of growing migration from the population, and reducing the risks of sociospatial differentiation between local areas, which may threaten regional cohesion and social cohesion.

Perhaps one of the most important sustainable development goals from which Egypt's vision is launched is Goal 11, which states: "Make cities and human settlements inclusive, safe, resilient and sustainable", paving the way for success in achieving the other goals contained in many other SDGs.

The strategy also seeks to achieve justice by achieving equality in rights and opportunities, providing resources in all geographical areas, in rural and urban areas alike, enhancing financial inclusion, supporting the participation of all groups in development, and enhancing the spirit of loyalty and belonging to the Egyptian identity.

The strategy adopted the concept of sustainable development as a general framework intended to improve the quality of life at the present time without prejudice to the rights of future generations to a better life, and thus the concept of development adopted by the strategy is based on three main dimensions, including the economic dimension, the social dimension and the environmental dimension.

Perhaps the most important of these axes, which focus on local development, are:

1. The economic dimension includes:

- **Economic Development Pillar:** It aims at stability in economic conditions, and the ability to achieve sustainable inclusive growth, and includes raising the rate of economic growth and achieving balanced growth regionally, and increasing the contribution of the Egyptian economy to the global economy to make Egypt one of the top 30 countries in the field of global markets, and among the top 10 countries in the field of economic reforms, and providing decent and productive job opportunities to include reducing unemployment rates and increasing productivity, and reaching a real per capita GDP to the ranks of high-middle-income countries. Integrate the informal sector into the economy and reduce the volume of informal transactions.
- **Energy Pillar:** Egypt aims to be able to meet all the requirements of sustainable national development of resources and energy, encourage the economy, competition and social justice, pay attention to the environment, and enhance the ability to adapt to local, regional and international changes



in the field of energy, by ensuring energy security and providing the energy required to increase the desired growth rates, maximize the use of local energy resources, increase the total production of energy from local resources, promote rational and sustainable management of the sector, and reduce the negative effects of pollutants.

2. **The environmental dimension includes the axis of urban development:** it seeks to make Egypt able to absorb its population and resources and apply spatial development, which responds to the aspirations of Egyptians and increases their standard of living, and increase the area of the world in proportion to the availability of resources and the size and distribution of the population, by achieving balance in the population distribution in the current and future areas of the world, and maximizing the returns of development in new areas to ensure their ability to attract and contain population increase, and to raise the level of quality of the built environment, by raising the level of quality of the current architecture space. and the future, and maximize the exploitation of Egypt's strategic location regionally and internationally, by making the most of Egypt's distinguished geographical location.
 3. **The social dimension, including social justice:** This axis aims to create a society that enjoys the principles of equal economic, social and political rights and opportunities, promote solidarity among members of society to increase the rate of community integration, ensure the right of citizens to participate and distribute fairly, within the framework of the rule of law standards, balances between efficiency and achievement, promote community integration, consolidate cooperation and partnership between development actors (the state - civil society - the private sector), and achieve protection for the most vulnerable groups to ensure fair distribution. Reducing class gaps, thereby strengthening the spirit of loyalty and belonging to the Egyptian identity.
 4. In general, Egypt consists of 27 governorates, 186 centers, 225 cities, 85 neighborhoods, and 1,264 village units, followed by 3,401 villages, and 25,930 manors, kfours, and hamlets.
- **At the level of the Ministry of Local Development:**
The Ministry of Local Development has been interested in the strategy of decentralization, and strengthening the capabilities of the local administration to become efficient to transfer competencies, powers and resources from the central ministries as stipulated in the Egyptian Constitution issued in 2014, and the Ministry is working on institutional development, restructuring the governorates and their local units, developing systems for selecting and qualifying executive leaders, and developing work systems in the local administration in the areas of local planning, follow-up and evaluation,



information systems and procedural services, and other work systems, based on its main goal is Achieving **sustainable** local development, as one of the goals of Egypt's Vision 2030.

Perhaps the most prominent efforts of the Ministry of Local Development are:

1. The Ministry of Local Development and its affiliates have completed many projects, as what was spent on the implementation of these projects during the period from July 2014 to June 2021 amounted to EGP 157 billion, benefiting about 90 million citizens, where 6.5 million projects were implemented, and intervention to establish infrastructure projects, public services and economic development at a cost of EGP 225 billion, benefiting 38 million citizens, and providing 7.3 million job opportunities.
2. The total financial appropriations allocated to the investment plan for local development for the current fiscal year 2023/2022 amounted to about 32.338 billion pounds, and what was made available to the governorates until the middle of the second quarter (20/12/2022) amounted to 16 billion pounds, with a financing rate of 50% of the listed appropriation.
3. Establishing a **local development fund in each governorate**, to benefit from it in the processes of economic and urban development, rural development and the development of the local economy, and an account shall be opened for it within the unified treasury account at the Central Bank and it shall have a legal personality, and the resources of the fund shall be considered from the governorate's own resources and the surplus shall be carried over at the end of each fiscal year to the following year, and the funds of this fund shall be considered public funds, **where:**
 - During the period from July 2014 to the end of June 2021, the Fund financed projects with a total investment of EGP 170 mn at the level of the governorates of the Republic and community participation of more than EGP 28 mn, and created job opportunities amounting to about 23,000 direct job opportunities.
 - During December 2022 alone, the Fund approved financing 578 small and micro projects, with investments of EGP 9.5 million in 17 governorates, including 405 projects for women, by 70%, and Aswan Governorate occupied the top of the governorates with 290 projects, including 208 projects for women breadwinners, and the percentage of women's projects financed by the Fund reached 100% in the governorates of Giza, Sharqia, Dakahlia, Kafr El-Sheikh, and Sohag.
4. The launch of the **second phase of the Decent Life/ Hayat Karima presidential initiative**, on October 17, 2020, with investments of EGP 9.6 billion, targeting 375 rural communities in 14 governorates, most of which



are in Upper Egypt, where the governorates of central and southern Upper Egypt collectively include 315 villages, representing 84% of the total villages targeted in the second phase, and it is planned to finish work in all 1,000 villages targeted in the initiative by the end of the fiscal year 2023/2024, where:

- According to the Ministry of Local Development, 1,592 projects will be implemented in the second phase in a large number of sectors of interest to citizens, especially drinking water, sanitation, education, health and job creation, and the implementation of 175 village markets, 131 parking lots in villages, 168 fire stations, and furnishing 300 buildings is underway, at a cost of EGP 2 billion to serve the citizens of the villages.
5. The **participatory budget** for Fayoum Governorate was launched in September 2022, and work will be done in parallel in the rest of the governorates until the completion of participatory budgets in the 27 governorates, in implementation of the directives of the President of the Republic to launch the participatory budget for all governorates, so that the citizen is an authentic partner in decision-making, as this is an important step in The path of supporting decentralization and community participation in the governorates, improving the efficiency of public spending in the governorates, and creating a link between citizens and government agencies in the governorates.
 6. **With regard to the law of reconciliation on building violations and encroachments on state property lands**, the ministry continued with the governorates its efforts, as the total number of reconciliation requests on some building violations received by the governorates reached nearly 2.8 million reconciliation requests, and an amount of 18 billion pounds was collected, and the General Authority for Urban Planning conducted some new building requirements, which were applied in Egyptian cities starting from 1/7/2021, and universities were entered to prepare and review the issuance of building permits in cities. And the Engineering Authority of the Armed Forces to issue a certificate of conformity, in order to control the licensing system and ensure its accurate implementation.
 7. **In the field of training, qualification and capacity building of the Ministry's employees and cadres of the local administration in the governorates to build a second row:**
 - The Local Development Training Center implemented about 130 training courses annually, benefiting about 7,000 trainees over 40 training weeks, with a total of 800 training days within 10 months, and an intensive training course was implemented for 18 deputy governors in 2018 for a week, with a total of 50 hours, as well as the implementation of 2 intensive



training courses over 3 weeks for candidates for leadership positions in localities, and the implementation of a number of training courses, with a total of 13 training days for 1400 trainees of workers. Technological centers, engineering management and urban planning.

- During the period from August to December 2022, the Local Development Center training plan in Saqqara was able to implement 68 training courses, including 25 new courses implemented for the first time, benefiting 2782 trainees in 433 training days, and recently, during the twentieth training week of the training plan for localities, about 6 training courses were implemented, benefiting 206 trainees from all governorates, within the framework of implementing President Abdel Fattah El-Sisi's mandates on building the capacity of local administration workers in various governorates.

8. Adopting several economic projects and initiatives, most notably:

a) Initiative of the National Project for Human and Community Development (Mashrouak):

- It aims to achieve comprehensive community economic development, and is concerned with the implementation of micro, small and medium enterprises, by providing soft loans for young people, providing job opportunities, and financing from some Egyptian banks to contribute to eliminating unemployment and improving the standard of living.
- The headquarters of "Mashrouak" are about 260 headquarters in various governorates, and there is a steering committee in each governorate headed by the Assistant Secretary General, to follow up on the initiative's work plan, implement the ministry's directives in this regard, follow up on monthly achievements in cities and neighborhoods, evaluate the performance of those in charge of the project, and improve and update the mechanisms for implementing the initiative, and marketing teams have been formed from representatives of the ministry and development partners at the level of each governorate for "Mashrouak", in order to communicate permanently with its customers, and prepare and prepare in advance for any documents that may need To her beneficiaries.
- **Summary of achievements:**
 - The project started on March 26, 2015, where:
 - ✓ Issuing an immediate temporary license for the project.
 - ✓ Contribute to the financing of awareness and training campaigns for youth.
 - ✓ Requiring the borrower to obtain the loan within a maximum of one week of submitting the application with the required documents.



- ✓ All governorates were covered by (282) sites covering all administrative centers in the governorates, and the unification of the lending methodology of the five contributing banks and personal supervision by the governor to overcome obstacles.
- ✓ From the beginning until May 15, 2018, 98,522 jobs were created, with funding of EGP 6,314 billion.
- During the period from July 2014 to June 2022, micro, small and medium enterprises were financed to provide (250) thousand jobs, at a cost of EGP 17 billion.
- During the period from July 2018 to June 2022, it targeted financing micro, small and medium enterprises to provide (150) thousand jobs, at a cost of EGP 10 billion.
- In December 2022, EGP (951) million was disbursed to implement (3792) small and medium projects for youth to provide about (2000) job opportunities.

b) "Your Work Next to Your Village" initiative:

- It aims to provide sustainable job opportunities for youth and women breadwinners and develop local communities in coordination with the governorates and the Ministry of Agriculture.
- **Summary of achievements**
 - 370 plots of land have been provided in four governorates (Ismailia, Fayoum, Minya, and Menoufia), to establish industrial complexes for small, medium and micro enterprises, aiming to provide more than 400 direct job opportunities, and will be circulated to the rest of the governorates.
 - The implementation of the model in Qalyubia Governorate, and included the establishment of 13 factories on plots of land owned by the governorate, through a cooperation protocol with the Federation of Industries, the Garment Export Council and the Chamber of Readymade Garment Industries, and 300 direct job opportunities and 600 indirect job opportunities were provided.

c) Local Development Program in Upper Egypt (Qena - Sohag):

- This program comes in implementation of the leadership's directives to support comprehensive development in the governorates of Upper Egypt, to be more attractive for investment, and to improve the level of services provided to citizens in various sectors, which is partially financed by a loan from the World Bank of \$ 500 million and a contribution of \$ 457 million from the Egyptian government.



- **Summary of achievements**

- The number of projects financed by the local component and loan allocations during the first phase until 2019/2020 at a total cost of EGP 5.8 billion.
- During the period from January 2018 to June 2021, 3,707 projects were implemented in the sectors of drinking water, sanitation, roads, transportation, canal coverage, strengthening local units, economic development and improving the environment at a cost of EGP 12.053 billion, and these projects created about 203,000 jobs.
- The success of the program in reviving previous investments in the sewage and drinking water sector estimated at EGP 6 billion, where the implementation of 7 treatment plants, with a total capacity of 57,000 cubic meters / day, 20 lifting stations and covering two cities completely, and 14 villages with sewage services, in addition to extending and strengthening sewage services in 10 cities and villages, with a total number of beneficiaries of 2 million citizens.
- Improving drinking water services, through the extension, strengthening, replacement and renewal of drinking water networks in 44 villages and cities, the construction of 4 major drinking water stations, as well as paving nearly 1,000 km of roads and covering canals, in addition to 88 urban development projects and supporting local units.
- The start of the implementation of 4 industrial zones in the two governorates, at a total cost of EGP 6 billion, of which EGP 4.2 billion is under implementation, and about EGP 1.9 billion is under roads and awards, in addition to supporting 8 economic blocs, with about EGP 500 million, and investing EGP 33 million in developing technology centers, and improving and governing services directed to citizens and the business sector.
- The program provided 82,000 jobs in Sohag and 61,000 jobs in Qena, with a total of 143,000 jobs.

d) Environmental Improvement and Public Health Maintenance Program:

- EGP 34 billion was spent, and the works included the purchase of 600 new cleaning equipment, the maintenance of 4,000 old equipment, at a cost of EGP 395.5 mn, the removal of 200 million tons of accumulations, the coverage of about 15 km of waterways (canals and drains) within the residential block, and the beautification of the entrance to 75 cities, neighborhoods, and 500 villages, benefiting about 45 million citizens.



- EGP 350 mn was disbursed to start developing and raising the efficiency of government slaughterhouses in the governorates for 147 slaughterhouses in three phases, where the implementation of the first phase was started by developing 30 slaughterhouses, and implementing the logistics and quarantine zone in Damietta Governorate, at a cost of EGP 160 mn, with the aim of preserving the environment, providing safe health products, maximizing added value, increasing governorates' resources, and job opportunities.
- Coordination with the governorates, the Ministry of Environment and the Industrial Development Authority to reconcile the environmental conditions of the current charcoal mines, to comply with environmental requirements, and the governors were also tasked with removing coal mines that do not apply to legalize their environmental conditions, as the cameras required to reconcile their conditions were limited and amounted to 7000 coal mines, and charcoal cameras that have been developed and reconciled their environmental conditions, and 2000 coal mines and a plan to develop 3500 charcoal mines during the next stage, and remove and close the cameras that will not reconcile their environmental conditions about 1500 Makmora.
- Forming a permanent committee from the ministries of (Local Development - Environment - Trade and Industry) to follow up the implementation of measures to reduce the possibility of serious environmental damage and follow up on health impacts on humans, as industrial facilities that do not treat their industrial wastewater have been identified to take the necessary measures towards legalizing their environmental conditions.
- Coordination with the governorates and ministries of (Environment - Agriculture - Interior) on confronting episodes of acute air pollution (black cloud) during the period from August 15 to November 15 of each year, through: preventing the burning of rice straw, forming working groups for traffic and sudden inspection of environmentally polluting facilities, as well as forming an operations room in each local unit for field follow-up, and educating citizens to activate rice straw pressing and using it as animal feed.
- Coordination with the Ministry of Environment and the governorates to redraw the boundaries of the 34 nature reserves with large areas, for which republican decrees were issued to maximize their investment and development in accordance with the requirements of national security and the vision of the governorates.
- The implementation of the infrastructure of the hygiene system is being completed 216 projects, including 7 factories, 21 fixed intermediate stations, 84 mobile intermediate stations, 4 first sorting stations, 43 controlled sanitary



landfills, and raising historical accumulations from 57 sites, with a total of 4 million tons, and a contract for the fourth phase of the infrastructure of the hygiene system was signed with the Arab Organization for Industrialization for an amount of (938.5) million pounds, to implement 9 sanitary landfills, and raise historical accumulations of 2.1 million tons, and the planned works were reviewed from The infrastructure of the hygiene system with the Ministry of Military Production is the implementation of (14) recycling factories, at a cost of (2.7) billion pounds.

- The total investments to develop the integrated waste management system in the governorates of the Republic amounted to about 1.72 billion pounds, such as: at a cost of 35 million pounds, the safe sanitary landfill was delivered at kilo 5 - Suez Governorate, and at a cost of 15.5 million pounds, Aswan Governorate was handed over equipment to raise the efficiency of collection and transportation of waste, and at a cost of 162 million pounds, the construction of the treatment and recycling plant in Manzala city in Dakahlia Governorate with a capacity of 500 tons / day was completed, and work is underway to deliver the following projects, namely the sanitary landfill in El Arish in North Sinai at a cost of EGP 21 mn, the EGP 35 mn health landfill in El Tur in South Sinai, the EGP 10 mn health landfill in El Khattara in Sharkia Governorate, and the EGP 90 mn waste recycling plant in Tuna El Gabal, Minya Governorate, and raising the efficiency of the two waste recycling lines at the Defra factory in Gharbia Governorate at a cost of EGP 35 mn.

e) Program for the Development of the Public Transport System in Greater Cairo and Alexandria:

- Spending EGP 5.5 billion to raise the efficiency and development of the public transport system in Greater Cairo and Alexandria to transport 2 million citizens daily.
- Purchase of 110 new electricity buses at a total cost of (600) million pounds (70 buses for the Cairo Passenger Transport Authority + 40 buses for the Alexandria Passenger Transport Authority).
- Purchasing 1800 new buses, and raising the efficiency and development of 156 articulated tram trains.
- Purchase of 7 electric buses and 182 buses to run on natural gas.
- Developing and raising the efficiency and overhaul of 1500 buses, and increasing the resources of the two bodies to reduce dependence on government subsidies.



- The electronic collection system is being implemented to increase resources and the conversion of 2300 buses to work with natural gas instead of diesel is being completed.

f) "Sanad Al-Khair" Initiative:

- The initiative aims to support low- and middle-income people, through the availability of food commodities for them at less than those in the markets, and aims to reach the largest segment of citizens in the most needy villages.
- The ministry launched it in March 2022 to provide food commodities at reduced prices, and achieved sales estimated at EGP 148 mn, as of the 34th week since its launch.
- Covering 12 governorates, through 69 cars, carrying types of food commodities with discounts of up to 25%, and the initiative achieved a sales volume of more than 3 million pounds distributed on various food commodities, and the Minister of Local Development, Major General Hisham Amna, directed to expand the scope of the initiative in 5 new governorates, namely Fayoum, Suez, Beheira, South Sinai, and Sohag, to cover the largest number of popular neighborhoods and villages most in need.

g) "Your Voice is Heard" Initiative:

- The ministry launched it in October 2018 to receive citizens' complaints in a number of axes, namely violating construction, encroachments on agricultural land, state property, waste, garbage, corruption and occupancy.
- Since its launch until June 2020, the initiative has received about 152,000 messages, about 95% of which have been resolved, and communication is underway with the governorates to resolve the rest of the complaints, with a total of 36,000 complaints.
- The initiative succeeded in resolving 253 complaints out of a total of 278 complaints in the villages where "Decent Life" is implemented, and the remaining 25 complaints are being resolved in coordination with the concerned authorities.

h) Project for saving energy consumed in public lighting for roads and streets:

- **The project aims to:**
 - Saving electricity, by replacing the 400-watt searchlights with others that use 150-watt high-pressure sodium vapor bulbs, which are currently being replaced with 105 watts LED, and replacing the 250-watt searchlights with 75 watts.
 - Supporting the national industry and employing local workers.
 - Providing hard currency, thus improving the Egyptian economy.



- A four-way contract was signed between (the Ministry of Local Development - the Ministry of Finance - the Ministry of Electricity and Renewable Energy - the Arab Organization for Industrialization), to supply and install energy-saving lighting headlights, at a total cost of EGP 2.1 billion for 3.89 million searchlights, and the supply and installation of 100 thousand classroom control units.

- **Summary of achievements:**

- Installing 3.1 million energy-saving searchlights in all governorates, at a cost of about EGP 2.6 billion, which contributed to achieving savings in the consumption bill of EGP 9 billion, and the electricity consumption of public lighting poles in most streets and squares was rationalized by 12-50% of lighting poles, as the average number of lighting searchlights that were not lit reached 700 thousand daily searchlights, and the reduction of lighting for streets, public squares, axes and main roads in the governorates was done in a way that does not affect Public safety and security for citizens and their necessary needs.
- Rationalizing electricity consumption in places of worship, where 28.5 thousand prepaid meters have been installed for private mosques, churches and their annexes, and the internal lighting used for more than 7,500 government headquarters and facilities, the governorates and their service directorates has been reduced, in addition to rationalizing the use of air conditioners and not reducing the degree of its use to 25 degrees Celsius, and the implementation of 2,000 projects is being completed, at a cost of EGP 1.8 billion, to provide electricity to deprived and emerging areas and raise current capabilities to encourage local manufacturing.

- i) **Street 306 Youth Employment Project:**

- **The project aims to:**

- Implementing a number of activities and programs to raise the efficiency of infrastructure projects and public services provided to citizens of the governorates, in order to improve the environmental situation to preserve the health of citizens, as well as raise the efficiency of services to meet the needs of citizens, and allow the implementation of small and medium projects with economic returns.
- Refining youth and entrepreneurs with the skills and knowledge necessary to establish and manage their projects, developing a business plan and feasibility study for projects, and creating channels of communication between young "project owners" and suppliers.

- **Summary of achievements:**



- Spending about (36.25) billion pounds, during the period from July 2014 to June 2018, in order to meet the needs of citizens, to complete the implementation of projects to be completed to benefit from them, and to implement infrastructure projects for 78 villages in 26 governorates.
- During the period from July 2018 to June 2022, investments were made within the local development investment plan, at a total cost of EGP 77.7 billion to implement the required development programs.
- The total investments from July 2014 to June 2022 amounted to (114) billion pounds within local development.

j) The National Project for the Development of Egyptian Villages:

- The project aims to develop all 4741 Egyptian villages and their dependencies (30888) Ezbet, Kafr and Nagaa, socially, economically and urbanly, in order to improve the quality of life of the villagers through their active participation.
- The total period of implementation of the program (16 fiscal years), starting from the fiscal year 2014/2015, and ending at the end of the fiscal year 2029/2030, and the program is implemented in 6-time phases, each stage takes 4 fiscal years.
- During the period from July 2018 to June 2022, 208 villages were implemented, 8 villages in each governorate for 26 governorates, after excluding Cairo governorate for lack of villages, at a total cost of EGP 7.3 billion.

k) Social Justice Consolidation Project. (Implementation of household sewage connections for the most vulnerable families in poor villages):

- The program aims to implement the final connections of sanitation as one of the programs of the Ministry of Local Development to consolidate social justice to support and empower the neediest citizens, benefiting in the first phase 1.9 million citizens, and all the 312279 families served by the program have a final sewage connection in 182 villages, at a cost of EGP 909 million, in 17 governorates.
- Sewage service has been connected to (729) villages, of which 15% of the total Egyptian villages have been serviced until 2017.
- During the period (from July 2018 to June 2022), another EGP 250 mn was made available, bringing EGP 500 mn to the program under the Ministry of Local Development's plan.
- A total of 302 villages were implemented during the period from July 2018 to June 2022, at an investment cost of EGP 500 mn, working as a revolving fund to implement 500,000 household sewage connections for vulnerable families to serve 3 million citizens.



➤ **At the level of the Ministry of Planning and Economic Development:**

The Ministry of Planning and Economic Development is working with the Ministry of Local Development as one team to achieve economic development in the governorates, and implement the directives of President Abdel Fattah El-Sisi to improve the standard of living of citizens, by developing the performance of government services, simplifying the procedures for obtaining them, and developing and raising the efficiency of the administrative apparatus in all sectors of dealing with citizens, which comes within the framework of keenness to achieve transparency and integrity in the government apparatus, and in order to provide a better service to the citizen, because the axis of transparency and efficiency of institutions is one of the most important axes of the dimension The economist in the sustainable development strategy, Egypt's Vision 2030, which seeks to have an efficient and effective administrative apparatus that improves the management of state resources, is subject to accountability, and provides distinguished services using the latest methods.

The Ministry of Planning is keen on continuous follow-up to all governorates regarding the process of developing localities, and providing the necessary training for workers to keep pace with the development process and automate services, as the process of developing localities and achieving sustainable development is one of the most difficult challenges facing the state as it requires a fundamental change in the way state agencies work at the central and local levels, and in the culture of those in charge of them, and the way they deal with citizens.

The Ministry of Planning has issued the "**Citizen's Plan**" or "**Citizen's Guide to the Sustainable Development Plan**" for all governorates, starting from 2019/2020 until 2021/2022, with the aim of achieving transparency, encouraging community participation, and enhancing local localization efforts for sustainable development, **where:**

1. The guide shows the most important economic indicators, the features of the sustainable development plan, the volume of investments allocated to each governorate and their sectoral distributions, as well as the number and types of projects being implemented and targeted, which helps citizens to follow up on performance at the level of the governorate, city or village in which they live and integrate them into the planning and follow-up system.
2. The Ministry announced the inclusion of the guide on the "Initiatives to Accelerate the Achievement of Sustainable Development Goals" platform of the United Nations Department of Economic and Social Affairs, after its success in including the national project for the development of the



Egyptian countryside "Decent Life" and the "Rowad 2030" project on the United Nations platforms.

3. The year 2021 witnessed the launch of the citizen plan for the third year in a row, with a review of the features of the plan for the fiscal year 2020/2021 for the governorates during the year, and the ministry issued the 11 issues of the report "Follow-up of the citizen's plan in the governorates" during the years (2018/2019-2019/2020).

The Ministry, for the first time in Egypt and the region, in partnership with the United Nations Population Fund (UNFPA), launched **27 reports to localize the SDGs in the 27 Egyptian governorates**, on November 21, 2022, **where:**

1. The reports aim to accelerate the implementation of the SDGs at the governorate level, by setting quantitative targets for SDG indicators, and identifying development gaps for each governorate, which will lead to identifying key priorities and target groups, in addition to targeted investments, and these reports will also support the implementation of Egypt's Vision 2030.
2. The reports provide an overview of the development status of each governorate, as they focus on capitalizing on current opportunities and the strategic use of data to plan and implement high-impact interventions, and accelerate implementation.

The Ministry also issued the **annual short-term sustainable development plan**, which includes a statement of investment projects that were agreed on their importance by the various ministries and entities, and the Ministry of Planning, in turn, collects these priorities and coordinates among them to ensure the activation of steps towards achieving the goals of Egypt's Vision 2030, which in turn was reflected in the government's program for the period 2018/2019 - 2021/2022, **where:**

1. The 2019/2020 plan targeted these villages in seven governorates in Upper Egypt regions, with investments of EGP 7 billion allocated to meet their needs for education, health, public utilities, environmental improvement, and job opportunities for young people, in coordination with local administrations and the Micro, Small and Medium Enterprise Development Authority.
2. The inclusion of administrative reform for the first time in the plan document, in order to raise the efficiency of the state's administrative apparatus not only at the central level (ministries and public bodies), which was started in the first year of the plan, but also at the level of local administration (governorates and centers) in 19/2020, so that the citizen



senses through his daily contact with administrative agencies the improvement in the level of government services provided.

3. The total investments targeted for local development in the 2120/2022 plan amounted to about EGP 22.9 billion, with Cairo Governorate coming in first place of the value of these investments with 16.3%, followed by Giza Governorate with 6.8% and Beheira Governorate with 6.1%.

The Ministry organized **several seminars on the procedures of the values of integrity, transparency and awareness of the risks of corruption** for workers in the governorates, as well as a number of courses to develop the functional behavioral skills of local work leaders, and a course to empower women executive work leaders in the governorates, as well as the **introduction of new specialized programs to develop the skills and expertise of executive work leaders in the governorates.** "Heads of centers, cities and neighborhoods, deputies of centers, secretaries of city and neighborhood councils, heads of rural units in the field of engineering affairs, financial affairs, personnel affairs, legal affairs and other main areas of work and assistance.

❖ **Obstacles Facing Local Administration**

Despite the intensive efforts and constant endeavor of the government to develop localities and control their problems, and local development being one of the most important mechanisms and strategies that are relied upon to solve problems related to local communities, and to achieve integration between urban and rural regions as a purpose to reach comprehensive sustainable development, the obstacles facing localities are still continuing. This prompted some MPs during the past few days, to address a number of briefing requests to the Minister of Local Development. **These constraints include:**

1. The poor yield of local resources, which are not sufficient for their actual needs, has led to total dependence on central subsidies, and thus the weakening of the scope of local movement in the face of the needs of the local environment.
2. The multiplicity of supervisory bodies over local units (the Council of Ministers, the Ministry of Finance, and the Administrative Control), despite the limited competencies granted to them.
3. The weak manifestations of political participation in the local environment in terms of the degree of voter turnout in local elections, and the low contributions of civil society forces to local work in general.



4. The current organizational structure of local administration units, characterized by a large dispersion and fragmentation of local units, has failed to achieve administrative efficiency in the use of local resources.
5. The problem of poverty, which is the basis of many health and social dilemmas, as well as migration from the countryside to the city, as it often pushes citizens to obtain a more prosperous social life, and thus leads to a rise in the standard of urban life, a shortage of labor (in the field of agriculture), and the migration of leaders related to rural communities, and thus these societies lose their balance and the most valid elements, and the ability to improve the standard of life in these societies.
6. The biggest problem facing local development is the problem of local financing. There is a significant lack of internal sources of local funding, through the multiplicity of taxes and fees, and the difficulty of collection due to tax evasion.

❖ **Conclusion**

Localities are considered the link between local communities and the executive and legislative authority in the state, as they are primarily responsible for the economic, urban and social development of their local communities, in partnership with the executive bodies of their administrative units, and from here the elections of these councils assume their importance and vitality, as the state sets accurate controls and standards, which ensure the production of qualified elements to ensure the achievement of the tasks entrusted to these councils with the highest return, and in order to achieve development and prosperity for society.

Therefore, localities are one of the biggest problems that bother state institutions, and are considered as a "constant headache" for governments, especially if it is related to corruption or negligence, which reflects negatively on the quality of services provided to citizens, as localities are closely related to the interests of citizens and services, which they need daily within the framework of the requirements of public life.

Recommendations

1. Creating new sources of funding for localities' budget away from the state support, especially since money is the backbone of sustainable local development. This is in addition to working to increase government funding allocated to localities from the state's general budget, which increases the localities' contribution to achieving sustainable local development.



2. Enhancing the actual application of administrative decentralization, expanding the functions of local councils, and gradually applying financial decentralization.
3. Establishing a strong base in the localities to confront corruption in all sectors. Localities are the main gateway to reforming or corrupting many projects.
4. Spreading the culture of decentralization, in particular, and democracy in general, as a basis for the efforts being made in the direction of decentralization, without which it is not possible to proceed successfully in this path. The citizens' support for this approach is necessary, since the executive leaderships resist the introduction of decentralization so as not to undermine the great powers that you enjoy.
5. Setting developmental policies concerned with creating job opportunities, and natural, human, economic and educational development for the poorest areas, and working to combat illiteracy. The success of any program aiming to develop society does not only depend on financial resources, but rather reaches the intangible resources represented in human capital. Individuals' awareness of society's problems and their enthusiasm for solving them enables them to address any internal or external resistance against the development process.
6. Raising awareness of the importance of local councils, which in turn preserves and consolidates sustainable development. This is because localities relate to all the details that improve the standard of living of citizens, starting from controlling prices, public transportation and important vital services, to creating political awareness among citizens and eliminating corruption from the roots, through training, learning and human development for workers, and introducing sustainability concepts into municipal programs.
7. Paying attention to developing sustainable development programs, with the participation of stakeholders, such as programs for resource recycling, efficient and effective water management, and comprehensive planning for land use.
8. Accelerating the development of a new local administration law that defines a clear role for local units in achieving sustainable local development, developing methods for selecting local leaders, provided that they have experience and academic qualifications, and working to establish information centers in local councils.
9. Encouraging participation between the public and private sectors to cooperate in achieving local development, limiting the role of the central



government to setting general policies and leaving implementation to local parties.

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