



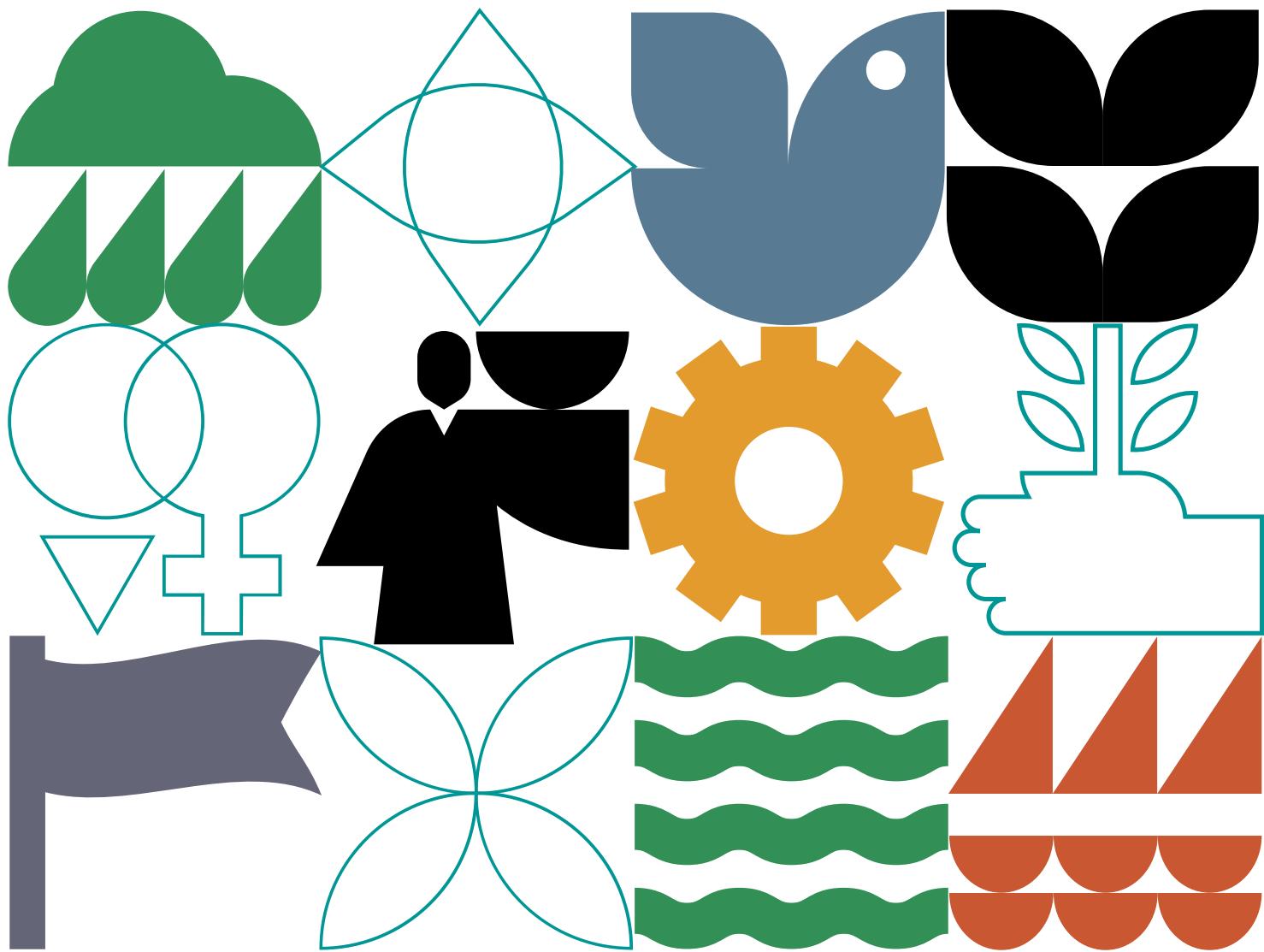
وزارة التخطيط والتنمية الاقتصادية  
والتعاون الدولي  
Ministry of Planning, Economic  
Development & International  
Cooperation



# JOBS, GROWTH & RESILIENCE: DELIVERING FOR A FUTURE-READY EGYPT

*Annual Report 2025*





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# Statement by H.E. President Abdel Fattah El-Sisi

## The President of the Arab Republic of Egypt



The Egyptian government has implemented a package of measures under its economic reform program, which has led to an upgrade in Egypt's sovereign credit rating by major international credit rating agencies. These institutions, along with the International Monetary Fund, have commended Egypt's adoption of a flexible exchange rate regime, the increase in foreign direct investment inflows, and the rise in the annual growth rate to 4.4% in the last quarter of FY 2024/2025, compared to 2.4% in FY 2023/2024, reflecting the resilience of the Egyptian economy despite regional and global challenges.

In this context, Egypt will continue its reform efforts in cooperation with the IMF, reaffirming its commitment to implementing the reform program and advancing its development path. Egypt also remains committed to implementing the State Ownership Policy Document, which defines the framework governing state-owned enterprises, as well as its government IPO program aimed at increasing private sector participation in economic activity.

Egypt's strategic location enables European companies to access more than 1.5 billion consumers across Africa, the Arab region, and the European Union, supported by an extensive network of free trade agreements, the Egypt-EU Association Agreement, its position along key maritime and land trade corridors, and a well-developed infrastructure.

Egypt offers an integrated package of investment incentives, including tax exemptions, ease of profit repatriation, the availability of skilled and cost-competitive labor, competitively priced energy, and a stable political and institutional environment. The Egyptian-European Investment Platform has been launched as a practical tool to stimulate European investments in priority sectors and to create public-private partnership opportunities in line with national development priorities and European areas of specialization.

We call for an investment partnership based on mutual benefit, as Egypt offers genuine opportunities in strategic sectors such as pharmaceuticals and vaccines, conventional and electric automotive industries, fertilizers and petrochemicals, new and renewable energy—particularly green hydrogen—semiconductors and artificial intelligence, defense industries, and logistics infrastructure and transport.

From this platform, I invite you to visit Egypt to see firsthand its enabling investment environment, explore the real investment opportunities it offers, and learn more about the attractive incentives and credible guarantees available.

**From the address of H.E. President Abdel Fattah El-Sisi at the closing of the economic event accompanying the Egypt-EU Summit in October 2025.**

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# Foreword

H.E. Dr. Rania A. Al-Mashat

*Minister of Planning, Economic Development & International Cooperation, Arab Republic of Egypt*



In these moments of sweeping global change, national determination must be equally resolute.

It is with great pride, and with a mindful recognition of both challenge and opportunity, that I present the 2025 Annual Report of the Ministry of Planning, Economic Development and International Cooperation, entitled “Jobs, Growth & Resilience: Delivering for a Future-Ready Egypt.” This edition captures a defining year in our national journey, a year in which we reaffirmed our path toward stability, expanded our ambitions, and launched a bold new framework for Egypt’s economic future.

## Acknowledging Turbulence & Celebrating Resilience

Over the past year, Egypt’s economy has operated within a complex, volatile global backdrop: inflationary pressures, geopolitical shocks, commodity price fluctuations, and tightening global financial conditions. We have not been immune to these headwinds.

Yet, our experience has demonstrated once again that resilience is not a passive state, but an active strategy. Through prudent macroeconomic management, disciplined public investment, and an unwavering vision for reform, the Egyptian economy has shown itself not only capable of withstanding turbulence, but of turning challenge into impetus for transformation.

Our medium-term reform agenda, rooted in structural reforms, private-sector activation, and international cooperation, is bearing fruit. Data reflecting improved growth rates, higher investment flows, and expanding export capacities reaffirm that our strategy is working.

This report reflects that progress and the foundation it is building for the years ahead.

### A Year of Strategic Progress and Collective Effort

This year has been marked by significant milestones.

As the newly formed Ministry of Planning, Economic Development and International Cooperation, we embraced our expanded mandate following the merger of planning, economic development and international cooperation portfolios, enabling more integrated policy-making, seamless alignment of domestic and external financing, and a sharper focus on delivering outcomes.

The consolidation of these functions has strengthened our capacity to implement the ambitious reforms underpinning our development trajectory.

One of the defining milestones of 2025 was launching Egypt's **Narrative for Economic Development: Reforms for Growth, Jobs & Resilience**, later renamed to "**Egypt's Narrative for Comprehensive Development**".

On 7 September 2025, we launched "Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience." This Narrative is more than a slogan; it is a strategic economic model, a compass for our collective action, and a statement of intent. It marks a decisive shift in our focus, from non-tradable sectors toward productive, tradable and export-oriented activities; from fragmented initiatives toward an integrated framework aligned with Vision 2030, the National Structural Reform Program, and clear, quantitative targets.

This was followed by two months of public consultations that led to the Narrative's second edition titled "Egypt's Narrative for Comprehensive Development: Reforms for Growth, Jobs & Resilience", which provides a coherent framework that strengthens the link between macroeconomic stability, structural reforms, private-sector growth, and human development, aligning Egypt's Vision 2030 with updated sectoral strategies amid rapid global and regional developments. It advances a people-centered economic model focused on investing in human capital, prioritizing high-productivity, export-oriented sectors (tradables), leveraging advanced infrastructure to boost competitiveness and strengthening private-sector participation, underpinned by the National Structural Reform Program to drive sustainable growth and quality jobs.

The Narrative affirms that people remain both the central focus of development and the primary drivers of its success.

As you will see in this report, our work this year was shaped by this framework: aligning sectoral strategies, operationalising new governance models, deepening financial instruments and improving the business environment. The Narrative anchors our strategy: it is the story we tell, the agenda we deliver, and the future we build together.

### Looking Ahead with Confidence

As we present this Annual Report, we do so with confidence, not in spite of global uncertainty, but because of Egypt's readiness to meet it head-on. The steps we have taken this year, merging institutions, refining planning systems, launching the Narrative, mobilising new financing, boosting export capacity, enhancing human capital, all point towards an economy that is better equipped, better structured, and more inclusive.

Our mission remains: deliver jobs, catalyse growth, and build resilience. And we look forward to the year to come where as I've said before, 2026 will be an inflection point for Egypt.

# Introduction

## Jobs, Growth & Resilience: Delivering for a Future-Ready Egypt

The Annual Report 2025 of the Ministry of Planning, Economic Development and International Cooperation, titled “Jobs, Growth & Resilience: Delivering for a Future-Ready Egypt”, presents a comprehensive account of Egypt’s economic performance, policy reforms, and development partnerships during a year defined by both challenge and progress.

Building on the achievements of recent years, this edition chronicles how Egypt has navigated a complex global landscape marked by inflationary pressures, supply-chain disruptions, and tightening financial conditions. Yet amid these headwinds, Egypt has maintained a steady course, safeguarding growth, creating jobs, and reinforcing the foundations of long-term resilience.

### A Year of Global Headwinds and National Resolve

The global economy in 2025 continued to face turbulence: elevated interest rates, geopolitical fragmentation, and climate-related shocks all tested the adaptability of emerging economies. Like many of its peers, Egypt confronted these dynamics while advancing a domestic reform agenda that prioritised fiscal sustainability, private-sector dynamism, and inclusive development.

Through prudent macroeconomic management and an integrated approach to planning and international cooperation, the Government of Egypt worked to sustain economic activity, expand productive capacity, and protect vulnerable groups. This dual focus: stability and transformation, underpins the narrative of this report.

### Egypt in a Comparative Context

Despite external pressures, Egypt remains among the region’s more resilient economies. Growth has continued in key sectors such as manufacturing, construction, ICT, and renewable energy, supported by targeted public investments and growing private-sector participation. Regional peers have also pursued structural reforms, but Egypt’s holistic approach, aligning national planning, development finance, and international partnerships, distinguishes its experience.

The report highlights how Egypt’s policies and programmes continue to position it as a regional hub for investment and innovation, and as an active contributor to global economic dialogue.

### What Readers Can Expect

This report is structured to provide both strategic insight and detailed evidence of progress across three major parts:

#### Part 1: Pillars of Action: From Strategy to Execution

Explores how the Government translated strategic visions into measurable outcomes, from the launch of Egypt’s Narrative for Economic Development to the operationalisation of the Startup Charter and new frameworks for private-sector engagement.

#### Part 2: Sustainable, Inclusive Development & Green Transition

Examines Egypt’s commitment to climate-resilient infrastructure, renewable energy, water security, and human capital investment – with an emphasis on social inclusion, gender equality, and local development.

#### Part 3: International Partnerships & Global Cooperation

Showcases Egypt’s growing network of bilateral and multilateral partnerships, participation in global forums, and leadership in advancing development diplomacy.

Complementing these sections, a dedicated Phygital Chapter illustrates the Ministry’s integration of digital innovation and citizen engagement, while the Annex provides detailed data tables, financing breakdowns, and progress toward the Sustainable Development Goals (SDGs).

### A Call to Partnership

At its core, Jobs, Growth & Resilience: Delivering for a Future-Ready Egypt is a call to action. It invites all stakeholders, government institutions, private enterprises, development partners, and citizens to participate in shaping an economy that is more competitive, sustainable, and inclusive.

Through collective effort and continued reform, Egypt moves forward with confidence toward 2030, a future defined not by global uncertainty, but by national determination, innovation, and opportunity.



## Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience

The government launched the National Narrative for Economic Development in mid-September 2025. It serves as a comprehensive development framework that integrates the government's work program with Egypt Vision 2030 and sectoral strategies, aiming to transition to an economic model based on human capital investment, improved quality of life for citizens, and private sector empowerment.

### **Egypt's new economic model is built on three interrelated pillars:**

- Investing in human capital and improving quality of life
- Structural transformation toward tradeable sectors
- Redefining the role of the state in the economy and empowering the private sector

The Narrative is both a policy blueprint and a communication tool, designed to align national actors and international partners around a shared vision. It sets measurable targets, links planning with financing, and ensures that each reform contributes to the ultimate objective: a more competitive, inclusive, and sustainable economy.

This framework underpins the Medium-Term Development Plan (2026/27-2029/30) and guides implementation of the Economic and Social Development Plan for FY 2025/26, both of which are highlighted in Part 1 of this report.

## Macroeconomic Outlook and S&P's Upgrade

In October 2025, S&P Global Ratings upgraded Egypt's long-term sovereign credit rating from B- to B, with a stable outlook, citing "solid progress on reforms, improving external balances, and renewed investor confidence."

The agency projects GDP growth to reach around 4.5 percent in FY 2024/25, with further acceleration expected as reforms deepen and financing conditions stabilise.

This upgrade, the first since 2021, is more than a technical adjustment. It reflects recognition of the government's policy credibility, strengthened coordination with the Central Bank, and sustained implementation of the IMF-supported reform programme. The ministry's integrated approach to planning, development financing, and international cooperation has been central to restoring economic confidence.

## Diplomacy & Peace: Egypt on the Global Stage

In parallel with domestic reforms, Egypt reaffirmed its leadership in regional diplomacy by hosting the Sharm El-Sheikh Peace Summit in October 2025. The summit, co-chaired by H.E. President Abdel Fattah El-Sisi & President Donald Trump, and attended by global leaders, called for a ceasefire framework and reconstruction roadmap for Gaza and the wider region.

Beyond its political importance, the summit underscored Egypt's stabilising role in the Middle East and its commitment to peace as a prerequisite for development. It also reinforced Egypt's position as a trusted partner capable of convening international consensus, a credibility that enhances its attractiveness for investment and cooperation.

An aerial photograph of a busy port. A large cargo ship is docked on the left, its deck filled with shipping containers. To the right, a long line of shipping containers is stacked high. A yellow gantry crane is positioned over the containers, and a yellow truck is driving along a paved road that runs parallel to the ship. The water is a vibrant turquoise color. The overall scene is one of industrial activity and logistics.

# PART I

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# Pillars of Action: From Strategy to Execution



# CHAPTER 1: THE LAUNCH OF EGYPT'S NARRATIVE FOR COMPREHENSIVE DEVELOPMENT

Egypt's economy is entering a new phase of transformation; driven by structural reforms, powered by productive sectors and guided by a clear vision: sustainable, inclusive economic development and growth that puts people first, with measurable targets and clear timelines for implementation.

Simply put, "Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience" (in its initial title) is an economic reform program presenting the country's economic model in the coming period.

## The Narrative

The year 2025 marked a milestone in Egypt's modern economic history with the official launch of "**Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience**" on 7 September 2025, and its updated version as "**Egypt's Narrative for Comprehensive Development**" by the end of the year.

The Narrative represents a comprehensive economic model and communication framework that consolidates years of reform and forward planning into a coherent, measurable, and future-oriented strategy.

This chapter outlines the context, structure, and ambitions of the Narrative, the process through which it was developed, and how it now guides the implementation of all subsequent pillars and programmes described in this report.

It also summarises key targets for growth, employment, and investment, and situates the Narrative within the broader outcome of Egypt's public consultations on economic priorities.

## A New Economic Model for a New Phase of Reform

The Narrative provides the guiding logic for Egypt's transition from an era of stabilisation to one of productivity and competitiveness. It builds upon the achievements of the National Structural Reform Programme (NSRP) and aligns all economic and sectoral strategies with Egypt Vision 2030 and the Sustainable Development Goals.

At its core, the Narrative defines a shift from **non-tradable activities toward productive, tradable, and export-oriented sectors**. This reorientation anchors Egypt's development agenda in the creation of value, jobs, and resilience. It also introduces a new planning-to-execution framework that connects public investment, private-sector participation, and development financing under one integrated vision.

## The Ministry's Role

Based on the directives of H.E. President Abdel Fattah El-Sisi, President of the Arab Republic of Egypt, and the mandates of H.E. Dr. Mostafa Madbouly, Prime Minister, and in accordance with the provisions of the Unified Public Finance Law No. 6 of 2022 and the State's General Planning Law No. 18 of 2022; which serve as the reference framework for the preparation of Egypt's Narrative for Economic Development, the Ministry of Planning, Economic Development and International Cooperation is mandated to define the State's strategic objectives across all sectors for the budget year and the medium-term fiscal framework.

This includes determining the priorities for implementing those objectives, designing the integrated development planning system, setting out the vision and strategies, and monitoring their implementation at national, regional, and sectoral levels. It also requires linking them to macroeconomic policies, with each ministry or entity obliged to coordinate with the planning ministry in preparing and defining performance indicators for outputs and the results of implementing main and sub-programs, activities, and projects.

On this basis, the Ministry of Planning, Economic Development and International Cooperation, under the leadership of H.E. Dr. Rania Al-Mashat, undertook the preparation and formulation of Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience, in coordination with all ministries, authorities, and concerned entities.

Egypt's Narrative sets ambitious targets for the Egyptian economy in areas including economic growth, employment, foreign direct investment, and industrial localization, based on the data available during its preparation. Acknowledging the dynamic nature of the current phase, the Egyptian government continues to monitor regional and international developments closely, assessing their impact on the country's economic trajectory.

Importantly, the Narrative has been designed as a flexible document, subject to updates in response to emerging challenges and opportunities, ensuring that public policies remain directed toward sustainable and inclusive economic development.

# An Overview of Egypt's Narrative for Comprehensive Development

The Ministry of Planning, Economic Development and International Cooperation, in coordination with all relevant Ministries and government entities, has developed “Egypt’s Narrative for Comprehensive Development: Reforms for Growth, Jobs & Resilience” as an overarching framework that weaves together ambition, policy and action.

Building on ongoing reform efforts and underpinned by macroeconomic stability, Egypt’s Narrative for Comprehensive Development presents the country’s economic model with people at its core. It advances human development to improve quality of life, whilst prioritizing high-productivity, export-oriented (tradable) sectors and greater economic complexity. It capitalizes on Egypt’s robust infrastructure and strategic location, redefines the role of state and empowers the private sector as the key driver of growth and jobs, while enhancing competitiveness and innovation to ensure that development is both sustainable and inclusive.

In addition, Egypt’s Narrative for Comprehensive Development introduces the National Structural Reform Program, anchored around three pillars: strengthening macroeconomic stability, boosting competitiveness and improving the business climate, and advancing the green transition, aimed at unlocking growth dividends while ensuring fair and inclusive distribution.

The essence of Egypt’s Narrative for Comprehensive Development therefore rests on a complementary relationship between stability and reform: macroeconomic stability enables structural reforms, while reforms reinforce stability. Together, they lay the groundwork for sustainable growth, unlock Egypt’s potential output, and create a virtuous cycle that accelerates development, enhances productivity, attracts investment, boosts exports, and generates quality jobs.

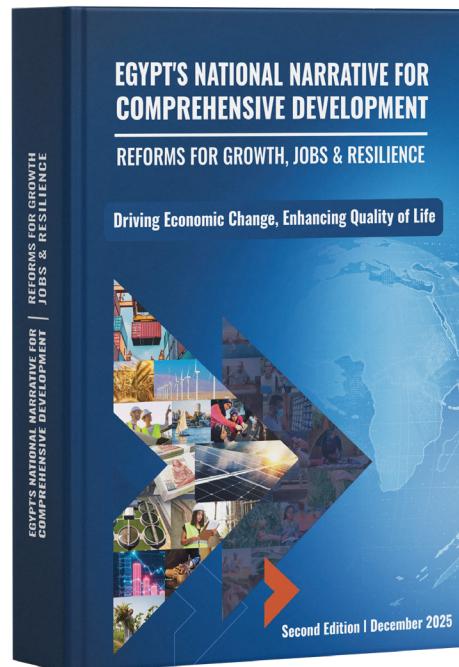
Egypt’s Narrative for Comprehensive Development sets out a coherent set of quantitative targets within a simplified macroeconomic framework, including measurable indicators for 2030 and a long-term outlook for Egypt’s strategic economic trajectory for 2050.

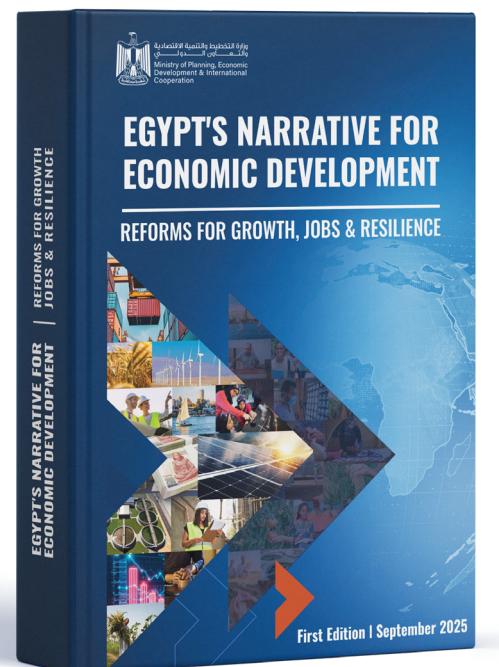
These targets are translated into a clear action plan that links both development planning and outcomes with financial planning within the medium-term budgetary framework, in line with the programs- and performance- based budgeting approach, to ensure efficient spending and effective implementation.

The action plan is structured around two types of goals. Horizontal goals are shared priorities that require coordination among different institutions to ensure coherent and integrated implementation, such as boosting competitiveness, improving the business environment, and investing in human capital. Vertical goals, on the other hand, are specific to each ministry or entity and are directly linked to their sectoral mandates and responsibilities.

In summary, Egypt’s Narrative for Comprehensive Development serves as a communication and promotional tool that captures the momentum of structural reforms, empowers the private sector, opens new financing pathways, and sheds light on the dynamic sectors shaping Egypt’s next growth frontier.

Guided by the directives of H.E. the President of the Arab Republic of Egypt and under the auspices of the Prime Minister, Egypt’s Narrative for Comprehensive Development operationalizes Planning Law No. 18 of 2022 and ensures its alignment with unified Finance Law No. 6 of 2022, advancing the shift toward medium-term planning and budget frameworks, supported by programs- and performance-based budgeting. It further aligns sectoral strategies and programs with Egypt’s Vision 2030, while ensuring consistency with macroeconomic policies. In this context, Egypt’s Narrative accounts for the rapidly evolving global landscape, charting a clear path toward a more competitive, resilient, and inclusive economy, where strategies are not only consistent but also streamlined and agile.





## Public Consultations

As part of the launch of Egypt's Narrative for Economic Development, the Ministry of Planning, Economic Development and International Cooperation initiated wide-ranging public consultations that invited perspectives from economists, the private sector, parliamentarians, political parties, writers, intellectuals, media and citizens. Starting in September 2025, the consultations convened specialist sessions on the Narrative's five thematic chapters: macroeconomic stability, foreign direct investment, industrial development and trade, labour-market efficiency and flexibility, and regional/local economic development. Through the ministry's "Sharek" online portal, the public was given access to downloadable presentations, chapter summaries, video recordings of the launch event and a direct "give-your-feedback" form. This inclusive process is central to embedding the Narrative not simply as a technical framework, but as a shared national agenda anchored in broad participation and collective ownership.

**After 2 months of consultations, the second, updated edition of the Narrative was launched under the new title of "Egypt's Narrative for Comprehensive Development".**

The Narrative provides a coherent framework that strengthens the link between macroeconomic stability, structural reforms, private-sector growth, and human development, aligning Egypt's Vision 2030 with updated sectoral strategies amid rapid global and regional developments. It advances a people-centered economic model focused on investing in human capital, prioritizing high-productivity, export-oriented sectors (tradables), leveraging advanced infrastructure to boost competitiveness and strengthening private-sector participation, underpinned by the National Structural Reform Program to drive sustainable growth and quality jobs.

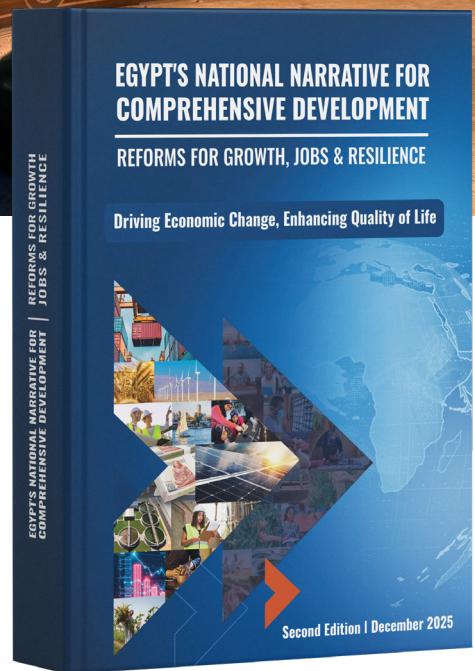


## Egypt's Narrative for Comprehensive Development

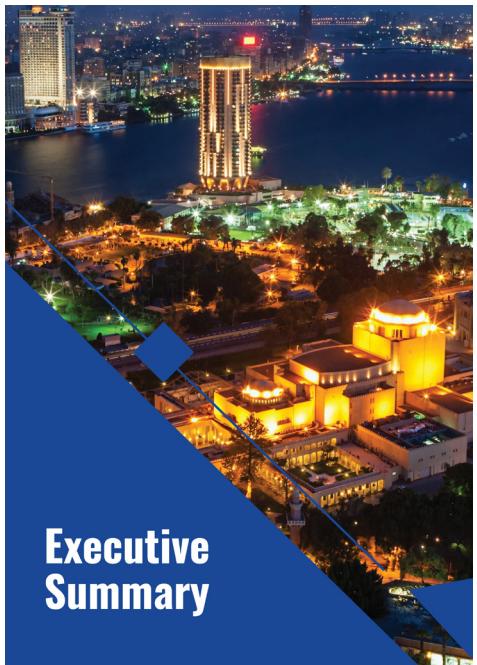
During the Cabinet press conference, Al-Mashat presented the second edition of “Egypt’s Narrative for Comprehensive Development: Reforms for Growth, Jobs and Resilience”.

The Narrative provides a coherent framework that strengthens the link between macroeconomic stability, structural reforms, private-sector growth, and human development, aligning Egypt’s Vision 2030 with updated sectoral strategies amid rapid global and regional developments. It advances a people-centered economic model focused on investing in human capital, prioritizing high-productivity, export-oriented sectors (tradables), leveraging advanced infrastructure to boost competitiveness and strengthening private-sector participation, underpinned by the National Structural Reform Program to drive sustainable growth and quality jobs.

The Narrative affirms that people remain both the central focus of development and the primary drivers of its success. One of the defining milestones of 2025 was the launch of the Narrative.



## Executive Summary



### Executive Summary

The Narrative comprises a set of core, interlinked pillars within Egypt's comprehensive development path, which together form an integrated analytical framework focused on enhancing policy coordination and advancing structural reforms. It provides an in-depth analysis of growth and employment trajectories in Egypt, as well as the main drivers of growth, while incorporating gender equality considerations and climate change issues.

These pillars include human development; strengthening macroeconomic stability; enhancing fiscal sustainability through fiscal and monetary policies; governance of public investments; and financing for development. They also encompass the promotion of domestic and foreign investment, including the role of the Suez Canal Authority; increasing the attractiveness of the non-bank capital market; providing incentives for real estate investment; developing the external trade system; supporting industrial development; and enhancing the efficiency and flexibility of the labor market. Special attention is given to priority sectors—most notably industry, tourism, agriculture, and information and communications technology—alongside energy, water resources, and irrigation as enabling pillars that support expansion and growth. The Narrative also covers spatial planning for the localization of economic development, the green transition, and the consolidation of international cooperation and partnerships, including development-oriented foreign policy, to ensure more productive, inclusive, and sustainable economic growth.

Each pillar concludes with a package of growth- and employment-supporting policies within the National Structural Reform Program. These policies are translated into quantitative targets and a simplified macroeconomic framework with measurable objectives through 2030. The Narrative concludes with an executive program for comprehensive development that converts targets into a clear implementation plan, linking development performance to financial performance within the medium-term budget framework, in line with the “program and performance” methodology to ensure spending efficiency and effective execution.



## Human Development



This pillar presents an integrated overview of Egypt's vision to intensify human development efforts as the primary driver of high-quality, equitable, and sustainable economic growth. It is grounded in the principle that citizens are both the objective and the engine of development, and that economic growth derives its value from its impact on improving quality of life. The chapter outlines the features of a new economic model that reconnects human development with productive growth by prioritizing health, education at all levels, skills development, innovation, and decent work.

This approach is supported by the expansion of the Universal Health Insurance System to ensure equitable access to comprehensive healthcare services, as well as social protection and support systems that combine cash transfers with economic empowerment programs such as Takaful and Karama. The pillar also emphasizes food security and nutritional protection. In addition, it covers cultural and values-based initiatives that reinforce national identity and awareness—most notably the “State of Recitation Initiative”—alongside integrated development initiatives aimed at improving quality of life and spatial equity, such as Haya Karima. These efforts are complemented by policies and programs supporting youth and sports services.

The pillar further addresses the institutional, planning, and financing frameworks underpinning this approach, including evidence-based planning, monitoring and evaluation mechanisms, digital transformation, and partnerships with the private sector and civil society. Together, these elements contribute to building empowered human capital, enhancing Egypt's economic competitiveness, and establishing a development trajectory that balances productivity, equity, and sustainability.

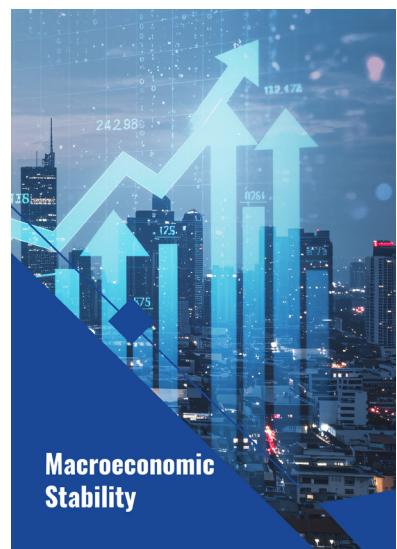
## Macroeconomic Stability

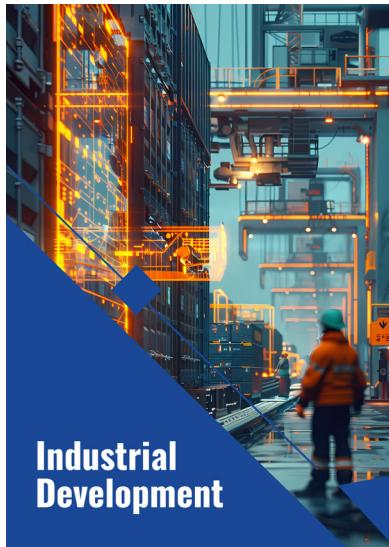
Recognizing macroeconomic stability as a cornerstone of sustainable and inclusive development, this pillar presents a comprehensive vision of the strategic framework and policies aimed at fostering sustained economic growth and expanding the role of the private sector as a key driver of development, thereby enhancing Egypt's ability to escape the middle-income trap.

The chapter reviews Egypt's economic performance between 2003 and 2024, examining public finance indicators, investment trends, key economic components, structural strengths, and the persistent savings–investment gap, with particular attention to economic complexity and competitiveness factors. It then outlines the economic reform path initiated in March 2024, detailing the pillars of fiscal policy within the medium-term fiscal strategy, including reforms to the tax and customs systems to enhance fairness, efficiency, and trust with the business community; improved management of budget-sector debt and reduced debt burdens over the medium term; and the creation of sustainable fiscal space to increase spending on education, health, and social protection.

The pillar also addresses the Central Bank of Egypt's monetary policy framework based on a flexible exchange rate regime and inflation targeting, and its role in supporting economic stability. It highlights efforts to govern and improve the efficiency of public investments, as well as redefining the role of the state to create space for the private sector, in line with the updated State Ownership Policy Framework (2026–2030).

Additionally, the chapter underscores the importance of aligning the state investment plan with the medium-term budget and ensuring coherence across economic policies within the National Structural Reform Program. It reviews the activation of the Integrated National Financing Strategy (INFS) to mobilize domestic and international resources for priority sectors, defines parameters for external borrowing within an institutional framework that identifies financing gaps and sources, and highlights the role of concessional development finance in catalyzing private domestic and foreign investment and supporting sustainable growth.





## Industrial Development

### Industrial Development

This pillar addresses the strategic framework for industrial development as a fundamental driver of sustainable economic growth, competitiveness, and job creation. It reviews the National Industry Strategy 2030 and the emergency plan for industrial advancement with its seven pillars, identifying 28 priority industries based on clear selection criteria that reflect the state's focus on deepening local manufacturing and maximizing value added.

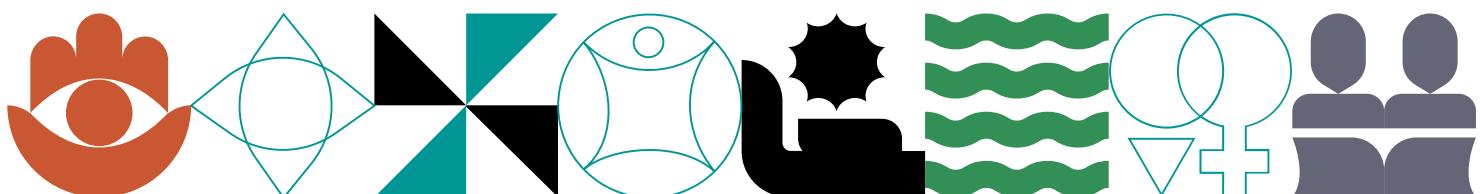
The chapter highlights the role of the Ministerial Group for Industrial Development in implementing reforms to accelerate industrial growth, including supporting distressed factories, facilitating access to industrial land, and improving the business environment. It also examines sectors with strong potential for industrial deepening and future industries with lower energy intensity, while emphasizing alignment with investment and employment strategies. Egypt's position as a regional industrial and logistics hub and its connectivity with African markets are also addressed, alongside the implications of the Carbon Border Adjustment Mechanism (CBAM) for Egyptian industry and the national response through international partnerships and sustainability-oriented industrial policies.

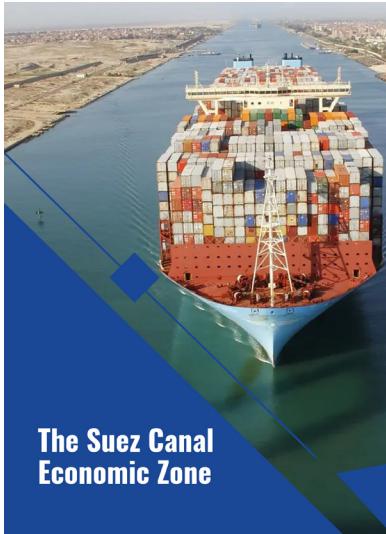
## Investment

Domestic and foreign investment is presented as a strategic engine for knowledge localization, technology transfer, integration into global value chains, and the creation of high-productivity jobs that support long-term productive growth. This pillar outlines Egypt's strategic, legislative, and institutional investment framework, including international commitments and bilateral investment treaties, with a focus on improving the business climate and attracting investment in line with Egypt Vision 2030 and the government's work program.

The chapter reviews the National Strategy for Foreign Direct Investment (2025–2030), including the methodology for identifying target sectors such as renewable energy, industry, and technology. It also examines the integration of investment and trade policies, promotion mechanisms such as the investment map, matchmaking platforms, investment roadshows, media and digital campaigns, investor aftercare, and cooperation with development partners and international organizations. Mechanisms for resolving investment disputes through ministerial committees and settlement centers are also addressed.

The chapter concludes with an overview of structural reforms and enabling conditions, including the regulation and governance of fiscal burdens, the Business-Ready report, preparations for Egypt's inclusion in the report in 2026, and comprehensive reforms aimed at enhancing competitiveness and improving the investment climate on a sustainable basis.

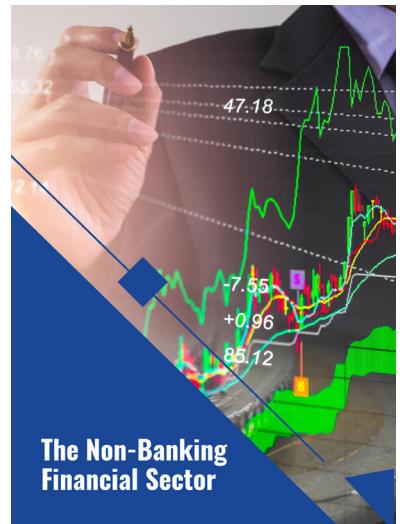




## Suez Canal Economic Zone

This pillar presents the Suez Canal Economic Zone (SCZone) as an integrated platform for industrial, services, and logistics investment, highlighting its competitive advantages as a cornerstone for attracting investment. These include its strategic location along one of the world's most important trade routes—the Suez Canal—advanced infrastructure, attractive customs and tax incentives, and a digital single-window system that facilitates procedures and accelerates business operations.

The chapter also outlines promising investment opportunities across strategic sectors, including green hydrogen, batteries, textiles, pharmaceuticals, food industries, and engineering industries. In this context, the SCZone represents an essential and integrated component of the broader investment policy framework, contributing to a comprehensive and interconnected picture of Egypt's investment environment.



## Non-Bank Financial Sector

To complete a comprehensive picture of Egypt's business and investment environment, this pillar focuses on the efforts of the Financial Regulatory Authority to enhance investment attractiveness in the non-bank financial sector through a comprehensive reform program. These efforts include legislative development, financial market deepening, and strengthened digital transformation and governance, aimed at creating a safer, more transparent investment environment with diversified financial instruments and greater liquidity.

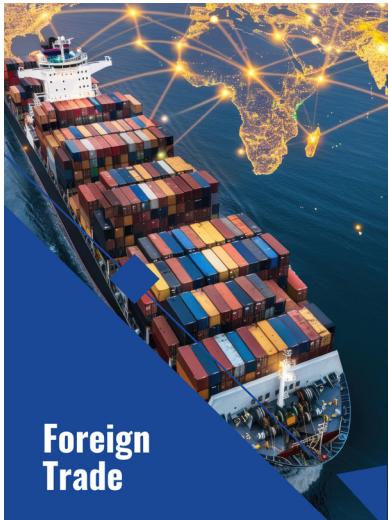
Reforms also cover the insurance sector and improvements in regulatory efficiency, enhancing the sector's capacity to attract domestic and foreign investment and achieve sustainable growth.



## Real Estate Investment

This pillar outlines the investment vision for the housing, utilities, and urban communities sector, aimed at creating a competitive and sustainable investment environment that attracts domestic and foreign capital, maximizes economic returns, and improves quality of life. This is achieved by expanding investment opportunities in integrated urban development projects—particularly fourth-generation cities—through incentive and facilitation policies, promoting sustainable financing sources such as real estate funds, fractional ownership, and digital transformation, and activating financing tools to strengthen strategic partnerships.

The pillar also emphasizes green real estate investment through incentives such as tax and administrative reductions, increased utilization ratios, and extended implementation timelines linked to Green Pyramid certifications. It supports diversified investments in education, hospitality, healthcare, and commerce. The strategy is anchored in three strategic objectives supported by key actions, sub-actions, and performance indicators, alongside reforms related to city promotion, interactive opportunity maps, and a unified procedures window to ensure effective implementation and investment attraction during 2026–2030.



## Foreign Trade

### External Trade

The integration of trade and investment policies is a core pillar for building a competitive economic system and strengthening export capacity. This section reviews global, regional, and national external trade trends and presents the strategic and legislative framework for enhancing Egypt's competitiveness in international markets.

It outlines the foundations of Egypt's Trade Policy Document, which defines sectoral priorities and practical mechanisms to stimulate and diversify exports and facilitate access for Egyptian products to global markets. The chapter devotes particular attention to preferential trade agreements with countries and regional blocs that expand market access, reduce tariff barriers, and enhance economic cooperation, with a strong focus on African regional integration, including cooperation within the African Union and continental trade initiatives.

The chapter concludes with a review of reforms and enabling measures supporting external trade, including customs simplification, logistics infrastructure development, digitalization, and the creation of a sustainable regulatory environment that supports export growth and trade-related investment.



## Sectoral Overview

### Sectoral Outlook

In line with the state's shift toward a competitiveness- and export-oriented economic model, a dedicated pillar provides a sectoral outlook focused on high-value, tradable sectors such as tourism, agriculture, and ICT as key growth drivers, alongside energy, water resources, and irrigation as enabling sectors that support expansion.

This section highlights sectoral strategies and policies and demonstrates how employment multipliers are used to prioritize interventions and policies that support structural transformation, enhance competitiveness, and achieve sustainable, job-rich growth.

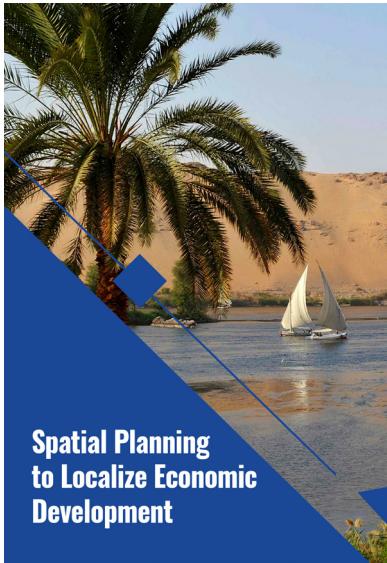


## The Green Transition

### Green Transition

The green transition is a central pillar for achieving sustainable growth by addressing climate change, protecting natural resources, promoting the green economy, and creating new jobs. This pillar reviews national frameworks and strategies supporting the green transition, including the National Climate Change Strategy 2050, Nationally Determined Contributions (NDCs), and sectoral strategies. It addresses climate governance and regulatory frameworks and mechanisms for integrating environmental considerations into development planning. Special emphasis is placed on the role of the private sector and green investments in climate finance, highlighting sustainable finance tools and the NWFE platform as a practical mechanism for mobilizing concessional development finance for mitigation and adaptation projects.

The chapter also addresses green skills development through education and training initiatives that link technical and vocational education to green economy needs and support a just transition. It concludes by highlighting structural reforms that promote green transition, including emissions MRV systems, carbon markets, clean energy incentives, sustainable water management, green industrial transformation, green finance, and trade aligned with CBAM requirements to enhance sustainability and competitiveness.



## Spatial Planning

Balanced spatial development is presented as a key entry point for inclusive economic development and job creation. This chapter addresses efforts to operationalize the State General Planning Law at national, sectoral, regional, and local levels, ensuring alignment with the Unified Building Law, the Unified Public Finance Law, and forthcoming local administration legislation.

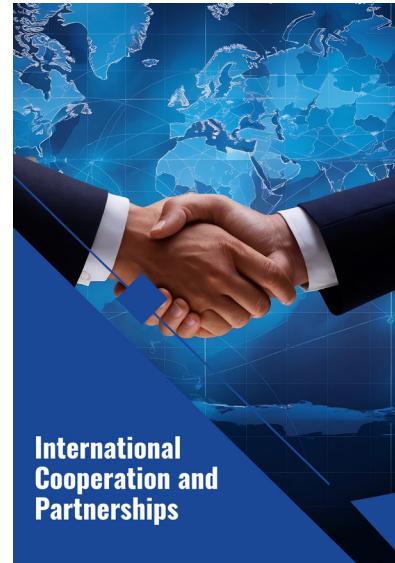
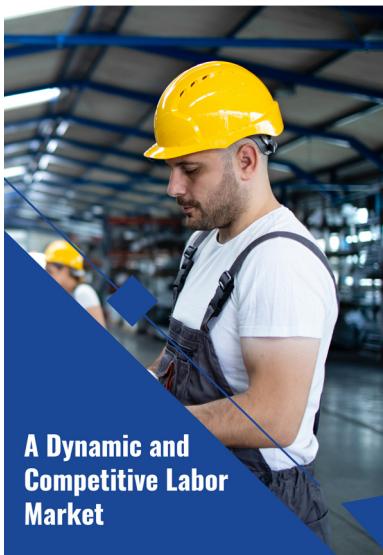
The chapter highlights the “effective localization triad,” based on the integrated alignment of enhanced local programs, citizen plans, and community participation mechanisms. It emphasizes the central role of data and evidence in shaping precise and effective development policies, using statistical studies and development indicators to prioritize interventions and direct resources toward the most underserved areas.

It also discusses mechanisms to enhance competitiveness among governorates, particularly the Governorates Competitiveness Index, and reviews ongoing initiatives such as Haya Karima and Housing for All Egyptians, alongside entrepreneurship support and future policies to strengthen local growth and employment. The chapter also addresses the localization of climate action through national initiatives such as the Smart Green Projects Initiative and the NWFE program.

## Labor Market Efficiency & Flexibility

The new economic model prioritizes skills development, innovation, and entrepreneurship as fundamental pillars of sustainable growth and structural transformation. This pillar analyzes Egypt’s labor market in both domestic and global contexts, examining growth and productivity patterns, private-sector employment characteristics, informal employment, and the legislative and strategic frameworks governing the labor market. It outlines key strategies to enhance labor market efficiency and flexibility, including the National Employment Strategy, higher education and scientific research, and technical and vocational education as engines of productivity and decent job creation, particularly for youth and women.

The chapter reviews growth- and employment-supporting policies, including building an integrated skills system aligned with productive economy needs; improving education-labor market matching; formal sector integration; women’s economic participation; digital transformation; and enhanced social protection. Parallel efforts to strengthen entrepreneurship and innovation ecosystems through regulatory reform, improved access to finance, and targeted incentives are also highlighted. These efforts support job creation, expand the knowledge economy, and strengthen the role of SMEs, while reinforcing the linkages between employment, investment, and industrial policies.



## International Cooperation & Partnerships

Complementing the reform policies discussed across other pillars, international cooperation and partnerships play a critical role in supporting comprehensive economic development through knowledge transfer, innovative financing solutions, technical assistance, and access to global markets. Egypt’s foreign policy emphasizes diversified international partnerships and leveraging regional and global standing to advance national priorities and strengthen Egypt’s position in the global economy.

This pillar addresses innovative financing mechanisms such as debt swaps and guarantees to stimulate growth and financial stability, as well as public-private partnerships. It highlights concessional development finance as a tool for private-sector empowerment and entrepreneurship to attract foreign investment and create jobs.

The chapter concludes with a focus on South-South and triangular cooperation, including strategies to strengthen cooperation with Africa and BRICS countries, alongside the role of bilateral development partners through joint committees and the contribution of regional and multilateral financial institutions in supporting trade and industrial activities.

## Quantitative Targets

This section translates structural reform priorities and proposed solutions into a coherent set of quantitative targets within a simplified macroeconomic framework, featuring measurable objectives through 2030 and longer-term aspirations through 2050. The framework is based on three main scenarios: a baseline scenario reflecting the expected trajectory under ongoing reforms; an accelerated reform scenario assuming faster reform implementation; and a conservative scenario accounting for risks arising from regional and global uncertainties.

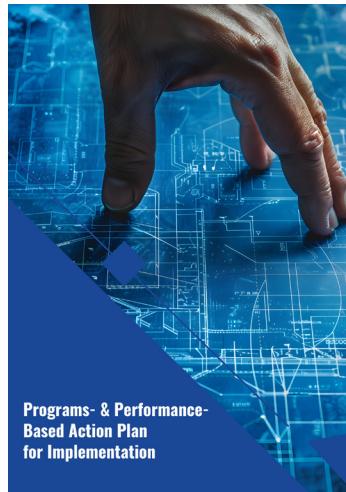


Quantitative Targets  
of Egypt's Narrative for  
Comprehensive Development

## Executive Program of the Narrative

This section presents the executive program of Egypt's Narrative for Comprehensive Development as the operational framework for translating the Narrative into action. The Narrative's objectives are translated into nine strategic priorities that govern program design, grouped under two overarching outcomes: achieving high and sustainable economic growth and ensuring fair distribution of its returns.

The section explains how these priorities link development performance with financial performance through quantitative performance indicators and defined timelines. It highlights alignment with the medium-term budget framework, the State General Planning Law No. 18 of 2022, and the Public Finance Law No. 6 of 2022, and reliance on the "program



and performance" approach to link budgeting with strategic objectives, enhance spending efficiency, and improve execution effectiveness across institutions.

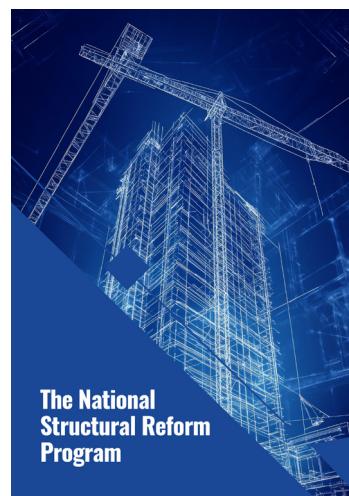
The executive program structure distinguishes between horizontal objectives—shared priorities requiring strong inter-institutional coordination such as competitiveness, business climate improvement, and human capital investment—and vertical objectives specific to individual ministries and entities. Women and youth empowerment and financing are treated as cross-cutting priorities across all strategic objectives. There are 9 main priorities:

- Maintaining macroeconomic stability and ensuring fiscal sustainability
- Creating a competitive, attractive business environment to enable and deepen private sector participation
- Boosting competitiveness, productivity, and advancing structural transformation toward tradable sectors and greater economic complexity
- Investing in human capital and improving quality of life outcomes across the life cycle
- Ensuring social and spatial equity
- Enhancing labor market efficiency and flexibility to create decent jobs
- Advancing technological transformation, innovation, and entrepreneurship
- Transitioning toward a green economy and a just transition
- Strengthening transparency and governance

## National Structural Reform Program

Egypt's Narrative for Comprehensive Development is grounded in the National Structural Reform Program through growth- and employment-supporting policies across three main pillars: strengthening macroeconomic stability; enhancing economic competitiveness and the business environment; and supporting the green transition, thereby increasing growth dividends and distributional equity.

The chapter highlights the program's role as the cornerstone of Egypt's economic transformation—not only stimulating growth but also reinforcing macroeconomic stability, resilience, productive diversification, and competitiveness. It reviews priority economic, financial, sectoral, and social reforms already implemented, as well as those underway and planned, encompassing more than 400 policies and measures implemented by approximately 50 government and national entities. At its core, the Narrative is built on a clear complementary relationship between macroeconomic stability and structural reform: stability enables reform, reform reinforces stability. This dynamic interaction unlocks Egypt's potential output, accelerates economic development, raises productivity, stimulates investment and private-sector participation, expands exports, and ultimately drives sustainable growth and quality job creation.



The National  
Structural Reform  
Program

# CHAPTER 2: ECONOMIC GROWTH & DEVELOPMENT

This chapter presents Egypt's growth trajectory in FY 2024/25, the government's strategic plans for 2025/26 and beyond, and key institutional enablers that will support the translation of plans into results.

## GDP Performance & Sectoral Momentum in FY 2024/25

*This is part of the Quarterly GDP Note published by the Ministry, available in both English & Arabic.*

The Ministry of Planning, Economic Development and International Cooperation announced an increase in Egypt's GDP growth rate during the fourth quarter of fiscal year 24/2025, recording 5%, compared to 2.4% in the corresponding quarter of the previous fiscal year, and lifting the full-year growth to about 4.4%.

The sectors with the highest contribution to GDP growth are: non-oil manufacturing industries, tourism, wholesale and retail trade, ICT, transport and storage, social services and agriculture.

This growth reflects an economic model centered on higher productivity sectors and tradables with greater export potential, supported by recent infrastructure investments that have laid a solid foundation for manufacturing and investment, as outlined in detail in the recently launched: "Egypt's Narrative for Economic Development: Reforms for Growth, Jobs and Resilience".

Moreover, it is important to note that private investments rose to 53% of total investments, surpassing public investment & marking its highest share in five years.

## S&P Global Ratings'

This year, the S&P Global Ratings upgraded its long-term sovereign credit rating on Egypt to 'B' from 'B-' and affirmed the short-term sovereign credit rating at 'B', with a stable outlook, reflecting the continued efforts and coordination across ministries & government entities, particularly colleagues of the Economic Committee & the Central Bank.

This recognition affirms confidence in Egypt's reform trajectory and reflects improving growth prospects, external balances and resilience, underscoring that our collective commitment to reform is delivering tangible results for the economy and for citizens.

It is also reflection of Egypt's Narrative for Economic Development; a clear economic model that hinges on macroeconomic stability as a cornerstone, while steering the economy toward higher productivity, greater economic complexity, and stronger value chains, underpinned by a time-bound structural reform program that enhances competitiveness, increases private sector participation and redefines the role of the State.

## The Quarterly GDP Note - Q1 FY 2025/2026

*Analyzing Growth Momentum, Sectoral Performance & Investment Trends*

**For the first time in over three years, Egypt's GDP growth exceeded 5% in the first quarter of FY2025/2026, reaching 5.3%.**

This reflects the tangible impact of ongoing economic and structural reforms that are bolstering the real economy, crowding in private-sector activity, and steering the growth model toward tradable, high-productivity sectors such as manufacturing, tourism and telecommunications. Notably, private investments represent about 67% of total investments, reflecting the ceiling on public investments.

Read the Quarterly GDP Note for more information on the Ministry's website.



## The Economic & Social Development Plan 2025/2026

This year, there has been a series of meetings in the General Assembly and in the Planning & Budgeting Committee, particularly with discussions on the implementation of the Economic & Social Development Plan, and in the preparation for a new budget.

Discussions focused on the ceiling on public investments as part of maintaining macroeconomic stability and retrenching the role of the state. Moreover, human and social development was allocated 47% of the budget this fiscal year, compared to 45% last year, underscoring our commitment to people-centric growth. Additionally, 35% of the budget was dedicated to industrial and infrastructural development, with 18% focused on local development.

In Dr. Rania Al-Mashat's presentations, H.E. outlined Egypt's new economic model: shifting from non-tradable to tradable sectors, our ongoing structural reform program, the next phases of the "Haya Karima" presidential initiative, GDP growth and the country's commitment to increasing private sector engagement.

### Advancing a New Growth Model for a Future-Ready Economy

In 2025, Egypt took a decisive step in operationalizing its new economic model with the presentation and approval of the Economic & Social Development Plan for FY 2025/2026 – a key milestone in the implementation of Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience. The plan, presented by H.E. Dr. Rania A. Al-Mashat before the House of Representatives and later endorsed by the Senate, outlines the next phase of Egypt's development trajectory, emphasizing productivity, governance, and private sector participation as pillars for sustainable growth.

Amid persistent global economic turbulence, from geopolitical tensions and supply chain disruptions to tightening global financial conditions, Egypt continued to advance its structural and fiscal reform agenda. The 2025/2026 Plan reflects an evolved approach to national planning: one that is data-driven, transparent, and anchored in Vision 2030, the government program, and sectoral strategies. It builds on lessons from previous cycles while integrating modern planning tools that strengthen monitoring, evaluation, and the governance of public investment.

During her presentation to the House of Representatives, H.E. Dr. Rania Al-Mashat emphasized the government's commitment to balancing reform with inclusivity, stating that "the plan is not only a roadmap for growth, but a framework for resilience and efficiency, ensuring that every pound invested translates into tangible value for citizens and the economy."



## Strategic Focus & Resource Allocation

The plan highlights the expected impacts of the reform measures undertaken on overall macroeconomic performance and on the various economic sectors. These reforms form the basis of the plan's objective to achieve an economic growth rate of 4.5% in FY 2025/2026. With growth rates already emerging in the first quarter of the year, the economy is expected to exceed the targeted rates, reaching 5% or more by year-end.

Total planned investments are estimated at EGP 3.5 trillion, representing 17% of GDP. Of this amount, EGP 1.94 trillion (63%) is expected to come from private investments, while EGP 1.16 trillion (37%) will be public investments. This reflects the continued implementation of the public investment ceiling policy, designed to strengthen fiscal discipline and create greater fiscal space for private sector expansion.

**The plan's allocation reflects Egypt's long-term development priorities and its people-centric philosophy:**

**47%** of government investments are directed toward human and social development, up from 45% the previous year, which reinforces Egypt's commitment to education, healthcare, and social protection.

**35%** is dedicated to industrial and infrastructural development, driving the transition from a consumption-based to a production- and export-oriented economy.

**18%** supports local development, ensuring that growth is spatially inclusive and regionally balanced.

These allocations also align with the National Structural Reform Program (NSRP) and the shift outlined in Egypt's Narrative, from non-tradable to tradable sectors that drive job creation, competitiveness, and foreign exchange earnings.



## Governance of Public Investment

A central theme of the new plan is strengthening governance and efficiency in public investment. The Ministry has implemented a series of reforms aimed at improving project appraisal, enhancing monitoring systems, and applying spatial data tools to better align investments with national priorities. *This includes:*

- A new methodology for preparing national development plans, which integrates sustainability principles and expands the share of green projects.
- Adoption of advanced digital planning platforms that enhance transparency and allow for real-time tracking of investment performance.
- Continued coordination with the National Council for Wages and sectoral partners to ensure that wage policies align with productivity and social equity objectives.

This governance framework, aligned with international best practices, ensures that limited fiscal resources are allocated to projects with the highest economic and social return; a critical pillar in maintaining macroeconomic stability while enabling private sector dynamism.

These measures have successfully reduced public investments to approximately EGP 922 billion in the 2024/2025 plan, compared to the originally targeted EGP 1 trillion, reflecting the government's genuine commitment to empowering the private sector.

## A Coherent Framework for Resilience

In both Houses of Parliament, discussions around the 2025/2026 Plan reaffirmed national consensus on the need to restructure economic entities, improve efficiency, and support tradable sectors through targeted financing. These efforts are complemented by the ongoing implementation of the National Structural Reform Program, which continues to modernize Egypt's industrial base, promote export diversification, and integrate innovation and digitalization into production systems.

As Dr. Al-Mashat highlighted during her remarks, "Our reforms are designed to make Egypt's economy not just larger, but stronger, more diversified, and more resilient, one that can create quality jobs and attract long-term investment."

This approach embodies the spirit of Egypt's Narrative for Economic Development, positioning policy coherence, institutional governance, and evidence-based planning at the core of Egypt's transformation agenda.

## Toward Efficient Financing for Development

The plan's design and implementation are directly linked to Egypt's Financing for Development Framework, which seeks to ensure that every national project contributes to sustainable growth and long-term fiscal resilience. Through the Integrated National Financing Strategy (INFS) and complementary public-private coordination platforms, the Ministry continues to bridge the gap between policy priorities and financing flows.

By combining strong governance with innovative financing, the 2025/2026 Plan not only charts the path for the coming fiscal year but also serves as a cornerstone for the Medium-Term Development Plan (2026/27 - 2029/30), setting in motion a transformative cycle of growth, inclusion, and resilience for a future-ready Egypt.



## The Pillars of the 2025/2026 Economic & Social Development Plan

The fiscal year 2025/2026 marks a turning point in the evolution of Egypt's national planning system: the first full year under the unified Ministry of Planning, Economic Development and International Cooperation, following the institutional merger that consolidated the three portfolios under one umbrella. This structural shift represents more than administrative realignment; it embodies a new integrated model that connects planning, economic management, and international cooperation within a single strategic framework. By doing so, it ensures consistency across fiscal, structural, and financing policies, and strengthens the link between national priorities and sectoral strategies.

At the heart of this transformation lies the Financing for Development framework, a key policy mechanism that aligns domestic planning with sustainable financing strategies. The framework leverages both public resources and concessional financing from Egypt's bilateral and multilateral partners, ensuring that every national investment mobilizes additional capital and supports the broader reform agenda. This approach enables a more coordinated, efficient, and targeted deployment of resources; essential for advancing Egypt's growth objectives amid global economic uncertainty.

A major innovation in the 2025/2026 planning process is the adoption of a medium-term budgetary framework (2025/2026–2028/2029), which synchronizes the planning horizons of the Ministry of Planning and the Ministry of Finance. This integrated approach enhances fiscal predictability, improves the efficiency of public expenditure, and supports the prioritization of high-impact development projects. It also enables the government to better align annual plans with longer-term strategic objectives under Egypt Vision 2030.

In line with the principles of Planning Law No. 18 of 2022, the 2025/2026 Plan was developed through a participatory and evidence-based process. The ministry coordinated closely with sectoral ministries, governorates, and implementing agencies, ensuring that local priorities and development gaps were reflected in the final plan. This process was supported by advanced planning and monitoring tools, including spatial data systems, investment tracking platforms, and performance evaluation mechanisms, designed to strengthen governance and transparency in public investment management.

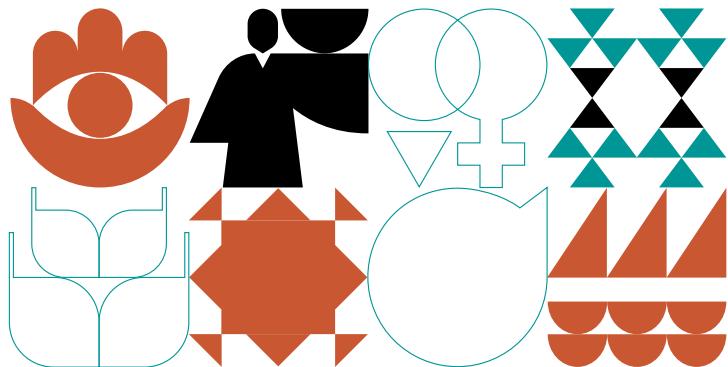
A core pillar of the plan is the government's continued commitment to the ceiling on public investments, which remains an anchor of macroeconomic stability. This policy reflects the state's prudent fiscal stance and its efforts to create greater space for private sector participation. By maintaining a ceiling of EGP 1.16 trillion in public investments, the government has effectively redirected resources toward sectors with high returns and opened new opportunities for private and foreign direct investment, particularly in high-value, tradable, and technology-driven industries.

The 2025/2026 Plan also introduces a "priorities" approach to public investment management, focusing on sectors where Egypt has clear comparative advantages, including manufacturing, agriculture, communications and information technology, tourism, and logistics, while maintaining strong investments in human capital development, notably in education, health, and research. This reflects the state's commitment to a balanced growth model that strengthens the economy's productive base while advancing social and spatial equity.

For the first time in Egypt's history, total targeted investments under the plan reached EGP 3.5 trillion, compared to EGP 2.6 trillion in 2024/2025 and EGP 1.8 trillion in 2023/2024, a clear demonstration of the country's ambition to sustain growth momentum despite global challenges. The investment-to-GDP ratio is expected to rise to 17.1%, up from 15% in the previous fiscal year, signaling a recovery in capital formation and private investment confidence. The plan targets EGP 1.94 trillion in private investments, representing 63% of total investments, versus 37% in public investments, a reversal of historic trends and a key step toward a more market-driven growth model.

By maintaining macroeconomic discipline, advancing the National Structural Reform Program, and promoting a shift toward tradable and export-oriented sectors, the 2025/2026 Plan reflects Egypt's next phase of transformation; one that seeks to consolidate reform, unlock private initiative, and lay the foundations for sustainable, inclusive, and resilient growth.

Together, these institutional and methodological reforms represent the backbone of Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience; a forward-looking model that positions Egypt's planning system as both an instrument of policy coordination and a catalyst for investment and opportunity across all sectors of the economy.



## Medium-Term Development Plan 2026/2027 – 2029/2030

Building on the foundations laid by the 2025/2026 Economic and Social Development Plan, the Ministry of Planning, Economic Development and International Cooperation has initiated the preparation of Egypt's first Medium-Term Development Plan (2026/2027 – 2029/2030)—a forward-looking framework designed to strengthen fiscal predictability, strategic coherence, and policy continuity. This plan represents a natural evolution in Egypt's planning architecture, reflecting the state's transition toward medium-term budgetary and planning horizons as mandated by the Unified Public Finance Law No. 6 of 2022 and the Planning Law No. 18 of 2022.

The Medium-Term Plan aims to align Egypt's development trajectory with its long-term objectives under Egypt Vision 2030, while translating the priorities of Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience into measurable medium-term targets. It provides a multi-year framework that integrates fiscal, structural, and sectoral policies—ensuring that annual plans feed into a coherent national strategy for growth, job creation, and resilience. The plan's preparation reflects the ministry's integrated mandate following the merger of the planning, economic development, and international cooperation portfolios, bringing together policy design, financing, and evaluation within one institutional framework.

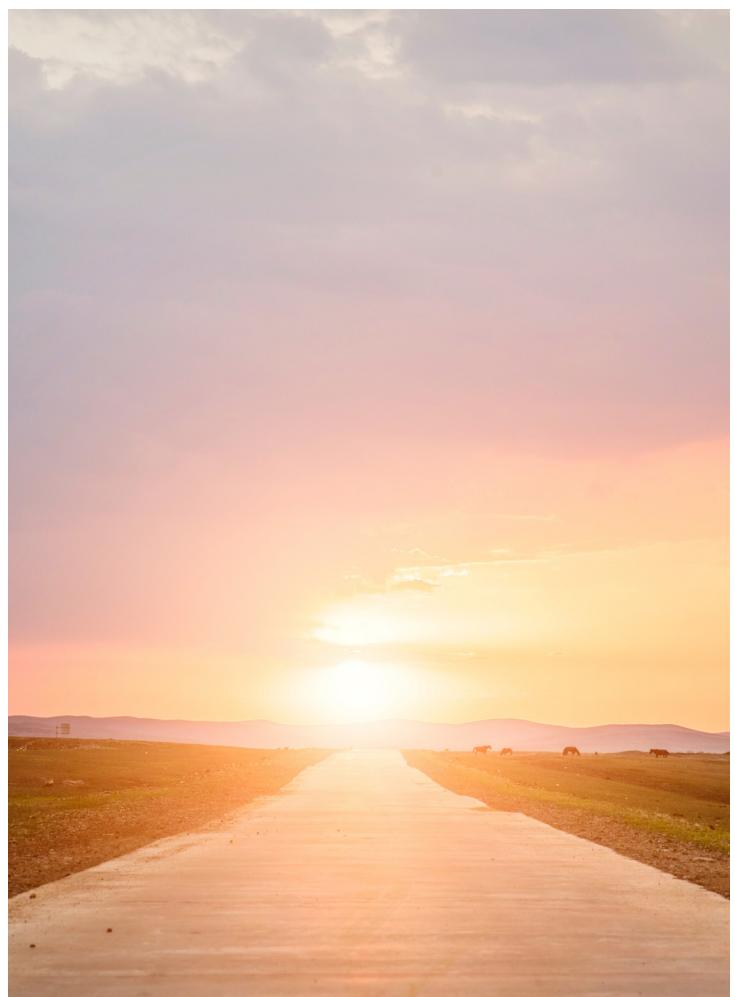
At its core, the Medium-Term Plan consolidates Egypt's commitment to macroeconomic stability, private-sector empowerment, and good governance of public investments. It continues to implement the National Structural Reform Program (NSRP), focusing on enhancing competitiveness, improving the business environment, and supporting the green and digital transitions. The plan also reinforces the government's commitment to maintaining the ceiling on public investment while mobilizing diverse financing sources—including development finance, blended instruments, and private capital—under the Financing for Development framework and the Integrated National Financing Strategy (INFS).

Methodologically, the plan adopts a participatory and data-driven approach. The Ministry is engaging all sectoral ministries, governorates, private-sector representatives, and development partners in the design process, supported by advanced digital and spatial planning tools that enhance transparency, monitoring, and evaluation. This integrated system enables evidence-based prioritization, ensuring that resources are directed toward projects with the highest economic, social, and environmental returns.

While specific quantitative targets for the 2026/2027–2029/2030 horizon will be outlined in forthcoming iterations, the framework extends the momentum of FY 2025/2026, in which total investments reached a record EGP 3.5 trillion (17 percent of GDP), with 63 percent mobilized from private investments. Over the medium term, Egypt aims to sustain growth in the range of 4–5 percent annually,

raise the investment-to-GDP ratio, and further expand the share of renewable energy, tradable industries, and export-oriented sectors in total output.

Ultimately, the Medium-Term Development Plan sets the stage for a future-ready Egyptian economy—one that is more diversified, productive, and resilient. By integrating planning and financing, strengthening institutional coordination, and emphasizing results-based management, the plan marks a major step in operationalizing the Narrative's core vision: transforming Egypt's growth model from consumption-led to production-driven, from state-centric to partnership-based, and from short-term adaptation to long-term resilience.



## National Wages Council

Social justice and improving the livelihoods of workers remain a top priority and is a key driver of economic development. This year, Al-Mashat chaired the 1st National Wages Council Meeting, where three important decisions were made:

- Raising the minimum wage for private sector employees to 7,000 EGP from 6,000 EGP, effective from March 1, 2025.
- Setting the annual periodic bonus for private sector employees at a minimum of 3% of the insurance subscription wage, with no less than 250 EGP per month.
- For the 1st time, setting a minimum wage for part-time (temporary) workers, with their pay being no less than 28 EGP net per hour, according to the definition provided in the Labor Law.

This aligns with H.E. President Abdel Fattah El-Sisi's directives, addressing economic changes and their impact on citizens and labor market, enhancing private sector growth, especially in manufacturing & exports.

## Monitoring & Evaluation (M&E) Framework

To transform plans into measurable outcomes, the Ministry has advanced institutional reforms in monitoring, evaluation and impact assessment. This year, the government signed a protocol establishing the Egyptian Observatory for Evaluation & Policy-Making in collaboration with INP, the Information and Decision Support Center (IDSC) and the global International Initiative for Impact Evaluation (3ie).

This observatory will integrate scientific evidence into policymaking, embed rigorous M&E systems into the public sector and promote evidence-based reforms aligned with Egypt Vision 2030. The procedural guide for monitoring and evaluation, developed in partnership with UNDP, will support implementing agencies and ensure that performance-tracking, outcome attribution and learning loops reinforce good governance.

Moreover, this year, we launched the Monitoring & Evaluation Manual in Collaboration with UNDP. This comes within the framework of joint efforts between the two sides, providing a comprehensive and unified reference for those involved in the monitoring and evaluation process. It aims to enhance the concept of results-based management and its application in daily work, thereby improving the monitoring of the implementation of development plans and programs and strengthening the impact monitoring and evaluation process.

## Citizen Budget Plans

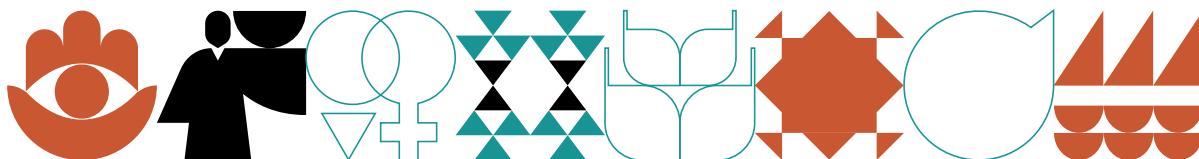
The Ministry of Planning, Economic Development and International Cooperation has launched the Citizen Budget Plans for the fiscal year (2024/2025) for all governorates nationwide.

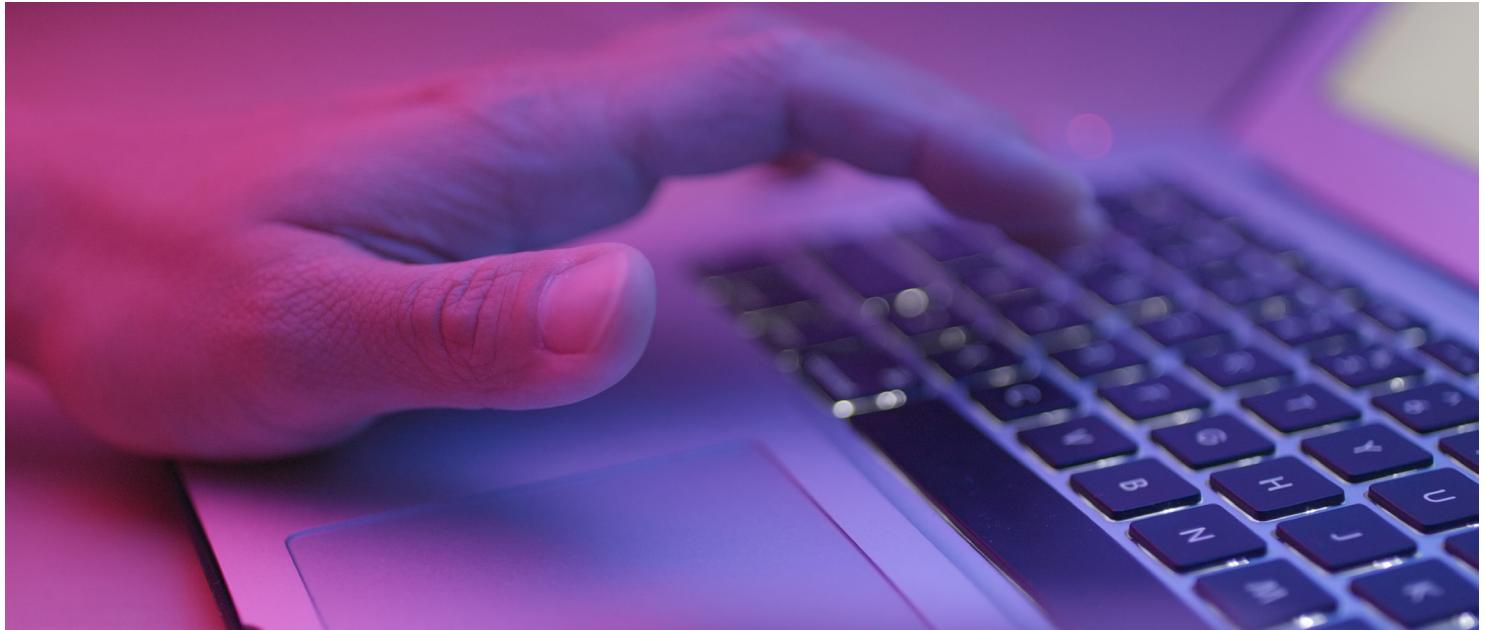
This aligns with the principles of the General Planning Law No. 18 of 2022, which emphasizes the importance of participation and openness to society, in implementation of Egypt's Vision 2030 and the National Human Rights Strategy regarding the production and availability of data to citizens for obtaining and circulating official information, data, and statistics.

H.E. Dr. Rania A. Al-Mashat affirmed that the Citizen Budget Plans are among the most important planning documents that help raise awareness among citizens about the priorities and directions of the annual development plans. These plans include detailed information on investments and ongoing projects in each governorate and their distribution across various sectors, clarifying the impact of these projects on improving the current status of key development indicators for each governorate. The plans also emphasize the citizen's right to knowledge, enhance frameworks for community participation, transparency, and accountability, and enable citizens to understand the directions of the sustainable development plan adopted by the state.

The Citizen's Plans include the features of the national-level economic and social development plan for the year (2024/2025), the most important development indicators for each governorate, the targets of the national project for the development of the Egyptian countryside "Hayah Karima" in rural governorates, and the implementation status of the "Green Village" initiative within the "Hayah Karima" project.

Moreover, the Citizen's Plans documents provide detailed information on state-directed investments for each governorate and their distribution across different sectors, the most prominent ongoing projects in each sector, as well as the most important economic and social indicators for each governorate. This helps citizens follow up on these projects in their governorate/city/village, which in turn contributes to integrating citizens into the planning and monitoring systems.





## Egypt Occupational Outlook Digital Platform

H.E. Dr. Rania Al-Mashat, in collaboration with Labor Minister Mohamed Gebran, has officially launched the "Egypt Occupational Outlook" platform. This was in the presence of Dr. Ashraf El-Araby, President of the National Planning Institute, H.E. Angelina Eichhorst, Ambassador of the European Union to Egypt, H.E. Olivia Todorini, Ambassador of Romania to Egypt, Dr. Ragui Assad, Professor and Freeman Chair for International Economic Policy at the Humphrey School of Public Affairs at the University of Minnesota, Mr. Holger Illi, Head of Development Cooperation at the Embassy of the Federal Republic of Germany in Cairo, and representatives from several key development partners, including the German Agency for International Cooperation (GIZ), the World Bank, and the African Development Bank.

The platform is part of the "Employment Promotion Project" (EPP), implemented by the German Agency for International Cooperation (GIZ) in Egypt within the framework of the Egypt-Germany Cooperation Portfolio. It is developed in collaboration with the Ministry of Education and Technical Education, and the Labor Market Policies Unit at the Ministry of Planning, Economic Development and International Cooperation.

The digital platform provides data and information on more than 400 professions in the Arab Republic of Egypt, according to Egypt's Unified Occupational Classification Manual, covering more than 98% of the country's employed population. Each professional profile

outlines the main job tasks along with a set of indicators including employment growth rate, worker distribution by economic activity, geographic distribution, average wage, minimum educational requirements, projected employment growth until 2030, and more. The platform also allows users to rank professions by highest wages, highest employment growth rates, expected job openings, among other metrics.

The platform aims to provide data and information that enable users to understand the nature and requirements of professions in Egypt. This contributes to responding to current changes from both educational and labor perspectives, thereby enhancing employment rates, economic development, and achieving Egypt Vision 2030. This is accomplished through improved analysis and visualization of job-related data and making it accessible to various segments of society.

The idea of the "Egypt Occupational Outlook" platform was the result of joint efforts by a team of senior economists and specialists from relevant ministries and institutions, primarily the Ministry of Planning, Economic Development and International Cooperation; the Ministry of Education and Technical Education; the Ministry of Labor; the Central Agency for Public Mobilization and Statistics (CAPMAS); as well as representatives of international organizations and local and international experts. The platform was implemented with the support of the Employment Promotion Project by the GIZ on behalf of the German government.



## Data & Statistics: CAPMAS

A strong foundation for sustainable development is reliable, timely, and accessible data. The Ministry works closely with CAPMAS, emphasising its central role in supporting planning and decision-making across economic, social and environmental domains. In a meeting between H.E. Dr Rania Al-Mashat and the Head of CAPMAS Major General Khairat Barakat, attention was drawn to preparations for Egypt's 2027 Population, Housing and Establishments Census, the upcoming 6th Economic Census and enhancements to CAPMAS's digital infrastructure and human-capital capacity.

CAPMAS data also supports monitoring of sector indices (for example, the extractive-industries production index rose 3.9 % in March 2025). By strengthening CAPMAS's capabilities, the Ministry ensures that planning, resource allocation and investment decisions rest on a robust statistical base.

### The New Census & Website

In October 2025, under the patronage of H.E. Prime Minister Dr. Mostafa Madbouly, the Ministry of Planning, Economic Development and International Cooperation, in partnership with the Central Agency for Public Mobilization and Statistics (CAPMAS), marked a major milestone in Egypt's data and governance architecture with the announcement of the results of the 6th Economic Census (2022/2023)

and the launch of CAPMAS's new digital platform. This event, held on World Statistics Day, reaffirmed the central role of reliable, transparent, and timely data in shaping development strategies and driving efficient decision-making across all levels of government.

H.E. Dr. Rania A. Al-Mashat emphasized that statistics are a fundamental pillar of sustainable economic development, enabling the government to pursue policies grounded in evidence, accuracy, and inclusivity. The 6th Economic Census represents the culmination of an extensive institutional and field effort to build a comprehensive economic database that reflects the structure and scale of Egypt's economy. For the first time, the census includes three new data fields—e-commerce, outsourcing services, and the green economy—reflecting Egypt's transformation toward a diversified, modern, and resilient economic model aligned with Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience.

The inclusion of these new indicators captures emerging economic dynamics that were previously underrepresented in national accounts, allowing policymakers to better understand the digital and environmental dimensions of growth. The data also provides the basis for measuring productivity, guiding investment toward high-potential sectors, integrating the informal economy, and assessing progress toward the objectives of Vision 2030. The census covers all components of the national economy—industrial, commercial, service, and agricultural—across both formal and informal sectors, offering an unprecedented overview of Egypt's economic landscape and spatial distribution of activity.

A key highlight of the event was the launch of the new CAPMAS website, designed as a cutting-edge, interactive platform for accessing national statistics. The modernized digital interface facilitates data access for policymakers, researchers, and citizens, advancing Egypt's broader digital transformation agenda. The platform enables users to visualize and download data, conduct analyses, and engage with interactive tools, promoting transparency and knowledge-sharing. This milestone reflects the State's commitment to expanding data accessibility, improving governance, and institutionalizing the use of digital tools in monitoring and evaluation frameworks.

H.E. Dr. Al-Mashat noted that these advancements in data governance and accessibility reinforce Egypt's transition toward evidence-based development planning and localized policymaking. The census and the upgraded digital platform together represent a powerful tool for promoting transparency, accountability, and coordination among public institutions. They also strengthen the analytical foundations of the Spatial Information Infrastructure Center, ensuring that national development plans are not only data-informed but spatially targeted and inclusive. This alignment between CAPMAS's statistical modernization and the Ministry's planning frameworks exemplifies Egypt's holistic approach to development—where data, technology, and governance converge to support growth, resilience, and equitable opportunity across all governorates.

## Spatial Information Infrastructure: National Centre for Spatial Data Infrastructure

As part of implementing Egypt's development vision, improving citizens' quality of life, and achieving sustainable development through building an efficient and effective public administration, the Ministry of Planning, Economic Development and International Cooperation, through its Information Infrastructure Center for the Egyptian Planning System, works to support the national development planning framework, accelerate digital transformation, enhance governance and transparency, and modernize government services through an integrated digital system. This system focuses on the optimal use of technology and geospatial information to serve the state's development objectives.

Dr. Rania Al-Mashat emphasized the importance of the role played by the Information Infrastructure Center in light of the State's strong focus on digital transformation and the development of citizen-centered services, aiming to achieve comprehensive improvements in government policies and performance in line with the scale of aspirations and challenges in the coming phase. She also highlighted the continued pursuit of structural and institutional reform, noting that the Ministry is advancing economic development efforts and addressing sectoral development gaps through evidence-based and data-driven policymaking, underscoring the central role of digital transformation within the State's vision.

During 2025, the Center achieved significant progress in developing government services through fixed Egypt Services Centers, mobile technological service units, and other development tracks implemented in cooperation with national entities. The efficiency of 123 Public Prosecution offices was upgraded during 2025, out of a total target of 640 offices to be upgraded over the four-year project period. More than 300 data entry personnel were deployed for the project, and over 3 million documents were digitized.

The year also witnessed the continued activation of the electronic voting and imaging system, through which elections were conducted for the Egyptian Youth Parliament, the Board of Directors of the Musicians' Syndicate, the General Assembly of Zohour Sporting Club to amend its bylaws, the Insurance Fund for Employees of the Ministry of Antiquities, the Social Insurance Employees' Fellowship Fund, the General Assembly of Sheikh Zayed Club, the Board of Directors of Zohour Sporting Club, the General Assembly of Gezira Sporting Club, and the Board of Directors of Heliopolis Sporting Club.

In 2025, cooperation continued between the Egypt Services Project and the Ministry of Justice to support litigation services by enabling the submission of secured documents related to bankruptcy certificates through Egypt Services Centers, as well as the remote issuance of court certificates.



With regard to expanding information infrastructure across ministries and government entities, the Geospatial Information Infrastructure Platform was made available to 35 ministries and government entities, both within and outside the New Administrative Capital. Additionally, 170 government representatives were trained on the use of the platform.

During 2025, 326 mobile technological service centers were allocated, and 297 centers were fully equipped. The number of citizens who received services through these centers reached 6 million. Work is underway to allocate 77 additional mobile centers and equip 29 centers in preparation for their delivery in 2026.

## National Institute for Governance and Sustainable Development

The National Institute for Governance and Sustainable Development (NIGSD) issued a comprehensive report on the outcomes of its activities during 2025, highlighting key training programs, initiatives, and capacity-building efforts undertaken in its role as a national think tank and training center dedicated to promoting the principles of good governance and sustainable development.

The report reviewed efforts to enhance institutional and societal awareness of sustainability concepts, strengthen the capabilities of government personnel and youth, support public policymaking, and expand partnerships with national and international entities—contributing to the achievement of Egypt Vision 2030 targets and supporting administrative reform and comprehensive development.

In 2025, several key developments took place within the Institute's activities, including the signing of a training cooperation agreement with Arab Contractors Company, represented by the Technological Institute for Construction Engineering and Management, to strengthen cooperation in governance, institutional development, and human capacity building. The Institute also renewed its cooperation protocol with the African Peer Review Mechanism (APRM) and signed a cooperation protocol with Cairo University to enhance collaboration in governance, administrative development, sustainable development, capacity building, research studies, entrepreneurship support, and scientific events.

Additionally, a cooperation agreement was signed with Arish University in the fields of governance, administrative development, sustainable development, human capacity building, research, and scientific activities. A memorandum of understanding was also concluded between the Institute, the Medical Affairs Secretariat of the Cabinet, the Oxford Value and Stewardship Programme, and the Eleven Healthcare Group to launch the Value-Based Healthcare Program in Egypt.

The Institute's report highlighted the most important training programs and workshops conducted in 2025 as part of its awareness-raising role. A total of 143 training programs were implemented through the General Department for Human Capacity Development, with 2,814 training hours delivered. The total number of trainees reached approximately 10,000, including 6,303 female trainees, 3,697 male trainees, 170 trainees with disabilities, and 1,838 student trainees across all governorates.

## National Planning Institute

In 2025, the National Planning Institute celebrated the 65th anniversary of its establishment at its headquarters, reaffirming its pivotal role in supporting the national planning system and comprehensive development, and highlighting its long-standing scientific, training, and advisory contributions to the Egyptian State and public policy formulation.

In a recorded address, Dr. Mostafa Madbouly, Prime Minister of Egypt, affirmed that since its establishment in the early 1960s, the Institute has been a key source for supplying state institutions—particularly the government—with qualified cadres who have assumed influential leadership positions in national development. He expressed his aspiration to further highlight the Institute's role as a national think tank comparable to leading global policy centers, supporting decision-making and sustainable development in ways that ultimately enhance societal welfare and improve citizens' living standards.

In the same context, Dr. Rania Al-Mashat commended the tangible role played by the National Planning Institute as one of the leading scientific institutions at both the Arab and regional levels in the field of development planning. She noted that the celebration reflects a rich and extended journey of research and development work, serving as a bridge between academic knowledge and public policymaking, and expressed appreciation to all Institute staff for their effective role in organizing the event.

Dr. Al-Mashat also emphasized that the celebration represents the culmination of sustained efforts and in-depth studies aimed at developing the Institute's legislative framework and organizational structure. With the support and patronage of President Abdel Fattah El-Sisi, who has placed special emphasis on strengthening the role of think tanks and scientific research as a cornerstone of sound decision-making, the new law governing the National Planning Institute was issued in 2015, reinforcing its leadership role at the local, regional, and international levels in research, training, and education in development and planning.

For his part, Dr. Ashraf El-Araby noted that the Institute's 65th anniversary provides an opportunity to highlight key milestones in its distinguished historical journey as a center of planning and development thought. This role was shaped through its continuous support of Egypt's development planning experience—from the launch of the first five-year plan in the 1960s, through the adoption and implementation of Egypt Vision 2030 and its updates, to the launch of the first edition of the National Narrative for Economic Development by the Ministry of Planning, Economic Development and International Cooperation.

## National Investment Bank

Since its establishment in 1980, the National Investment Bank (NIB) has been—and continues to be—one of the State's key economic arms in financing investment projects included in the national development plan and monitoring their on-the-ground implementation, thereby enhancing public spending efficiency and addressing obstacles that may affect project execution.

In recent years, the Egyptian government has been implementing a comprehensive development plan for the National Investment Bank to strengthen its role in achieving development objectives and improving the efficiency of public investments.

The Bank's development plan continues on multiple fronts, including upgrading financial and banking information systems in cooperation with the Ministry of Planning, Economic Development and International Cooperation through the Information Infrastructure Center for the Egyptian Planning System, as well as restructuring the Bank's equity holdings and investments to strengthen its financial position and enhance its developmental role.

Over the past period, the Bank has succeeded in resolving a significant portion of its financial interlinkages with several institutions and reached an integrated framework to settle its indebtedness with the National Bank of Egypt related to investment certificates. It is also implementing an ambitious future plan aimed at entering new activities with positive returns that reinforce its future role as one of the State's key economic institutions.

During the current year, the Bank achieved notable progress under this plan, including obtaining the international quality certification ISO 9001:2015 for the quality of financial services provided to national investments.

These achievements reflect the continuation of development and restructuring efforts undertaken over recent years and further strengthen the Bank's role in achieving governance objectives, enhancing the efficiency and effectiveness of public investments, and monitoring their implementation. The Bank conducts both desk-based and field monitoring of public investments and issues reports and recommendations on resource allocation toward priority productive sectors and projects with strong economic and social feasibility, in line with the objectives of the Ministry of Planning, Economic Development and International Cooperation.

Dr. Rania Al-Mashat also attended the ringing of the trading bell at the historic headquarters of the Egyptian Exchange in downtown Cairo, marking the acquisition by Egyptian Transport and Commercial Services Company (Egytrans) of the National Shipping and Overseas Services Company (NOSCO), and the reduction of the National Investment Bank's stake in Egytrans from 25.5% to 18.3%.



This step comes within the framework of the State's efforts to restructure the Bank and maximize its investment role. In this regard, Dr. Al-Mashat affirmed that procedures are underway to settle financial interlinkages with the National Postal Authority, contributing to strengthening the Bank's role in managing and governing public investments.

# CHAPTER 3: MINISTERIAL GROUP FOR ENTREPRENEURSHIP



The establishment of the Ministerial Group for Entrepreneurship (MGE) marks a pivotal moment in Egypt's commitment to making entrepreneurship and innovation central pillars of its economic development model.

Chaired by Rania A. Al-Mashat, Minister of Planning, Economic Development and International Cooperation, the Group brings together ministers, regulators, private-sector representatives, investors and civil-society stakeholders to coordinate and accelerate the startup and SME ecosystem.

Startups in Egypt play a pivotal role in supporting innovation and promoting comprehensive and sustainable economic development.

Therefore, the Ministerial Group for Entrepreneurship is continuously coordinating with various national entities through working groups that include representatives from the startup community, in order to develop measures that stimulate the growth of these companies, enable them to increase their contribution to the national economy, and

expand innovative ideas to address development challenges. Despite recent economic challenges, Egypt has witnessed unprecedented growth in the startup sector, attracting \$2.2 billion in investments since 2020.

Moreover, the Ministerial Group for Entrepreneurship announced that Egypt's startup structure witnessed significant development in attracting venture capital investments and debt financing during the first five months of this year, reaching \$228 million, based on deals monitored since the beginning of the year.

Moreover, 16 deals were executed from January to May 2025, including 11 deals with announced investment volumes totaling \$156 million. These investments represent a 130% increase compared to the investment volume during the same period last year (2024). Additionally, "Nawy" and "MNT-Halan" successfully secured debt financing of \$23 million and \$49 million, respectively.

## Egypt's Startup Charter

Continuing the efforts of the ministerial group for entrepreneurship, chaired by the Minister of Planning, Economic Development, and International Cooperation, to enhance the working environment for startups and support a knowledge-based and innovative economy, the working groups affiliated with the ministerial group for entrepreneurship are continuing their meetings and activities with relevant stakeholders from the government sector and the startup community, to formulate final recommendations for the "Egypt's Startup Charter" and prepare a package of upcoming facilities for the sector.

This comes within the framework of the efforts of the ministerial group for entrepreneurship, which aims to enhance the capacity of startups and the entrepreneurial environment to achieve sustainable and accelerated economic growth based on competitiveness and knowledge, contributing to the creation of decent job opportunities.

One of the earliest flagship deliverables of the Ministerial Group is the Egypt Startup Charter. This Charter sets out a unified roadmap for policy action, regulatory reform and institutional coordination designed to support more than 5,000 startups and generate approximately 500,000 jobs over the next five years.

The Charter consists of more than 70 procedures and policy actions developed in coordination with 19 government entities. These include the introduction of a "Startup Label" for companies meeting defined criteria, registration/licensing online platforms, improved access to funding, and regulatory facilitation. It also includes several policies focused on stimulating fintech growth and promoting innovation in the non-banking financial sector.

In January 2025 the group concluded discussions on a unified definition of "startup" and a financial package proposal to support the sector, indicating the Charter's imminent launch and the government's intention to build investor confidence and ecosystem clarity.

As chair of the Entrepreneurship Group, we'll soon be announcing a unified definition for startups, a new "Startup Label," and a financial catalytic initiative working towards making it easier for entrepreneurs to innovate, grow and access markets.



## SME & Entrepreneurship Ecosystem

Micro, small and medium-sized enterprises (MSMEs) are recognised as a cornerstone of Egypt's economy—accounting for around 43 % of GDP and over 75 % of employment in FY 2023/24.

In June 2025, the Organisation for Economic Co-operation and Development published a comprehensive report titled "SME and Entrepreneurship Policy in Egypt" which assesses digitalisation and fintech among SMEs and provides a roadmap for reform. The Ministerial Group has a central role in coordinating the activation of the report's recommendations.

In July 2025, a dedicated support package of EGP 5 billion was announced for MSMEs via the Micro, Small and Medium Enterprise Development Agency (MSMEDA) which underscores the state's prioritisation of SME financing and entrepreneurship.

### Egypt Innovation Week

H.E. Dr. Rania Al-Mashat reviewed the efforts of the Ministerial Group for Entrepreneurship in supporting Egypt's startup environment and stimulating innovation, in light of the great importance the state places on this vital sector. This came during her speech at the Investors of the Mediterranean event, which is being held as part of Egypt Innovation Week and the Techne Summit, under the patronage of the Ministry of Planning, Economic Development and International Cooperation and the Ministerial Group for Entrepreneurship.

Startups have become a key engine for economic development by providing innovative solutions to development challenges, creating decent job opportunities, and driving knowledge- and technology-based growth.

### SME Ministerial

H.E. Dr. Rania Al-Mashat participated in the Global SME Ministerial Meeting, organized by the International Trade Center and the Department of Small Business Development in South Africa.

In H.E.'s remarks, there was a focus on Egypt's commitment to positioning SMEs as drivers of structural transformation, supporting entrepreneurs in access to trade, finance & services (such through our Hub for Advisory, Finance & Investment for Enterprises) more south-south cooperation to exchange expertise, & the role of our Entrepreneurship Ministerial Group in coordinating between the public and private sector to promote entrepreneurship across sectors.

### RiseUp 2025

By 2030, 44% of the Egyptian labor market will be Gen Z, explaining the characteristics of this generation and their aspirations in the fields of entrepreneurship and innovation, confirming the need to preserve these talents and take advantage of the fertile investment nature of the Egyptian market, which is a strong indicator and a great opportunity to attract venture capital investments, provide decent jobs and promote economic growth.

Representatives from the Ministerial Group for Entrepreneurship and the Ministry of Planning, Economic Development and International Cooperation participated in the opening session of the RiseUp 2025 summit, under the title "Empowering Startups: Government Supportive Policies.", in the presence Mr. Tamer Taha, Advisor to the Minister of Planning, Economic Development and International Cooperation on Innovation and Entrepreneurship and Head of the Private Sector Participation Unit at the ministry; Mr. Sherif El-Kilany, Deputy Minister of Finance; Mr. Hossam Heiba, CEO of the General Authority for Investment and Free Zones (GAFI); and Ms. Rasha Abdel Aal, Head of the Tax Authority.

### Venture Capital Summit

Over the past five years, startups in Egypt have raised nearly \$2 billion in venture capital funding, reflecting the promising entrepreneurial spirit of our talented youth and the resilience of our economy. She pointed out that despite global challenges, Egypt still ranks third in both Africa and the Middle East in terms of venture capital funding and deal execution.

H.E. Dr. Rania A. Al-Mashat participated in the third edition of Egypt's Venture Investment Summit 2025, which aims to increase foreign direct investment by bringing together global investors and regional venture capital funds.

The summit is organized by the Egyptian Private Equity and Venture Capital Association (EPEA) and the German Agency for International Cooperation (GIZ), with the attendance of Dr. Amr Talaat, Minister of Communications and Information Technology, Eng. Hassan Al-Khatib, Minister of Investment and Foreign Trade, Mr. Bassel Rahmy, Head of MSMEDA, Dr. Mohamed Fayed, Chairman of the Financial Regulatory Authority, Ahmed El-Alfi, Chairman of Sawari Ventures, and Stephane Gimbert, Regional Director for Egypt, Yemen, and Djibouti at the World Bank, along with several business accelerators and stakeholders in the startup community.



## Orange Corners

H.E. Dr. Rania A. Al-Mashat announced the expansion of the Orange Corners program to support startups, now including 7 governorates in the Delta in addition to Upper Egypt. The program will be implemented in the governorates of Luxor, Assiut, Alexandria, Menofia, Dakahlia, Kafr El Sheikh, and Beheira.

The Orange Corners program is one of the outcomes of partnerships between the Arab Republic of Egypt, the Kingdom of the Netherlands, and various private sector institutions, including Alexandria Bank and City Edge Developments, and it plays a vital role in providing the necessary tools, resources, and networks for ambitious entrepreneurs to turn their innovative ideas into successful businesses.

The program aligns with the ministry's efforts in collaboration with international partners to support startups and enhance the entrepreneurial ecosystem. Recently, 15 startups graduated from the program, and it is expected that the program will support 130 companies across various sectors this year.

Since its inception in 2021, with the program supporting more than 115 startups, 58% of which are women-led, across key sectors such as agriculture, waste management, health and education, e-commerce, and fintech. These sectors are not only vital to the growth of the Egyptian economy but also play a crucial role in addressing some of the largest development challenges.

## Building A Positive Environment for Entrepreneurs

H.E. Dr. Rania Al-Mashat witnessed the signing ceremony of a Memorandum of Understanding (MoU) between the Micro, Small and Medium Enterprises Development Agency (MSMEDA) and the Egyptian Regulatory Reform and Development Activity ("ERRADA"). The MoU aims to measure the legislative impact of the articles of Law No. 152 of 2020 regarding the development of medium, small, and micro enterprises, as part of developing the entrepreneurship environment and enhancing institutional cooperation between the two sides in the field of policy support and improving the regulatory environment.

The MoU was signed by Mr. Bassel Rahmy, CEO of MSMEDA, and Dr. Heba Shaheen, CEO of ERRADA. The agreement comes within the framework of the state's efforts to foster a more supportive legislative and regulatory environment for the MSME sector and to stimulate entrepreneurship, thereby contributing to sustainable economic growth.



### Backing MSMEs in Partnerships

The European Bank for Reconstruction and Development (EBRD) is providing a US \$100 million loan to National Bank of Egypt (NBE) for supporting the country's micro, small and medium-sized enterprises (MSMEs), with a focus on regional outreach and to women and youth entrepreneurs. The project builds on the long-lasting relationship between the EBRD and NBE to reduce the funding gap faced by Egyptian women and youth and by MSMEs in rural areas. NBE has been a partner to the EBRD in piloting the flagship Women in Business and Youth in Business programmes in Egypt.

### The signing was witnessed by Al-Mashat who said:

*"Through our partnership with the EBRD and other international institutions, we are advancing private-sector empowerment and mobilizing investment by expanding access to concessional finance for banks and companies. This helps strengthen competitiveness, resilience, and Egypt's transition toward a private-sector-led, production-driven economic model in line with Egypt's Narrative for Economic Development. These efforts go hand-in-hand with ongoing economic and structural reforms, including the ceilings on public investments, strengthening macroeconomic stability, improving business and investment climate, and accelerating the green transition."*

## Moving from Vision to Delivery

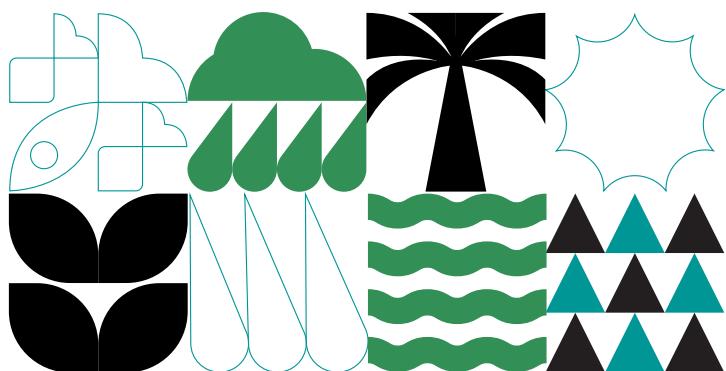
The Ministerial Group for Entrepreneurship is working to build an integrated ecosystem to support startups. Accordingly, the Startup Charter was developed to translate these efforts into concrete, actionable measures. Over the course of one year, and with the participation of more than 250 representatives from startups and the entrepreneurship ecosystem, the Charter was formulated with the aim of:

- Coordinating entrepreneurship-supportive policies to back up to 5,000 startups.
- Maximizing the economic impact of startups, contributing to the creation of 500,000 direct and indirect jobs.
- Enabling expansion and access to international markets, while developing local talent to reduce brain drain.
- Encouraging venture capital and attracting USD 5 billion in startup investments.
- Linking pressing challenges across various state sectors with innovative, startup-driven solutions.

## Outlook & Implications

The strengthened ecosystem positions Egypt to reconfigure its growth model, from a consumption-led path to one led by innovation, exports and high-productivity enterprises.

By emphasising startups and SMEs, the government is embedding entrepreneurship at the heart of structural transformation. The Charter, the group's institutional mechanism, and the surge in investment all signal increasing momentum. The next challenge will be execution: converting policy frameworks and ecosystem indicators into sustained scaling, export success, and job-creation impact.



# CHAPTER 4: PRIVATE SECTOR ENGAGEMENT

In Egypt's journey to transform its growth model, private-sector engagement is not merely complementary. It is foundational.

Under Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience, the Ministry has deepened institutional mechanisms, partnerships, policy interventions, and financing instruments to reposition the private sector as the central driver of productivity, exports, and job creation. This chapter recounts 2025's key milestones: IFC collaboration and asset monetization, the private-sector report and Hub for Advisory Finance and Investment for Enterprises (Hafiz) platform expansion, FDI and development finance dynamics, regulatory and fintech reforms, and cooperation with key development partners.

## IFC & Asset Monetization: Unlocking State Value for Private Growth

A signature pillar in the Ministry's engagement is its partnership with the International Finance Corporation (IFC) to operationalise Egypt's Asset Monetization Programme. IFC was appointed as the strategic advisor under a Transaction Advisory Services Agreement to assist in structuring, valuing, and preparing state-owned assets, improving corporate governance, and attracting investor interest.

This aligns directly with the State Ownership Policy (SOP) and reforms aimed at incrementally shifting state assets toward private management while preserving fiscal and strategic safeguards.

Through this collaboration, the Ministry expects to crowd in private investment into sectors previously dominated by public entities, thereby releasing public capital for more priority and socially critical investments. The advisory focuses on identifying viable assets, optimizing sale or concession models (e.g. PPPs, partial divestitures), and ensuring regulatory clarity to foster investor confidence.

Additionally, the Ministry has expressed intent to move certain state-owned enterprises under the umbrella of Egypt's sovereign wealth fund, accelerating privatization in key sectors such as infrastructure, energy, and services. This is yet another lever to monetize public assets prudently while increasing private-sector participation.

### Steps Forward

This year, IFC has engaged with the Government of Egypt to advise on introducing public private partnerships (PPP) in the country's airports sector to improve infrastructure, connectivity, and passenger services. Under this engagement, IFC will advise the Ministry of Civil Aviation (MoCA) on preparing a strategy for partnership development with the private sector in 11 airports across Egypt, representing a significant portion of the country's domestic and international air travel. As a pilot project, IFC will act as Lead PPP Transaction Advisor for Hurghada International Airport, Egypt's second busiest in terms of annual passengers and aviation traffic.

Airports were identified as a strategic sector for increased partnerships with the private sector as per Egypt's wider Asset Monetization Program (AMP), which was launched by the Government of Egypt in June 2023 and is supported by IFC. According to the Egyptian Holding Company for Airports and Air Navigation (EHCAAN), Egyptian airports served more than 50 million passengers on nearly 400,000 flights in 2024. Improving efficiency and passenger experience in the sector will lead to greater air connectivity, which is key to creating jobs and unlocking sustainable economic growth through both tourism and trade.

*"Enhancing Egypt's airport infrastructure through public private partnership will drive economic growth and boost connectivity in the country and across the wider region. This program will help attract world-class investors to deliver modern, efficient airports that strengthen Egypt's position as a global travel and trade hub."* Sérgio Pimenta, IFC's Vice President for Africa.

*"The Ministry of Civil Aviation is committed to developing the air transport sector in Egypt, in alignment with the state's vision towards enhancing infrastructure and achieving sustainable development that contributes to supporting the national economy. The partnership with IFC as a strategic partner will help provide advisory services on public private partnerships in a number of Egyptian airports, a crucial step towards improved service quality and operational efficiency in the civil aviation sector."* H.E. Dr. Sameh El-Hefny, Minister of Civil Aviation.

*"Egypt is committed to building a private sector-led economy that drives growth and jobs. Since 2023, the IFC has been our strategic advisor, and today's signing marks the first step in activating this partnership, starting with the inclusion of Egyptian airports in the asset monetization program. This is also part of the government's broader effort to implement structural reforms, attracting foreign direct investment and enhancing the role of both local and international investors in key economic sectors including aviation and tourism."* H.E. Dr. Rania A. Al-Mashat.

## Launching the Private-Sector Development Finance Report & Expanding Hafiz Platform

Private sector led growth & jobs is key for Egypt's economic development. Through our 2020 economic diplomacy framework, Egypt has become a platform for partnerships between international institutions to avail technical assistance and financing to push private sector participation.

This was evident in our launch of the €1.8 billion Egypt - EU Investment Guarantees for the Development Mechanism (EFSD+) in the presence, directed to the private sector, which can be leveraged to €5bn when they partner together; launched during the country's first private sector event this year.

On 15 June 2025, the Ministry of Planning, Economic Development and International Cooperation launched the landmark report "Development Finance to Foster Private Sector-Led Growth & Jobs" at a high-level conference attended by the Prime Minister, ministers, development partners and business leaders. The report reveals that from January 2020 to May 2025, USD 15.6 billion in development financing flowed to domestic and foreign private-sector actors from over 30 multilateral and bilateral partners since 2020 – with the financial sector alone receiving over 40% of that volume. In 2024, private-sector financing surpassed that directed toward government investment for the first time, signaling a shift in development partner confidence.



English Report

At the conference, the Ministry signed six agreements with private-sector associations and development partners to expand the reach of the Hafiz (Hub for Advisory, Finance & Investment for Enterprises) platform to all governorates.

The deals covered green industries, renewable-energy deals (e.g. Obelisk solar project, Shadwan wind project), battery storage, and expansion of advisory services for SMEs. Hafiz continues to serve as Egypt's first integrated portal connecting firms (micro, small, medium, emerging) with available financial and technical support from national and international development partners. The platform features smart matchmaking, aid program mapping, automatic recommendation of financing instruments, and AI-based chat assistance.

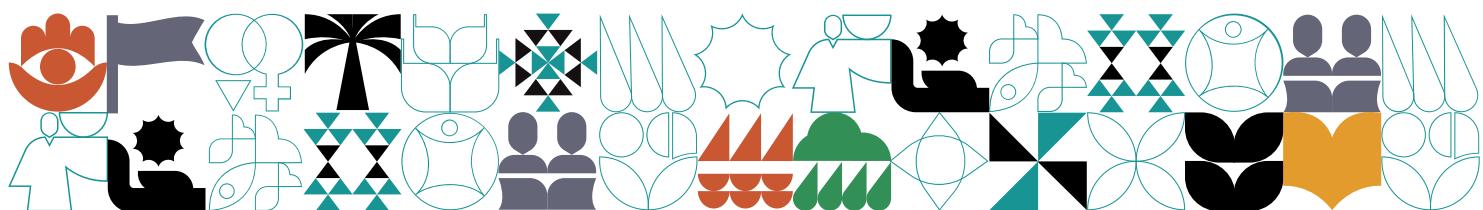
The Ministry also signed cooperative protocols with federations of industry, chambers of commerce, international business councils and associations to leverage local networks for broader uptake of Hafiz's services.





Under the Auspices of  
**H.E. Dr. Mostafa Madbouly**  
Prime Minister of Egypt

# Private Sector Roundtable

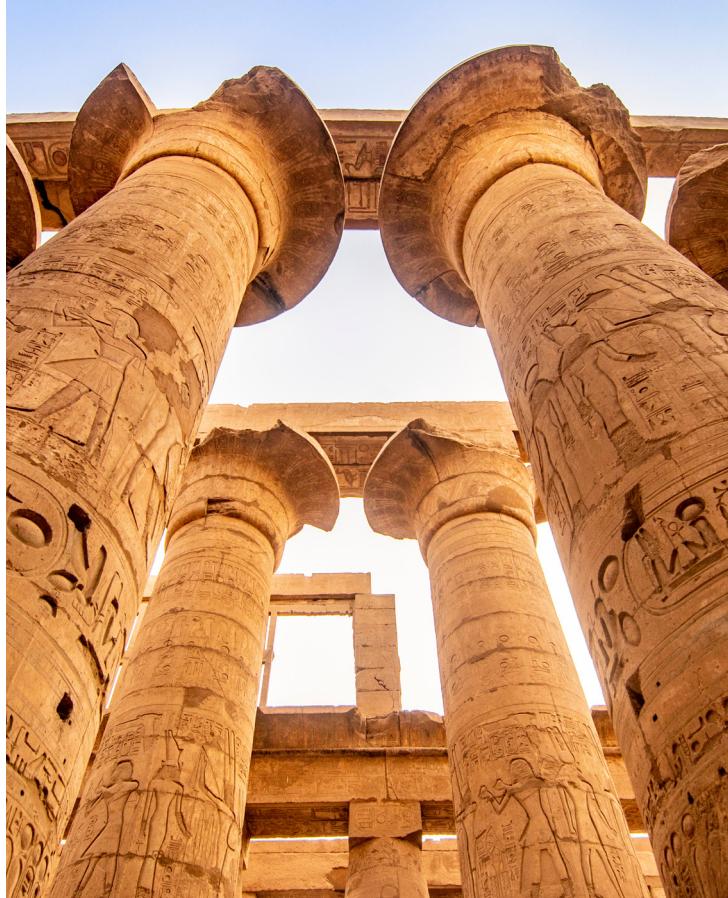


## Egypt's Status in FDI

In a year marked by shifting global investment patterns, Egypt's consistent presence on the investment landscape comes as we double down on an ambitious reform agenda that places industrial production, exports and FDI at the heart of our economic and development model.

Our focus remains clear: unleashing private sector potential through structural reforms that foster growth and job creation.

This year Egypt ranked 1st in Africa and 9th globally in attracting FDI in 2024, as per this year's UNCTAD World Investment Report, a global reference on FDI trends and policies.



## The Way Forward

Through the "HAFIZ" Platform for financial and technical support to the private sector, the Ministry works to stimulate private sector investment by providing access to concessional financing and technical assistance from a wide range of development partners.

In 2025, the Ministry of Planning, Economic Development and International Cooperation launched the second phase of the HAFIZ Platform for private sector financial and technical support, strengthening its position as a comprehensive and integrated platform that offers a broad range of financing instruments. These include direct investment, commercial financing, concessional financing, and risk guarantees, in addition to technical assistance and capacity-building services provided by development partners to enhance private sector competitiveness.

Through its second phase, the HAFIZ Platform, accessible at <https://privatesector.moic.gov.eg>, now offers more than 90 financial and non-financial services provided by 44 bilateral and multilateral development partners to the private sector in Egypt—up from 62 services at the time of the platform's launch in December 2023. The platform has attracted nearly 18,000 private sector users and entrepreneurs seeking to explore available services from international development partners.

The HAFIZ platform's database includes 700 companies that have benefited from its services. Additionally, the platform has showcased more than 1,000 tenders and initiatives for development projects funded by development partners in Egypt and over 80 other countries, encouraging the participation of local private sector companies in development efforts and supporting their access to global markets.

## A Few Key Messages:

Our economic growth model is shifting towards manufacturing, exports and tradable sectors.

We are committed to empowering the private sector as a central driver of sustainable economic growth and job creation.

Maintaining macroeconomic stability through structural reforms.

Enhanced governance in public investments has led to increased private sector participation

Through blended finance and development financing, Egypt is attracting investments to drive private sector growth & development.

Overall, building a resilient, inclusive and competitive private sector-led economy is the key to achieving economic development in Egypt. To achieve this, the Ministry continues to foster strategic partnerships and unlock new financing tools to foster private sector investments.

For example, with the European Bank for Reconstruction and Development (EBRD) and Banque Misr, we signed Egypt's first \$100 million sustainability-linked financing agreement, that is dedicated to financing women-led and owned MSMEs and to sustainable green lending to private MSMEs. Moreover, with the International Finance Corporation and Ministry of Justice, we launched the Early Warning Tools system, a proactive mechanism that equips SMEs with self-assessment tools, technical support and specialized legal and financial advisory services.



A photograph of a wind farm in a desert landscape. Several white wind turbines with three blades are scattered across the dry, brown ground. In the background, a range of mountains is visible under a clear blue sky. The lighting suggests a bright, sunny day.

# PART 2

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## Sustainable, Inclusive Development & Green Transition



# OPERATIONALIZING ECONOMIC DIPLOMACY: FINANCING FOR DEVELOPMENT

**\$9.4  
BILLION**

Through Cooperation With  
Multilateral & Bilateral Partners.

**\$6.5  
Billion  
In Public Sectors**

**\$5.1 Billion**  
Budget Support Loans

**\$2.9  
Billion  
In The Private Sector**

(Including \$70 Million for NWFE)

**\$255 Million**

Grants

**\$3 Billion**  
Credit Lines For Strategic Goods



# Total ODA Directed to Finance Public Sector Development Through Multilateral & Bilateral Development Partners in 2025

Sectors	Amount (in USD Million)	Development Partner	SDGs
Budget Support	5167	  	    
Transport	680	 	 
Housing & Utilities	59	   	  
Education	1		   
Energy, Renewable Energy & Petroleum	334	  	  
Governance	125	    	 
Health	24	  	  
Agriculture, Supply & Irrigation	10	  	   
Gender & Social Protection	0.3	 	   
Environment	52		   
Industry	10		  
<b>Total</b>	<b>6462</b>		
Basic Commodity Supplies	3000		   

\* Debt swaps agreement were signed with and with Germany for the equivalent of \$80 million.

# Total ODA Directed to Finance Private Sectors Development Through Multilateral and Bilateral Development Partners in 2025

Development Partner	Amount (in USD Million)
European Bank for Reconstruction & Development	776
EIB, AFDB, EBRD	600
MIGA	500
IFC , AIIB, KFW, Proparco - AFD	330
International Finance Cooperation	182
Proparco - AFD	172
OPEC Fund for International Development	80
Netherlands (FMO - Orange Corners)	62
Arab Fund for Economic & Social Development	50
Egyptian American Enterprise Fund	50
Islamic Corporation for the Development of the Private Sector (ICD)	30
America's Development Finance Institution	25
Switzerland	16
<b>Total</b>	<b>2873</b>

## Private Sector Across the Last 5 Years

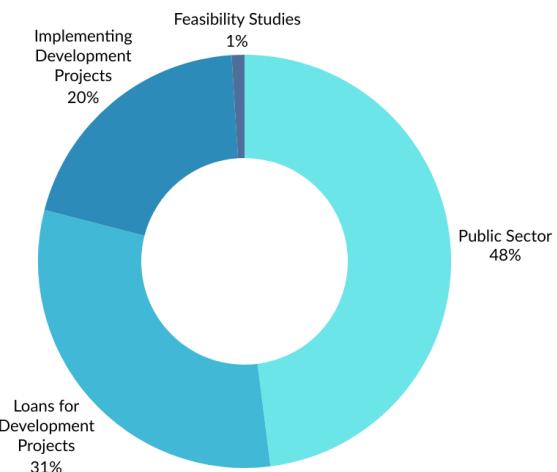
From 2020 to 2025

# \$17 Billion

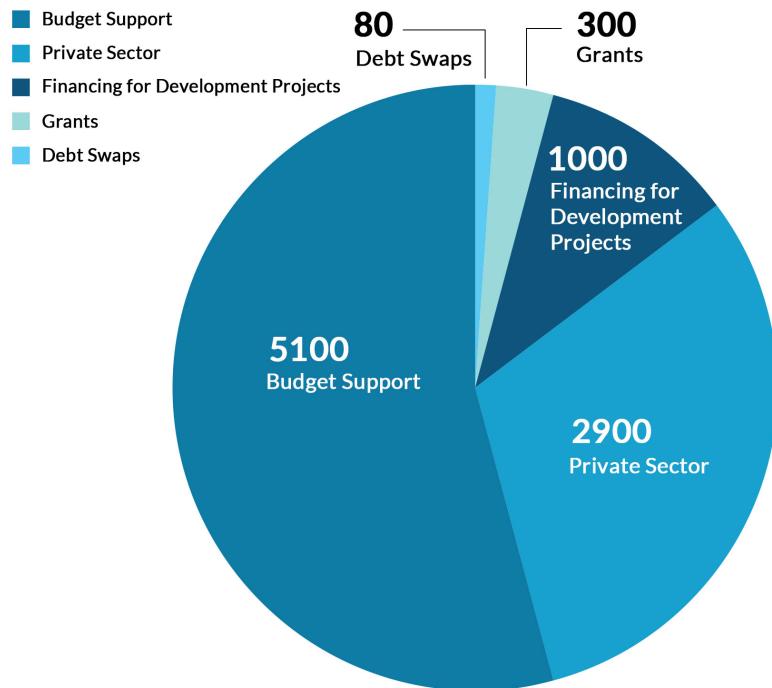
Has Been Secured for the Private Sector



## Grants in 2025



## Concessional Development Financing Volume in 2025 (USD million)



# CHAPTER 1: FINANCING FOR DEVELOPMENT

Building on the institutional and macroeconomic foundations presented in Part 1, this section explores the mechanisms through which Egypt translates its economic narrative into sustainable, inclusive, and resilient development outcomes. Guided by Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience, the focus here shifts from planning to execution, spotlighting the country's evolving models for financing, investing, and empowering people.

The chapters in this part demonstrate how Egypt's economic and development policies are grounded in practical, measurable transformation, from diversifying sources of development finance and crowding in private capital, to expanding infrastructure that supports productive sectors, and investing in people as the cornerstone of long-term growth.

Through an integrated approach linking fiscal policy, investment strategy, international cooperation, and the Sustainable Development Goals (SDGs), Egypt continues to advance a comprehensive vision for sustainable and inclusive growth, ensuring that every reform contributes not only to higher GDP, but to improved well-being, equality of opportunity, and environmental stewardship.

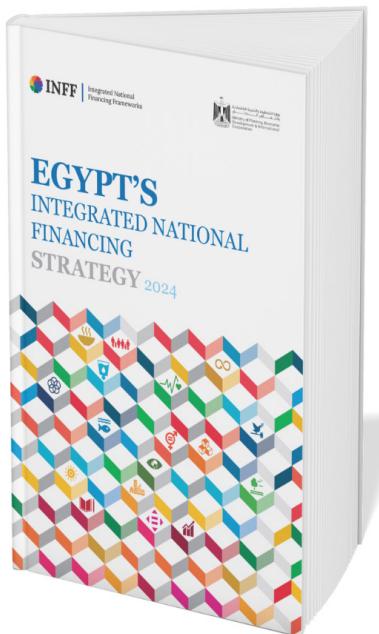


## Integrated National Financing Strategy

This year, we launched Egypt's Integrated National Financing Strategy, proposing an overall national financing framework that acts as an umbrella for different financing instruments that targets accelerating the SDGs, including an actionable roadmap with a defined monitoring framework. The launch was in the presence of H.E. Prime Minister Dr. Mostafa Madbouly and several ministers, as well as international development partners, underscoring that effective financing for development calls for collaborative efforts through evidence-based solutions.

Adopting a whole-of-government approach, backed by 18 ministries and the United Nations agencies in Egypt, led by the UNDP's technical leadership, the strategy's key objectives focus on:

- Mobilizing domestic & international financial resources for sustainable development.
- Increasing private sector participation & partnerships in financing the SDGs.
- Creating an enabling environment for sustainable financing solutions.
- Increasing resource allocation to priority sectors to support SDG acceleration.



Link to the Report:



Egypt and the UN have built a diverse portfolio of people-centered development projects, reflecting our broad and impactful partnership across various sectors.

**During the launch of the strategy, we signed 2 new agreements:**

- Strengthening Sustainable & Resilient Food & Nutrition Systems in Egypt for SDG Acceleration with the UN RC office in Egypt, WFP, FAO and UNICEF.
- Strengthening Evidence-Based & Inclusive Planning, Budgeting & Monitoring for SDG Transitions at the Local Level in Egypt with the UN RC office in Egypt, UNDP, UN Habitat and UNICEF.

Egypt's Integrated National Financing Strategy (INFS) represents a cornerstone of the government's new economic and development planning model; linking national priorities, sectoral strategies, and financing frameworks under one coherent structure. Developed in cooperation with the United Nations Development Programme (UNDP) and the United Nations Department of Economic and Social Affairs (UNDESA), the INFS operationalizes the Financing for Development Framework that H.E. Dr. Rania A. Al-Mashat champions. The strategy builds on the principle that achieving sustainable, inclusive growth requires not only effective planning, but also the mobilization and alignment of all sources of finance: public, private, domestic, and international, toward national development goals.

As one of the first countries in the region to develop such a strategy, Egypt's INFS provides a practical roadmap for bridging the gap between policy and financing, ensuring that every investment, whether through public resources, development cooperation, or private capital, contributes to Egypt's Vision 2030 and the SDGs. The INFS is structured around several key pillars: optimizing the use of public resources, catalyzing private sector participation, leveraging concessional and blended finance from development partners, and expanding access to innovative instruments such as green finance, sustainability-linked loans, and impact investment.

A major innovation of the INFS is its emphasis on policy coherence and evidence-based decision-making. By connecting the national planning process with fiscal and financial policy, the INFS strengthens the link between the Economic and Social Development Plan, sectoral strategies, and Egypt's partnerships with international financial institutions. It also integrates mechanisms for monitoring, evaluation, and transparency, ensuring that financing flows are tracked against both development results and sustainability outcomes. This data-driven approach enhances the accountability of public investment, improves coordination across government entities, and enables policymakers to anticipate financing gaps and adjust priorities dynamically.



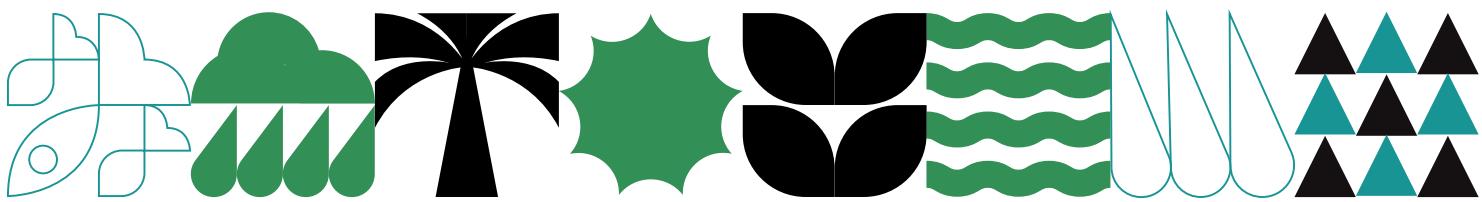
The INFS also reflects Egypt's commitment to expanding the role of the private sector in financing sustainable development. Through its policy recommendations and implementation roadmap, the strategy identifies opportunities for scaling up public-private partnerships (PPPs), mobilizing institutional investors, and facilitating access to finance for small and medium enterprises (SMEs). It aligns closely with ongoing reforms to enhance the investment climate, strengthen financial inclusion, and develop the domestic capital market; ensuring that private capital plays an increasing role in supporting Egypt's transition to a green, competitive, and resilient economy.

In line with Egypt's leadership in climate and development diplomacy, the INFS also provides an integrated framework for mobilizing climate finance, connecting national climate policies, including the National Climate Change Strategy 2050, with sustainable financing mechanisms. It builds on Egypt's experience in hosting COP27 and its active engagement in global initiatives on climate finance reform, emphasizing the country's role as a regional model for linking development and climate objectives through innovative financing solutions.



Ultimately, the Integrated National Financing Strategy marks a transformative shift in how Egypt approaches development finance, moving from fragmented, project-based funding to a strategic, whole-of-government framework that connects resources to results.

It embodies the principles of the Narrative for Economic Development: Reforms for Growth, Jobs & Resilience, ensuring that every pound invested, every partnership formed, and every reform implemented contributes to building a more inclusive, sustainable, and future-ready Egyptian economy.





## The Bigger Picture: A Unified Vision for Sustainable & Economic Growth

In an era defined by uncertainty and transformation, Egypt continues to champion a holistic approach to financing development, one that links national priorities, global partnerships, and innovative financing mechanisms into a single, coherent framework. Under the leadership of H.E. Dr. Rania A. Al-Mashat, the Ministry of Planning, Economic Development, and International Cooperation has advanced the Financing for Development (FfD) Framework as the foundation for aligning Egypt's national development goals with diverse sources of finance, ensuring that resources are mobilized efficiently and invested where they deliver the greatest social and economic impact.

This vision has become even more integral following the institutional merger that unified the portfolios of planning, economic development, and international cooperation under one umbrella. The consolidation represents a structural evolution in Egypt's governance model; transforming how policies are formulated, resources are mobilized, and development outcomes are measured. By integrating planning with financing and cooperation, the Ministry now provides a seamless policy and financial ecosystem, one that links strategy with execution and strengthens the alignment between public investment, international partnerships, and private sector engagement.

At the heart of this approach lies the conviction that financing development is not solely about resources, it is about results, resilience, and reform. The Financing for Development Framework positions Egypt as a regional leader in connecting macroeconomic stability

with sustainable development, ensuring that every financing decision supports long-term growth, job creation, and resilience. It bridges the traditional divide between economic policy and development cooperation, enabling a more strategic use of public budgets, concessional finance, blended instruments, and private capital.

Through initiatives such as the Integrated National Financing Strategy (INFS), Egypt is translating this vision into action; creating a clear roadmap for how the country mobilizes, manages, and measures finance for national priorities. The INFS provides the operational arm of the broader framework, introducing innovative tools for coordination, monitoring, and transparency. It also reinforces Egypt's leadership in sustainable and green finance, connecting national projects and reform programs to global capital markets, development partners, and climate finance initiatives.

As H.E. Dr. Rania Al-Mashat has emphasized, "Financing for development is not a standalone effort. It is the architecture that sustains our entire economic narrative. It reflects how we connect reforms to results, partnerships to progress, and investments to impact."

This integrated model embodies the essence of Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience, ensuring that the country's financing systems are not only robust and inclusive, but also forward-looking and adaptive to global shifts.

# CHAPTER 2: INVESTING IN INFRASTRUCTURE



## The NWFE Country Platform

Egypt's NWFE platform stands as a flagship national mechanism designed to unify the country's climate-and-development agenda, mobilise investment, and deliver large-scale infrastructure across the water, food and energy nexus. Launched in July 2022, the platform now anchors Egypt's ambition to translate the Egypt Vision 2030, the national climate change strategy and the reform agenda into implementable, integrated projects.

**In 2025, the platform made significant strides:**

- The Ministry released the 2nd Progress Report of NWFE in March 2025, which reviewed the progress of key projects under the water and food pillars and reaffirmed commitments across the three pillars—water, food, energy—to accelerate adaptation and mitigation.
- Under the energy pillar of the NWFE Program, the Ministry announced the allocation of EGP 6.7 billion from the FY 2024/2025 public investment plan to connect four major renewable energy projects to the national grid by summer 2025.
- As part of ongoing efforts to strengthen Egypt's leadership in renewable energy, total concessional financing made available to the private sector under the program increased to nearly USD 5 billion. This financing supports the implementation of approximately 5.2 GW of renewable energy projects, including wind and solar, the decommissioning of 1.2 GW of targeted fossil fuel capacity out of a total 5 GW under the program, as well as investments in grid strengthening.
- During the launch of the Second Monitoring Report, four new agreements were signed, expanding public-private partnerships and adding more private sector companies to the NWFE Program.
- In September 2025, the Ministry announced that EGP 637 billion, equivalent to 55% of total public investment in the FY 2025/2026 plan, had been allocated to environmentally aligned projects.



## TWO YEARS OF IMPLEMENTATION

## من التعهّدات إلى التنفيذ



Agreement between the Ministry and Norway's Scatec for renewable energy projects under the energy pillar.

Agreement between the Ministry, TAQA Arabia & Voltalia for the Repowering Zaafarana Project under the energy pillar.

Agreement between the Ministry, SCZone and PPP Central Unit at the Ministry of Finance for a seawater desalination plant in Ain Sokhna under the water pillar.

Power Purchase Agreement between EgyptAlum and Scatec to establish a 1GW solar power plant to supply electricity to the Nagaa Hammadi industrial complex.



## Strategic Impacts and Institutional Innovation

By aligning water, food and energy investments, NWFE streamlines project preparation, financing and execution across ministries, private sector and development partners. The platform emphasises “country-ownership” and multi-stakeholder coordination: for example, the water pillar partners with the African Development Bank (AfDB), the energy pillar with the European Bank for Reconstruction and Development (EBRD), and the food pillar with the International Fund for Agricultural Development (IFAD).

The platform is also being lauded internationally: the final declaration of the 4th International Conference on Financing for Development (Seville, July 2025) cited NWFE as a model for next-generation country platforms that link finance, climate action and infrastructure.



## Outlook & Relevance for Infrastructure Investment

For infrastructure investment, NWFE’s significance lies in its ability to bundle and prioritise cross-sectoral infrastructure—for example, coupling renewable energy plants (energy pillar) with desalination or solar-powered irrigation systems (water & food pillars), and aligning logistics or transport infrastructure to these anchor investments. This creates synergies: energy infrastructure supports industrial clusters, water infrastructure supports agriculture and rural development, and food-related infrastructure supports value chains and export capacity.

By embedding these policies under a single platform, Egypt is enhancing its ability to attract concessional finance, blended finance and private sector participation for infrastructure that is green, inclusive and export-oriented.



## Climate Resilience, Water Management & Renewable Energy

In 2025, the Ministry doubled down on aligning infrastructure, investment, and climate strategies, committing to deepen policy coordination and accelerate implementation across the domains of renewable energy, water resilience, and climate adaptation.

One of the earliest high-level engagements came in March, when H.E. Dr. Rania Al-Mashat met with Dr. Mahmoud Esmat, Minister of Electricity and Renewable Energy, to review and refine the investment plan for the electricity and renewable energy sector for FY 2025/26. In that meeting, they committed to expanding renewable deployment, targeting 42 % of installed electricity capacity from clean sources by 2030, and accelerating infrastructure to support industrial and agro-processing demand.

That same public dialogue underscored the linkages between reliable power and all sectors of the economy: from water pumping, desalination, to food production and industrial growth. The meeting also reinforced the Ministry's role in coordinating regulatory and financing frameworks to facilitate private sector engagement and ensure scalability, efficiency, and climate compatibility in energy infrastructure.

Moreover, complementing renewable expansion, the 2025/2026 economic development plan earmarked EGP 637 billion for green investments, representing 55 % of total public investment. This allocation reflects the Ministry's explicit prioritization of climate mitigation and adaptation measures, and highlights that the environmental dimension is no longer an add-on but a core driver of national

investment planning.

On the international cooperation front, in October 2025, the Ministry and the French government signed a renewed technical and financial cooperation agreement valued at €4 billion through 2030, with a focus area that explicitly includes green projects, sustainable infrastructure, and climate change actions. The agreement reinforced commitments to projects in water, sanitation, electricity and rail that align with the NWFE and climate transition agenda.

There were also preparatory and supportive efforts around climate resilience capacity and risk mitigation. For example, the Ministry's private sector portal announced a call for consulting services to support "Support for the Management of the Climate Resilience Program" over a five-year horizon, indicating an institutional push to embed resilience, risk analysis and adaptation into future planning and project design.

Finally, in multilateral affairs, Egypt's NWFE Country Platform was recognized in the final declaration of the 4th International Conference on Financing for Development (FFD4) in Seville. The platform was cited as a model for "next-generation national platforms" that integrate climate, development and finance architecture globally. This recognition bolsters Egypt's diplomatic positioning and strengthens its ability to draw green and climate finance to match its national resolve.

## El Dabaa Nuclear Power Plant: Advancing Strategic Infrastructure for Sustainable Energy

In 2025, the Ministry of Planning, Economic Development and International Cooperation, in collaboration with the Ministry of Electricity and Renewable Energy, undertook a joint field visit to the El Dabaa Nuclear Power Plant, Egypt's flagship energy project and the first of its kind in the country. The visit, led by H.E. Dr. Rania A. Al-Mashat, Minister of Planning, Economic Development and International Cooperation, and H.E. Dr. Mahmoud Esmat, Minister of Electricity and Renewable Energy, reflected a shared commitment to advancing Egypt's sustainable infrastructure agenda and to ensuring coordinated planning across national development priorities.

The visit represented a moment of national pride, marking tangible progress on one of Egypt's most ambitious and strategic infrastructure projects. During the visit, both ministers reviewed the latest developments in construction and safety systems, and were briefed by the project management team on the technical and logistical preparations ahead of the delivery of the first nuclear reactor core – expected in late 2025.

The El Dabaa project embodies Egypt's long-term vision for sustainable energy diversification and the gradual transition towards cleaner, more resilient sources of power. As part of the country's comprehensive energy strategy, the project is set to contribute significantly to national electricity generation capacity, while reducing dependence on fossil fuels and supporting Egypt's climate and decarbonization commitments.

The Ministry emphasized that El Dabaa is not merely an energy project, but a pillar of Egypt's integrated development planning framework, combining industrial expansion, technology transfer, and workforce capacity-building with the broader objectives of the national economy. The plant's development reinforces the government's efforts to localize advanced industries, promote scientific and technical expertise, and enhance Egypt's role as a regional energy hub.

In this context, the visit underscored the Ministry's role in ensuring that major infrastructure projects are aligned with the "Egypt's Narrative for Economic Development", which prioritizes sustainable growth, resilience, and cross-sectoral coordination. The integration of energy security within the national planning framework reflects Egypt's holistic approach to achieving balanced development, attracting international partnerships, and advancing towards the goals of Egypt Vision 2030.



## Awards on the Global Stage

On the renewable energy front, a landmark announcement was made when the Suez 1.1 GW Wind Power Plant, part of the NWFE platform's energy pillar, was awarded two prestigious regional honors: "Deal of the Year in Infrastructure" by African Banker and "Best Energy Deal" by EMEA Finance. The project's financing consortium includes EBRD, APICORP, BII, DEG and others; a strong signal of investor confidence in Egypt's green infrastructure pipeline.

توقيع الاتفاقيه المختصره بين الحكومة المصريه والوكاله الفرنسيه

Signature of the Simplified Agreement between the Government of the Arab Republic of Egypt and the Agence Française de Développement for the Project Green Sustainable Indus



## Green Industrial Projects

This year, The Ministries of Planning, Economic Development and International Cooperation, and Environment signed a concessional financing and grant agreement with the French Development Agency and the European Investment Bank, worth €53.8 million (EGP 2.9 billion), as part of efforts to implement the Sustainable Green Industries (GSI) Program, which supports the green transformation of the industrial sector, reduces emissions, and enhances competitiveness.

The signing took place during a high-level event organized today by the two ministries to introduce the private sector and industrial representatives to the Sustainable Green Industries Program supporting Egyptian industry, with the participation of representatives of international institutions and the National Bank of Egypt.

The concessional financing agreement was signed by H.E. Dr. Rania Al-Mashat, together with H.E. Ambassador Éric Chevallier, French Ambassador to Cairo, and Mr. Jérôme Tournier, Deputy Director of the French Development Agency. The signing was witnessed by H.E. Lt. Gen. Eng. Kamel Al-Wazir, Deputy Prime Minister for Industrial Development and Minister of Industry and Transport.

In the same context, a technical assistance agreement for the program worth €8.8 million, funded by the European Union and administered by the European Investment Bank, was signed by Dr. Ali Abu Sena, CEO of the Egyptian Environmental Affairs Agency, and Mr. Guido Clary, Head of the EIB Regional Hub. The signing was witnessed by H.E. Lt. Gen. Eng. Kamel Al-Wazir; H.E. Dr. Rania Al-Mashat; and Ms. Anne Chau, Deputy Head of the EU Delegation to Cairo.

The program is directed toward supporting industrial investments aimed at reducing pollution and emissions, and improving energy and resource efficiency within industrial facilities—achieving a direct positive impact on environmental quality and supporting the competitiveness of Egyptian products in international markets. The signing falls within the financing package for the program, valued at €271 million (EGP 14.8 billion), which includes:

- €30 million in EU grants
- €135 million in concessional financing from the European Investment Bank
- €45 million in concessional financing from the French Development Agency

The program aims to strengthen the industrial sector's ability to adopt clean technologies and comply with global environmental standards, where the new financing will expand the number of eligible projects within the program, especially in energy- and resource-intensive sectors, including steel, cement, chemicals, food industries, and waste management.

## Food Security: Infrastructure, Investment & Institutional Action

Food security is foundational. It underpins social stability, health, and development. In 2025, the Ministry reaffirmed its central role in aligning infrastructure and institutional systems to ensure that Egypt's food systems are resilient, climate-adaptive, and integrated into national planning.

At the launch of the Second Progress Report of the NWFE Country Platform, held under the patronage of the Prime Minister, the Ministry prominently featured advancements within the Food Pillar. The report showcased updated implementation status for key projects such as CROWN (Climate-Resilient Water Management in the Nile Valley) and CRAFT (Climate-Resilient Agricultural Transformation). Geographic areas and technical designs have been finalized, and financial frameworks developed, in cooperation with development partners including IFAD and the World Bank. The report also highlighted efforts toward adaptation in vulnerable regions such as the Northern Delta, where rising sea levels and salinity pose existential threats.

In June 2025, Dr. Rania Al-Mashat inaugurated a regional workshop in Cairo titled "Rethinking Food Security and Nutrition in the Middle East and North Africa," organized by the World Bank with participation from 12 countries. She emphasized the need for resilient national systems, integrated investment in agriculture infrastructure, and policies empowering small producers. This event underscores Egypt's role as a regional leader in bridging climate, development, and food system transformation.

Also in 2025, the Ministry signed a Letter of Intent with the Food and Agriculture Organization (FAO) during the Food and Agriculture Forum in Rome to host the Regional Leadership Academy on agri-food systems. This academy aims to build leadership capacity across the region, catalyze knowledge exchange, and support innovation in sustainable and resilient food systems. Egypt's hosting is a strategic move to showcase its progress and deepen regional cooperation.

On the financing front, the Ministry reaffirmed support for food security through strategic cooperation agreements. In February, the government signed the 2025 work program with the International Islamic Trade Finance Corporation (ITFC), allocating \$1.5 billion to support strategic goods and ensure food supply stability. This financing plan includes allocations to the General Authority for Supply Commodities (GASC) and resources for private sector engagement in agricultural and food value chains.

## Transport & Industry: Strategic Coordination & Infrastructure Commitments

In 2025, the Ministry significantly deepened its collaborative engagement with the Ministry of Industry and Transport, led by Lt. Gen. Eng. Kamel El-Wazir, to align industrial policy, transport infrastructure, and export orientation under the Economic Narrative. These efforts have translated into multiple technical committees, memoranda of understanding, investment plan reviews, and international cooperation projects that illustrate how industry and transport are becoming co-drivers of growth and modernization.

In February, Dr. Rania Al-Mashat hosted a high-level meeting with Lt. Gen. El-Wazir to discuss the investment plan for the transport sector for 2025/26, while also following up on the Abu Qir metro project in Alexandria. The gathering focused on integrating environmental sustainability into transport infrastructure, prioritizing projects with high implementation potential, and ensuring that new transport investments support industrial corridors and export logistics. During this meeting, the Ministry reaffirmed its commitment to excluding entirely new projects lacking feasibility or traction, while channeling resources toward completing ongoing projects—especially those rated above 70% execution—and leveraging private sector participation in line with the State Ownership Policy.

Later in July, the Ministry and the Ministry of Industry & Transport convened an expanded coordination meeting to set a roadmap for the Carbon Border Adjustment Mechanism (CBAM). The agenda included forming a joint technical committee that brings together representatives from both ministries and key agencies to oversee implementation of priority projects, green industrial transformation, and alignment with global carbon compliance regimes. Dr. Al-Mashat noted that following the success of the NWFE platform, similar platforms would be established for industrial sector transformation, mobilizing financing and technical support for low-carbon manufacturing and export readiness.

In February 2025, an extensive meeting between the Ministry and the Ministry of Industry & Transport reviewed progress under the National Industrial Development Strategy and explored deeper alignment with the World Bank's industrial development programs. This session emphasized sectoral diversification, export expansion, distressed factory restructuring, and the expansion of green industries. Dr. Al-Mashat reaffirmed the vision of moving the economy toward tradable, competitive sectors, and underscored the importance of infrastructure, local content, and institutional coordination in reinforcing industrial transformation.

In the context of private sector events, at the "Development Finance to Foster Private Sector-Led Growth & Jobs" conference, Lt. Gen. El-Wazir participated in signing protocols with development partners (IFC, EIB, EBRD) to expand financing for industrial and infrastructure projects. The Minister witnessed these signings, reinforcing the link



between industry strategy and development finance. These agreements help unlock capital for industrial zones, green factories, and infrastructure adjacent to industry clusters.

International cooperation also featured in the industry-transport nexus. In September 2025, an MoU with South Korea was signed to develop green car maintenance technologies in four vocational training centers, funded via a \$10 million grant from KOICA. This initiative links industrial modernization, transport services, and climate innovation.

Furthermore, bilateral industrial cooperation agendas also came into play during intergovernmental joint committees. For example, during the Egyptian-Hungarian Joint Committee session, the Ministry and El-Wazir witnessed the signing of a protocol focusing on localizing industry, sustainable transport, pollution reduction, and technology exchange, as part of the broader bilateral cooperation framework.

These 2025 developments reflect a clear strategic shift: the Ministry is ensuring that transport infrastructure does not stand apart, but is intimately tied to industrial development, export pathways, environmental compliance, and private sector scaling. The joint technical committees, MoUs, and financing protocols illustrate how institutional coherence and ministry coordination are central to executing the Narrative's vision of a modern, competitive, and green industrial economy.



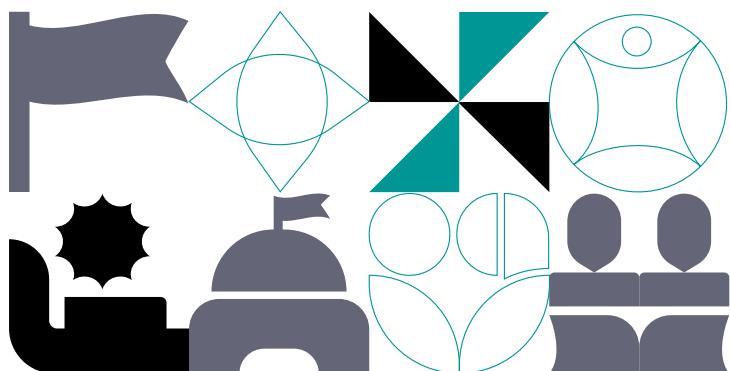
## Digitalization & Innovation

In April 2025, the Ministry and the European Bank for Reconstruction and Development (EBRD) jointly launched a major upgrade in the Suez Canal Economic Zone (SCZone): a digital one-stop shop for investors, transforming how licensing, approvals, and permit services are delivered.

The platform is designed to automate and streamline over 80 key services—ranging from operating licenses and building permits to technical modifications and document submissions—reducing administrative burdens, processing times, and costs. In her remarks, the Minister emphasized that this digital leap enhances SCZone's competitiveness as a global logistics and industrial hub, while reinforcing structural reforms and creating a more investor-friendly environment.

This digitalization effort is part of a broader push by the Ministry to embed technology and innovation within national development plans. In the Ministry's Digitalization & Innovation portfolio, it is noted that Egypt seeks to become a regional powerhouse in smart infrastructure, leveraging IoT, AI, big data, and machine learning.

The Ministry's role includes convening development partners and private sector actors to accelerate technology transfer, build institutional capacity and promote joint projects that link digital infrastructure with climate, energy and industrial goals. The SCZone digital platform also aligns with the Ministry's vision of reducing procedural friction, enhancing transparency, and supporting the shift from non-tradable to tradable, export-driven sectors.



# CHAPTER 3: INVESTING IN HUMAN CAPITAL

Investing in human capital remains at the heart of Egypt's development strategy.

The Ministry of Planning, Economic Development and International Cooperation continues to ensure that economic growth translates into tangible improvements in the lives of citizens, with a particular focus on education, health, vocational training, social protection, and inclusion.

These initiatives reinforce Egypt's commitment to the principles of equity, resilience, and future-readiness as set out in Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience.

## Education, Skills, & Vocational Training

Education is the foundation of Egypt's long-term growth and competitiveness. In 2025, the Ministry advanced several initiatives aimed at improving the quality of education, expanding access, and aligning curricula with market needs. Significant progress was made in technical education and vocational training programs, emphasizing skills relevant to manufacturing, renewable energy, ICT, and green economy sectors.

The Ministry collaborated with the Ministry of Education and Technical Education to expand applied technical programs, including new digital skills courses, coding academies, and vocational tracks linked to private sector apprenticeship opportunities. This initiative ensures that graduates acquire practical skills that directly meet labor market demands, reinforcing employment prospects and fostering entrepreneurship.

In 2025 the Minister, H.E. Rania A. Al-Mashat, together with the Minister of Labour, H.E. Mohamed Gebran, launched the "Egypt Occupational Outlook" digital platform.

- The platform offers data on over 400 professions, enabling policy-makers, educators and students to better understand labour-market dynamics, skills requirements, wage levels, projected job openings and regional distribution of workers.
- The Minister emphasized that aligning educational and vocational training systems with labour-market needs is essential to Egypt's growth model and the "Narrative for Economic Development: Reforms for Growth, Jobs & Resilience".

This year, the Minister and the Minister of Education & Technical Education, H.E. Mohamed Abdel Latif, met to review the Education Sector's Investment Plan for FY 2025/26 and the expansion of technical schools and applied technology schools.

- The meeting focused on ensuring that technical and applied education aligns with Egypt's industrial transformation, digitalisation and export-oriented sectors; the Ministry stressed the need to prepare a "new generation equipped for the knowledge economy."
- Investments of approximately EGP 30.5 billion were referenced for the education sector for FY 2025/26 under the Ministry's coordination.



## Health & Social Safety Nets

Health and social protection remain critical pillars of human capital investment. In 2025, Egypt continued the nationwide rollout of the Universal Health Insurance Project, improving coverage and access to high-quality healthcare services. Simultaneously, social safety net programs like Takaful & Karama and the second phase of the Haya Karima initiative targeted the most vulnerable populations, ensuring a comprehensive approach to poverty alleviation and community development.

The Ministry also strengthened its monitoring and evaluation of social programs, employing advanced data tools to track outcomes, measure impact, and enhance resource allocation. By integrating social protection into broader development planning, Egypt ensures that economic gains are inclusive and reach marginalized groups.

### Health Sector Investment & Coordination

- Dr. Rania Al-Mashat met with Dr. Khaled Abdel Ghaffar, Deputy Prime Minister for Human Development and Minister of Health and Population, to review the health sector budget for FY 2025/2026. The discussion focused on aligning the upcoming plan with the Ministry's new planning methodology, the National Structural Reform Program, sectoral strategies, and the State Ownership Policy, reaffirming the health sector's central role in investing in people and enhancing lifetime productivity.
- The meeting reviewed the FY 2025/2026 investment plan, covering 348 ongoing national health projects across 27 governorates with a total cost of EGP 113.11 billion, as well as 20 projects scheduled for completion in 2025 across 11 governorates, providing 2,649 beds at a cost of EGP 11.7 billion. Public investments in the health sector reached EGP 53.5 billion in the current fiscal year, up from EGP 28.5 billion in the previous year—an 87.7% increase—reflecting the government's commitment to strengthening healthcare infrastructure and improving service delivery for citizens.

### Takaful & Karama Social Safety-Net Programme

- On 11 May 2025, the Ministry participated in the celebration of the 10th anniversary of the Takaful & Karama programme, under the patronage of the Prime Minister. The Minister emphasised that the programme is more than cash transfers, but rather part of a broader social-protection and human-capital investment model integrating education and health for vulnerable families.
- At the Spring Meetings of the World Bank and the International Monetary Fund in April 2025, the Minister presented Egypt's 10-year experience of Takaful & Karama, highlighting that the programme had mobilised approximately \$1.4 billion in concessional financing from the World Bank and reached more than 4.6 million beneficiary families.
- In March 2025, it was publicly reported that the programme's

cash-support allocation would increase by about 35% in the FY 2025/26 budget, rising to around EGP 54–55 billion.

- In March 2025, during a statement to the Senate, the programme's expansion to 4.7 million families was announced, highlighting the government's commitment to extending social coverage and linking support to inclusive development goals.

### Universal Health Insurance

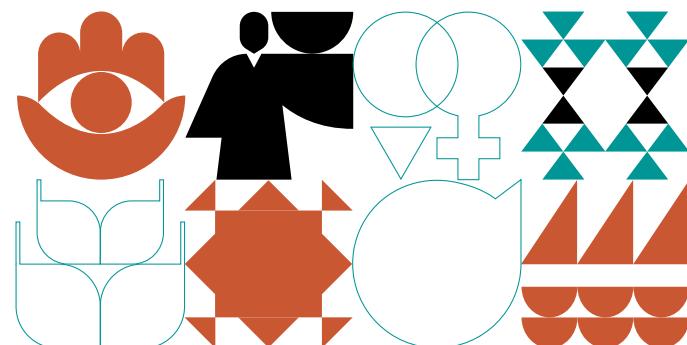
Long-term growth is built on investment in people. This is the foundation of inclusive and sustainable economic development.

As Egypt's Governor at the World Bank, I led the delegation to Tokyo for the Universal Health Coverage High-Level Forum, alongside the World Bank, the Government of Japan and the World Health Organization.

During the event, Al-Mashat presented the country's experience in the Universal Health Insurance System (UHIS), highlighting progress under Phase I across 6 governorates and preparations for Phase II with another 5 governorates, also emphasizing how UHIS works in tandem with Egypt's flagship presidential initiatives, Haya Karima (Decent Life) and "100 Million Seha", to expand access to quality healthcare nationwide.

In line with this commitment, together with 15 countries, "National Health Compacts" was introduced, outlining practical, 5-year reforms. We also joined the Universal Health Coverage (UHC) Knowledge Hub with the World Bank, the Government of Japan and the World Health Organization.

These Compacts align Health and Finance Ministries behind measurable targets, provide a roadmap for coordinated action, and guide support from development partners around country-led priorities. The reforms focus on three main areas: expanding the reach and quality of primary care, improving financial protection, and strengthening the health workforce.



## Urban-Rural Integration & Local Development

Bridging the gap between urban and rural areas has been a priority in 2025, with the Ministry emphasizing localized development programs. The integration of urban and rural planning seeks to ensure equitable access to infrastructure, education, healthcare, and employment opportunities. Programs under the NWFE Food, Water, and Energy pillars have supported rural communities, while initiatives like the Hayah Karima platform continue to drive community-based projects that improve quality of life and local economic resilience.

The Ministry's approach combines strategic spatial planning, local governance frameworks, and data-driven monitoring, aligning investments with the specific needs of regions to reduce disparities and enhance socio-economic cohesion.

### Qena Governorate



One of the key moments of the year occurred when H.E. Dr. Rania A. Al-Mashat travelled to Qena Governorate to inspect development projects implemented in cooperation with the United Nations and development partners. During the visit, the Ministry reviewed the allocations for Upper Egypt under the FY 2025/26 plan, and reaffirmed that the state places high priority on local development across rural and underserved areas.

As part of this field mission, the Minister noted that more than EGP 65.7 billion is directed to Upper Egypt regions in the current year, and that Qena Governorate alone received approximately EGP 4.8 billion in targeted public investments as part of the Presidential Haya Karima initiative. In her remarks, Dr. Al-Mashat emphasised how the work of local development must be integrated; from roads and sanitation to education, health and community capacity-building, to deliver tangible improvement in citizens' lives.

#### The Minister Visited Several Locations:

- The designers behind El Nidaa, producing ready-made garments, handicrafts, wood products, jewellery, and more; also laying the foundation stone for the silk factory.

*The Egypt Foundation for Integrated Development (El Nidaa) holds a special place in many of our hearts, focusing on supporting SMEs and entrepreneurship, creating jobs for women and youth in Qena, Luxor, Sohag, Minya, and Fayoum. A model for localizing development, El Nidaa builds on each community's comparative advantages and turns local resources, crafts and skills into engines for sustainable economic growth.*

- Witnessed the UN Habitat and UNDP signing agreement at the Dendera Temple of Hathor, marking a new partnership for inclusive and sustainable rural tourism through the Dendera Revitalization Project.

*The agreement aims to revive the Dendera Area, supporting sustainable rural & cultural tourism as a driver of local economic growth and job creation. Investing in tourism is a powerful employment multiplier, creating opportunities across sectors & unlocking prosperity for local communities at the same time.*

*As part of the UN 80th anniversary celebrations, this agreement also reflects the Government of Egypt's commitment to: Localize sustainable development across Egypt's governorates, Enhance competitiveness by attracting domestic & foreign investment, and Empower local communities to be key partners & beneficiaries of development via the creation of new jobs.*

- Visited the Hayena Project and the Humaidat Riverbank Filtration (RBF) Units Station, providing safe drinking water to over 60,000 residents.
- Visited the youth livelihood support project to support small-holders farmers support & integrated agriculture models.
- Visited Inclusive Green Growth in Egypt Project with UNIDO



## Advancing Integrated Development in Upper Egypt: Sohag and Luxor

As part of its commitment to achieving balanced, inclusive, and sustainable development across all regions, the Ministry of Planning, Economic Development, and International Cooperation continued to advance an integrated development agenda in Upper Egypt during the reporting period, with a particular focus on Sohag and Luxor. These efforts align with Egypt Vision 2030 and the Presidential Initiative Hayah Karima, emphasizing people-centered growth, economic localization, and the optimal utilization of regional comparative advantages.



## Strengthening Local Economies and Productive Clusters in Sohag

In Sohag Governorate, the Ministry followed up on a range of development interventions implemented under the Upper Egypt Local Development Program, aimed at strengthening local value chains, improving livelihoods, and preserving cultural heritage. A key highlight was the development of the Weavers' Village in Al-Kawthar District, where the program supported the upgrading of production infrastructure, modernization of looms, product development, and improved access to markets and exhibitions.

The village represents a successful model for developing traditional crafts as competitive economic clusters, combining economic empowerment with heritage preservation. It also serves as a training hub for younger generations, ensuring the sustainability of the hand-weaving craft while creating employment opportunities and increasing local income generation. In parallel, the visit included follow-up on the Meret Amun archaeological area in Akhmim, reinforcing the linkage between cultural heritage, tourism development, and local economic growth.

These interventions contribute to enhancing Sohag's economic base, creating jobs, increasing local production, and leveraging tourism and heritage assets to support sustainable local development.

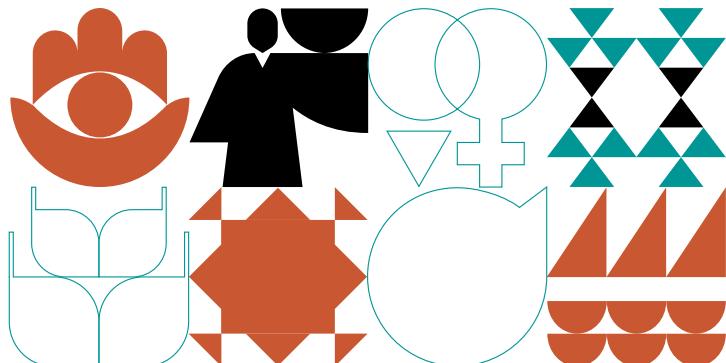
Overall, Sohag is a key priority in our national investment plan, with more than EGP 7 billion in government investments allocated in FY2025/2026, alongside EGP 44 billion under the first phase of the presidential Hayah Karima initiative, benefiting over 3 million citizens across 180 villages.



## Comprehensive, People-Centered Development in Luxor

In Luxor Governorate, the Ministry oversaw a broad portfolio of investments reflecting a holistic approach to development that integrates human capital, infrastructure, social services, and economic activity. Public investments allocated to Luxor amounted to approximately EGP 4.2 billion in the FY 2025/2026 plan, supporting priority sectors and projects across the governorate.

A central pillar of development in Luxor is the implementation of the first phase of the Hayah Karima initiative, which included 687 projects, with 589 already completed across Esna and Armant centers, targeting 36 villages. These projects have significantly improved access to basic services and infrastructure, including drinking water, sanitation, electricity, roads, gas connections, digital connectivity through fiber-optic networks, healthcare, education, youth services, and public safety facilities.



## Investing in Human Capital, Culture & Knowledge

As part of strengthening human capital and social infrastructure, the Ministry followed up on the role of Misr Public Library in Luxor as a comprehensive cultural and educational hub. The library provides integrated services spanning knowledge dissemination, digital skills, language learning, cultural heritage awareness, and youth engagement, with branches across multiple centers and mobile library services.

The visit underscored the importance of such institutions in promoting lifelong learning, cultural inclusion, and community development.

## Supporting Food Security, Markets & Urban Development

The Ministry also inaugurated the automated Al-Habeel slaughterhouse in Al-Bayadiya Center, a strategic investment supporting food security, public health, and service quality, while contributing to local economic activity.

In parallel, the foundation stone was laid for the Al-Habeel Modern Market, a large-scale project implemented in partnership with the European Union and the United Nations Development Programme. The market is designed to organize commercial activity, improve supply chains, reduce losses, create jobs, and serve as a regional trade hub benefiting hundreds of thousands of citizens directly and indirectly.

## Revitalizing Heritage & Tourism in Esna

In Esna, the Ministry followed up on major urban and heritage development projects, including the redevelopment of the Esna Corniche and the historic city center surrounding Esna Temple. These efforts aim to reposition Esna on the global and domestic tourism map by integrating heritage conservation with urban upgrading, improved public spaces, and local economic activation.

The visit also included the inauguration of the "Ayady Misr" handicrafts exhibition, supporting artisans, promoting local products, and linking cultural industries with tourism and market access.



## South Sinai Governorate

In November 2025, H.E. Dr. Rania Al-Mashat, Minister of Planning, Economic Development and International Cooperation, undertook a high-level visit to South Sinai Governorate to inspect key development projects and advance the State's strategic vision for the region. The visit, which included H.E. Mr. Alaa Farouk, Minister of Agriculture and Land Reclamation, H.E. Dr. Osama El-Azhari, Minister of Awqaf, and H.E. Dr. Khaled Mubarak, Governor of South Sinai, reflected the government's commitment to achieving integrated, sustainable, and balanced development across Sinai, aligning with Egypt's Vision 2030 and the directives of H.E. President Abdel Fattah El-Sisi.

The Minister's itinerary included a comprehensive inspection of the South Sinai Research Station in Ras Sedr, part of the Desert Research Center, which hosts a range of specialized sectors working in water desalination, plant and animal production, and agricultural research. Dr. Al-Mashat, alongside the ministers and the governor, inaugurated the Egyptian Desalination Research Center of Excellence (EDRC), a state-of-the-art facility designed to study innovative desalination technologies using solar energy and implement integrated systems to achieve the zero liquid discharge principle. The EDRC exemplifies the State's commitment to maximizing water resources, localizing desalination technology, and supporting desert and new agricultural areas.

During the visit, the team also inaugurated the Regional Gene Bank, a pioneering initiative dedicated to collecting, preserving, and documenting Sinai's unique plant and animal genetic resources. This facility strengthens food security, preserves biodiversity, and provides genetic material for future agricultural development, representing a practical link between scientific research and field application. Dr. Al-Mashat emphasized that the Gene Bank aligns with global best practices for plant genetic preservation and ensures the protection of Egypt's natural intellectual property for future generations, particularly amid climate change challenges.





The Minister also reviewed the 2025/2026 government investment plan for South Sinai, which allocates approximately EGP 3.6 billion across key sectors. Major priorities include transportation and storage (20.5% of investments), health services (18.7%), water (13.8%), and education (12.4%), alongside agriculture, electricity, sanitation, construction, tourism, and real estate. Projects highlighted include:

- Water infrastructure: establishment of seawater desalination plants in Sharm El Sheikh and Taba, expansion of water reservoirs, pumping stations, and water networks across multiple cities.
- Sanitation: rehabilitation and expansion of sewage treatment plants in Sharm El Sheikh, El-Tor, Dahab, Taba, Nuweiba, Abu Zenima, and Saint Catherine, alongside improved access to utilities for social housing blocks.
- Education: establishment of King Salman bin Abdulaziz University, development of technical schools, rehabilitation of classrooms, and the creation of new educational complexes in El-Tor, Abu Zenima, and Abu Redis.
- Health: completion of Abu Redis General Hospital, Dahab Central Hospital, and Saint Catherine Hospital.
- Transportation: development and upgrade of main roads, including El-Nafaq / Taba, Dahab / Nuweiba, and Sharm / Dahab, as well as construction, dualization, and lighting projects connecting Sinai cities and airports.
- Housing and community development: establishment of 430 Bedouin houses across Sharm El Sheikh, Taba, and El-Tor, and the creation of 18 fully integrated development clusters, combining residential, agricultural, and service units with schools, health units, mosques, commercial complexes, sports areas, and productive land reclamation.

Throughout the visit, Dr. Al-Mashat underscored the strategic importance of Sinai for Egypt's security, economic development, and social cohesion. She highlighted the role of development clusters as a practical embodiment of the government's approach to balancing economic growth with comprehensive, inclusive development. These clusters leverage the programs-and-performance methodology and the objective funding formula to optimize public investment efficiency, create sustainable job opportunities, and improve living standards across the peninsula.

The visit also emphasized inter-ministerial and institutional cooperation, with contributions from the Ministries of Agriculture, Endowments, and Planning, as well as the Desert Research Center and local executive authorities. This coordination ensures the integration of scientific research, sustainable agriculture, water management, and community engagement, creating a model for development in arid and border regions. The Governor of South Sinai highlighted that these projects exemplify integrated development, combining scientific innovation, environmental protection, and community empowerment, in line with Egypt's Vision 2030 and the State's commitment to comprehensive development in Sinai.

## Transport & Infrastructure



The Ministry also participated in a joint ministerial meeting involving the Ministry of Industry & Transport and the Ministry of Local Development, convened by Lt. Gen. Eng. Kamel El-Wazir and H.E. Dr. Manal Awad, together with Dr. Al-Mashat and the governors of Qena and Sohag.

The meeting reviewed infrastructure works under the World Bank-funded Upper Egypt Local Development Program, covering utilities, roads, gas networks and servicing of industrial zones in rural and semi-rural centres. The decision was taken to accelerate completion of pending works, to re-offer inactive plots through the Digital Industrial Egypt platform, and to increase monitoring-cadence through quarterly reports. These steps reflect the Ministry's strategic objective of turning local development projects into regional growth engines, particularly in Upper Egypt.

In the domain of housing and utilities, the Ministry intensified its cooperation with the Ministry of Housing, Utilities and Urban Communities, aligning service-village infrastructure under the "Hayah Karima" initiative with the broader local development framework. Field visits by the Ministry identified several villages where utility upgrades, water networks, solid waste management and electrification, are being fast-tracked. The integrated approach links national investment ceilings, private sector participation and spatial targeting to ensure that local development is not only about infrastructure, but about people's daily lives.

Moreover, H.E. Dr. Rania Al-Mashat held a high-level meeting with H.E. Eng. Sherif El-Sherbiny, Minister of Housing, Utilities and Urban Communities, to discuss the executive status of the Presidential

Initiative "Haya Karima" (Decent Life) and the projects within the Investment Plan for the Urban Development Sector. This collaboration highlighted the Ministry's commitment to integrating national development strategies with local and regional priorities, ensuring that public investment reaches communities where it is most needed.

The discussions focused on key sectors including water and sanitation, construction and building, and real estate, reflecting the Ministry's holistic approach to rural and local development. For the current fiscal year, the total estimated investments for the Urban Development Plan amounted to approximately EGP 505 billion. A significant portion of this: EGP 350 billion, was dedicated to the first phase of the Haya Karima initiative, of which over 86% of projects have already been implemented. These investments are transforming rural communities by providing access to essential services, upgrading infrastructure, and fostering social and economic inclusion.

**By end-2025, the Ministry's approach to urban-rural integration emphasised three core dimensions:**

- Firstly, localisation, ensuring that national strategies such as Egypt's Narrative and Vision 2030 reach even remote districts;
- Secondly, coordination, bringing together planning, local development, industry and other sectors to reduce duplication and align goals;
- Thirdly, monitoring & inclusion, field visits, governorate coordination and community capacity-building to ensure projects meet local needs and spur local employment.

## Gender Equality, Youth Participation & Inclusion of Marginalized Groups

Egypt's human capital strategy prioritizes gender equality and youth empowerment. In 2025, initiatives were launched to increase women's participation in the workforce, particularly in STEM fields and entrepreneurial ventures. Partnerships with international organizations and private sector actors have strengthened mentorship, training programs, and access to financing for women-led enterprises.

Youth engagement has been expanded through targeted programs promoting entrepreneurship, innovation, and civic participation. Additionally, special measures ensure the inclusion of marginalized groups, including persons with disabilities, informal sector workers, and residents of underserved governorates. These interventions are integrated across education, health, and local development programs, ensuring equitable access to opportunities for all Egyptians.

### Shabab Balad

Shabab Balad is about turning potential into progress. By equipping young people with relevant skills and connecting them to opportunity, we are building a resilient workforce that can drive inclusive growth, entrepreneurship, and innovation, and support Egypt's long-term economic development transformation.

The Government of Egypt, in partnership with UNICEF and the United Nations, inaugurated the Shabab Balad Academy Headquarters this year in Cairo, and announced the signing of a strategic partnership agreement with the Abdulla Al Ghurair Foundation (AGF), marking a major milestone in Egypt's national commitment to youth skills, employment and livelihoods. This serves as a national platform that brings these pathways together, linking skills development, mentorship, and employment opportunities in one integrated ecosystem.

H.E. Al-Mashat co-chairs this initiative with the UN Resident Coordinator and to serve on the Generation Unlimited Global Board, helping translate national ambition into real opportunities for young people across Egypt.

The high-level event was attended by H.E. Dr. Ashraf Sobhy, Minister of Youth and Sports; H.E. Dr. Rania Al-Mashat, Minister of Planning, Economic Development and International Cooperation; H.E. Mr. Mohamed Abdel Latif, Minister of Education and Technical Education; Ms. Elena Panova, United Nations Resident Coordinator in Egypt; Ms. Natalia Winder Rossi, UNICEF Representative in Egypt; Dr. Kevin Frey, CEO of Generation Unlimited; and H.E. Abdul Aziz Al Ghurair, Chairman of the Abdulla Al Ghurair Foundation, alongside members of the diplomatic corps, development partners, the private sector and Shabab Balad youth ambassadors.

The Shabab Balad Academy is the first flagship programme under Shabab Balad, a nationally led initiative designed to accelerate Egypt's voluntary commitment to support 13 million young people by 2027 through integrated pathways in education, training, employment and entrepreneurship. With 18.5 million young people aged 15 to 24 in Egypt, the Academy provides a national ecosystem offering a dynamic and interconnected platform to help young people unlock their potential and contribute to the country's development.



## The National Training Academy

Women's leadership and empowered participation is a gamechanger for Egypt's economic transformation.

A key milestone was the Minister's involvement in the prestigious "Women Lead for Executives" programme, organised by the National Training Academy (NTA) in partnership with the Ministry.

This initiative, designed for women aged 22-50 from both the public and private sectors, aims to equip participants with executive-level competencies across management, applied sciences, and leadership disciplines. During her engagement, the Minister chaired one of the interview panels for applicants, noting that the programme aligns with the Government's objective to integrate women into leadership roles across sectors that are strategic for Egypt's growth, jobs and resilience agenda.

Beyond training, the Ministry actively supported the broader policy ecosystem for women's empowerment through partnerships and capacity-building frameworks. For example, the NTA's Women Leadership School offers tailored programmes for Egyptian women both inside the country and abroad, targeting professional, entrepreneurial and leadership tracks. This complements the Ministry's strategic approach of ensuring that gender equality isn't a standalone target, but rather a core enabler in the country's new economic model, as laid out in the Narrative.

The Minister emphasised that advancing women into leadership contributes directly to productivity, innovation and inclusion; a vision that underpins the Ministry's human-capital investments and structural reform agenda.



## Presidential Event Celebrating the Month of Women

Under the leadership and unwavering political will of H.E. President Abdel Fattah El-Sisi, the Government of Egypt is committed to accelerating progress towards women's empowerment across all sectors through various national initiatives.

The President hosted a meeting this year on "Egyptian Women & Mothers" where Al-Mashat highlighted government efforts in pushing comprehensive policies for gender equality, underscoring that women's empowerment has been embedded in national development plans since 2002.

This was also in the presence of Prime Minister Dr. Mostafa Madbouly, colleagues and ministers from cabinet and government, as well as a group of Egyptian women including public figures in different sectors: politics, civil society, media, volunteers and many others.

## Empowering Youth: Investing in the Next Generation

Recognizing that Egypt's youth represent both the foundation and the future of its economic and social transformation, the Ministry of Planning, Economic Development and International Cooperation continued to prioritize youth empowerment as a key pillar of the country's human capital agenda in 2025.

Through integrated initiatives, global partnerships, and national dialogue, the Ministry has sought to ensure that young people are equipped with the skills, voice, and opportunities to drive inclusive and sustainable development.

One of the flagship youth initiatives supported by the Ministry is Shabab Balad, the Egyptian chapter of the global Generation Unlimited initiative launched under the auspices of the Prime Minister and in partnership with UNICEF and the private sector. Shabab Balad serves as a national platform to connect education, skills, employability, and entrepreneurship opportunities for youth aged 10 to 24. The Ministry has played an instrumental role in aligning this platform with Egypt's broader development priorities, ensuring that the initiative contributes to the goals outlined in the Narrative for Economic Development: Reforms for Growth, Jobs & Resilience.

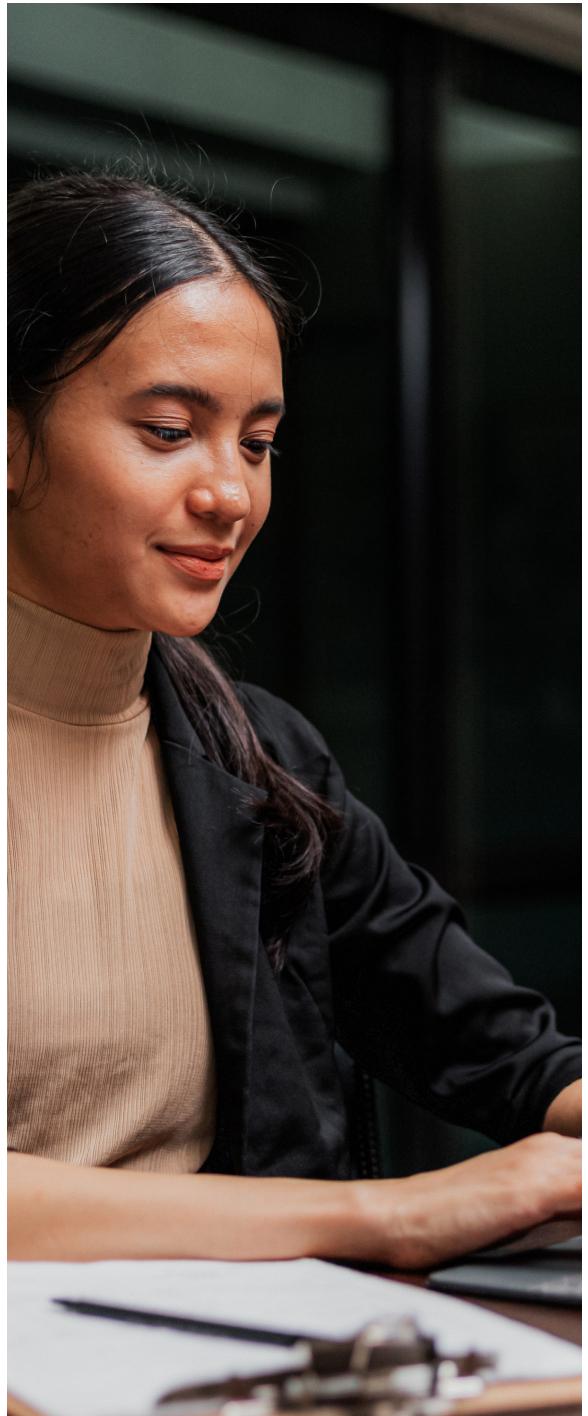
In 2025, the program expanded its partnerships with private sector actors, development partners, and civil society organizations, emphasizing digital skills, green jobs, and entrepreneurship as key enablers for youth employment and innovation.

The Ministry's support for Shabab Balad also reflects a broader commitment to public-private partnerships in human capital development. By leveraging collaboration between ministries, development agencies, and businesses, the initiative fosters practical pathways for young people to transition from education to employment, particularly in high-potential sectors such as renewable energy, digital services, and manufacturing. This approach not only addresses skills gaps but also ensures that Egypt's youth are active participants in the economic transformation currently underway.

## Youth Diplomacy

In parallel, 2025 witnessed continued engagement through the Youth Diplomacy Program, an initiative aimed at promoting civic participation and equipping young leaders with the tools to engage in international dialogue. The Minister held interactive meetings with participants in this program, highlighting the vital role of youth in representing Egypt's voice abroad and in shaping the country's image as a forward-looking and reform-driven economy. During these sessions, discussions focused on global economic trends, the role of international partnerships, and Egypt's reform trajectory, encouraging participants to adopt a holistic understanding of diplomacy that connects domestic development to global engagement.

These youth-oriented programs reflect the Ministry's vision of human capital as a cornerstone of Egypt's future. By aligning skills development, leadership training, and employability initiatives with the state's broader economic objectives, the Ministry continues to cultivate a generation capable of leading Egypt toward a more inclusive, resilient, and innovative economy.



The background of the image is a dark blue gradient, transitioning from a deep navy at the top to a lighter, glowing blue at the bottom. Overlaid on this background is a complex network of glowing blue lines and small white dots, resembling a molecular structure or a global network. The lines are thin and light blue, while the dots are small and white, with a few larger, more prominent ones. The overall effect is one of depth and connectivity.

# **PART 3**

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## **International Partnerships & Global Cooperation**



# CHAPTER 1: MULTILATERAL & BILATERAL PARTNERSHIPS

In 2025, Egypt's Ministry of Planning, Economic Development and International Cooperation continued to strengthen the country's global partnerships, positioning international cooperation as an engine for sustainable growth, economic resilience, and shared prosperity. The Ministry advanced an ambitious international cooperation agenda that aligned concessional finance, technical assistance, and private investment with Egypt's national priorities and reform trajectory.

Through a proactive engagement model with multilateral development banks (MDBs), bilateral partners, and international organizations, the Ministry emphasized a shift from project-based cooperation to programmatic partnerships, anchored in measurable results, innovation, and private-sector participation.

## Building Strategic Partnerships for National Priorities

Throughout 2025, the Ministry deepened collaboration with Egypt's key development partners, including the World Bank Group (WBG), International Finance Corporation (IFC), European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB), African Development Bank (AfDB), Islamic Development Bank (IsDB), Arab Fund for Economic and Social Development, and several bilateral partners such as France, Germany, Japan, the United States, and the United Kingdom.

## The European Union

In 2025 the Ministry intensified its strategic partnership with the European Union, advancing a multi-faceted cooperation agenda that links concessional finance, guarantees, technical assistance and private-sector mobilisation to Egypt's national priorities. The relationship moved decisively from ad-hoc project support toward an integrated, programmatic partnership, a result of the strategic partnership signed last year and anchored in our financing framework too.

Throughout the year the Ministry worked closely with the EU delegation, European financial institutions and Team Europe to translate commitments into concrete instruments that de-risk private investment, scale green projects, support social and food-security programmes, and strengthen governance and reform capacity.

## Strategic Financing & Guarantees

A central pillar of EU-Egypt cooperation in 2025 was the operationalisation of EU blended-finance instruments designed to mobilise private capital for strategic sectors. The European Fund for Sustainable Development Plus (EFSD+) was presented as a major channel to leverage public guarantees into private investment, with official EU projections to mobilise up to €5 billion of public and private investment in Egypt between 2024–2027. The Ministry has been coordinating closely with the EU on how EFSD+ instruments can be matched to NWFE priorities (water, food and energy), green infrastructure and private-sector pipelines.



Complementing EFSD+, the Ministry led the preparation and launch of the EU-Egypt Investment Guarantees for Development mechanism—publicised during the Ministry's Development Finance to Foster Private Sector-Led Growth & Jobs conference—which activates a package of guarantees aimed at crowding in additional foreign direct investment and supporting longer-term, higher-risk green and industrial projects. The Ministry has been actively linking this guarantee mechanism to national platforms (including the Hafiz hub) to ensure guarantees are accessible to projects that meet Egypt's reform and investment-readiness criteria.

## EU Across Sectors

Throughout 2025 the Ministry emphasised a Team Europe approach, coordinating EU member states, EU institutions and European banks to deliver coherent packages rather than fragmented projects. This programmatic approach has been visible across multiple sectors: green transition investment under NWFE, water-sector entrepreneurship (EU4Waterpreneurs), cereal-productivity support for food security, and urban-infrastructure projects. By coordinating Team Europe offers with national pipelines, the Ministry has increased the leverage of EU funds and ensured that grants, loans and guarantees reinforce national budgetary and investment planning.



## Macro-Financial Cooperation & Budget Support Dialogue

In tandem with blended instruments, the Ministry sustained high-level discussions with the European Commission on macro-financial assistance and budget-support mechanisms. In 2025 the Ministry advanced negotiations on the second phase of the Macro-Financial Assistance (MFA) and Budget Support mechanism, conducting joint technical consultations with the European Commission and preparing a Memorandum of Understanding that will tie conditional support to Egypt's reform and development priorities. These discussions signalled EU readiness to combine balance-of-payments support with investment guarantees and programmatic cooperation.

This includes a meeting with European Parliament's Celine Imart on the next phase of the Macro-Financial Assistance Mechanism, valued at €4 billion. This phase focuses on driving macroeconomic stability, encouraging private sector participation and advancing green investments.



Anchoring our partnership with the EU to growth guided by a national vision and collaborative spirit, this was followed by a high-level meeting at the Ministry's headquarters with colleagues from cabinet to align on the 2nd phase of the Macro-Financial Assistance (MFA) mechanism with the European Commission, as part of our role in implementing the National Structural Reform Program. Focusing specifically on 88 reform measures aimed at enhancing macroeconomic stability & resilience, economic competitiveness, the business climate & green transition, the meeting included Ministers of Environment, Water Resources & Irrigation, Electricity & Renewable Energy, Investment & Foreign Trade, the Egyptian Competition Authority, IDSC & over 15 national entities.

Also, Al-Mashat met with the European Commission for Mediterranean Affairs Dubravka Šuica, underscoring the EU's commitment to enhancing both bilateral and regional partnerships with Mediterranean countries. They had an engaging discussion on the pivotal role that Egypt can play in strengthening the Euro-Mediterranean partnership, deepening our bilateral ties with regional countries, and driving forward economic and investment relations. Key topics included the establishment of a platform to activate the Investment Guarantee Mechanism and advancing the 2nd tranche of the Macro-Financial Assistance (MFA) program. The visit also featured a signing for a food resilience and security agreement together with my colleague H.E. Minister Sherif Farouk, financed by the European Investment Bank, as part of a project to upgrade grain silo and storage infrastructure in Egypt.



### High-level Engagement & Diplomatic Fora: Global Gateway Forum

High-level diplomacy in 2025 strengthened the strategic momentum: Ministerial engagements at the Global Gateway Forum and preparatory meetings around the Egypt-EU Summit reflected intensified political support for a comprehensive cooperation framework (2025–2027). The Ministry participated in these Brussels-based dialogues to align priorities, attract European investors, and launch new industry-localization and green-manufacturing conversations with European firms and multilateral banks. These dialogues culminated in agreements to scale investment guarantees and further align EU concessional financing with Egypt's medium-term plan.

Minister Al-Mashat's discussions focused on strengthening cooperation in energy, clean technology, digitalization, critical minerals, transport, food security and health.

Throughout the week, Al-Mashat met Directors and European Ministers to advance the Egyptian-EU strategic partnership; particularly through the Macro-Financial Assistance and Budget Support Mechanism, as well as our bilateral cooperation frameworks. She also shared Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience; a roadmap and the country's economic model that reorients the economy toward productive, tradable and export-driven sectors, with structural reforms guided by clear timelines and measurable targets.

### EU-Egypt Summit in Brussels

In October 2025, the Ministry of Planning, Economic Development and International Cooperation marked a pivotal moment in Egypt's international partnerships: the first-ever European Union–Egypt Summit, held in Brussels on 22 October and chaired by Abdel Fattah El-Sisi, President of the Arab Republic of Egypt; António Costa, President of the European Council; and Ursula von der Leyen, President of the European Commission.

The summit delivered strong strategic outcomes that reflect the Ministry's vision of integrating Egypt's national economic reform agenda, articulated in the "Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience", with broader European development, investment and security frameworks.





### Among the most significant outcomes:

- Signing of a Memorandum of Understanding for the second phase of the Macro-Financial Assistance (MFA) and Budget Support Mechanism, valued at €4 billion, with the Minister of Planning, Economic Development & International Cooperation, Dr Rania Al-Mashat, signing on behalf of Egypt and Commissioner Valdis Dombrovskis for the EU.
- Launch of the “EU Support for the Implementation of Socio-Economic Reforms at the Local Level” grant agreement, worth €75 million, with Dubravka Šuica, focusing on basic services improvement, women and youth empowerment, and local-development interventions in lower-income areas. The programme was signed during the summit and sits under the EU’s NDICI-Global Europe instrument.
- The strategic partnership framework reinforced six pillars of cooperation (political relations, economic stability, trade & investment, migration & mobility, security, and human capital/demography) and reaffirmed shared commitments to climate transition, digital transformation, regional stability and multilateralism.

During the summit’s Economic Forum, Dr. Al-Mashat addressed more than 300 business leaders from 60+ European companies, alongside 100 Egyptian firms and 15 international financial institutions. She emphasised that Egypt’s reform efforts are now firmly tied to its export-and-tradable-sector growth model, citing recent GDP growth, non-petroleum manufacturing expansions and digital economy progress as indicators of the investment opportunities available.

From the Ministry’s perspective, this summit represents not just the deepening of a bilateral relationship, but a structural shift in how Egypt engages internationally: blending macro-financial stability, private investment mobilisation, green transition, and human-capital development into one unified partnership with Europe. The agreements made in Brussels anchor Egypt’s national reform agenda within Europe’s investment, climate and governance architecture, providing clarity on financing, reform milestones and project pipelines for the coming years.

As the Ministry moves ahead, the Brussels summit will serve as a cornerstone reference point for operationalising these commitments: turning €4 billion in budget-support commitments and €75 million in local-development grants into measurable outcomes; aligning Egyptian planning, investment and reform tools with European mechanisms; and leveraging European institutional and private-sector engagement to deliver on Egypt’s national priorities.

Together with Team Europe, we are building an innovation-driven partnership rooted in stability, sustainability and shared prosperity, where strategic investments and technology cooperation drive job-rich, inclusive growth.

## Bilateral Cooperation with Team Europe

### Spain

Spain's historic royal visit to Egypt in September 2025 culminated in the signing of the Partnership for Economic Development Programme 2025–2030, a comprehensive framework to scale cooperation across green transition, investment, trade, and social development, signed by Minister Al-Mashat and Spain's Minister of Foreign Affairs, European Union & Cooperation H.E. José Manuel Albares.

The Ministry led economic coordination on the Egyptian side, using the partnership to unlock joint programmes in renewable energy, agriculture and technology transfer, and to expand Spanish private-sector investment in manufacturing and infrastructure. The Partnership marks a step-change in relations, moving from project cooperation to a programmatic, multi-year economic development compact.

This first-of-its-kind agreement between Egypt and Spain sets a new benchmark for international cooperation, laying the foundation for stronger, more sustainable collaboration, focused on the green transition, climate action, economic development, food security, water and sanitation, women's empowerment and more. Together, we will form a bilateral committee established between the Minister of Planning, Economic Development and International Cooperation and our Spanish counterparts to ensure effective follow-up and successful implementation.

This comes after H.E. President Abdel Fattah El-Sisi visited Spain, strengthening the strategic partnership between our two nations, paving the way for expanded cooperation in areas such as investment, trade and beyond. As part of the president's visit, Al-Mashat participated in the Egyptian-Spanish Business Forum with Minister of Investment H.E. Hassan El Khatib and Spain's Minister of Economy H.E. Carlos Cuerpo. Engaging with members of the business community, exploring opportunities, Al-Mashat also shared Egypt's efforts in enhancing macroeconomic stability through structural reforms and private sector engagement.

Also with Spain, a Pre-Feasibility Study agreement was signed to extend Cairo Metro Line 1 from New Marg to Shebein El Quanta. This builds on a series of agreements we inked last year in wastewater treatment, job creation, entrepreneurship and innovation.

This year, Spain also hosted the 4th International Conference on Financing for Development in Seville, where Al-Mashat met multiple times with Minister of Foreign Affairs H.E. José Bueno and the Ambassador Alvaro Iranzo Gutiérrez. More on this event will be in the next chapter.



## France

France and the Ministry advanced a renewed strategic partnership in 2025.

A technical and financial cooperation agreement was renewed in October, reflecting political momentum from high-level dialogue and renewed commitments to support Egypt's green and social agendas. The Ministry and the French authorities emphasised programmatic cooperation, linking French concessional finance, know-how and private-sector engagement to priorities such as green cities, sustainable transport and industrial localisation. The renewal frames an intensified pipeline of French support for project preparation, capacity building and investment promotion.

### President Macron's Visit

The year 2025 marked a major milestone in Egyptian–French relations, as the partnership between the two countries was formally elevated to a Strategic Partnership during the visit of H.E. President Emmanuel Macron to Cairo, and his meeting with H.E. President Abdel Fattah El-Sisi. The event, which brought together ministers from both governments, underscored the depth and longevity of cooperation between Egypt and France across political, economic, cultural, and development spheres.

During the visit, the two Presidents witnessed the signing of a number of landmark agreements and memoranda of understanding across key sectors, consolidating the framework of bilateral cooperation under the new strategic partnership. On behalf of the Egyptian Government, H.E. Dr. Rania Al-Mashat, Minister of Planning, Economic Development and International Cooperation, signed a technical and financial cooperation renewal agreement with H.E. Éric Lombard, French Minister of Economy and Finance, and a separate agreement with H.E. Jean-Noël Barrot, Minister of Europe and Foreign Affairs, to advance four priority development projects financed by the Agence Française de Développement (AFD).

#### These projects include:

- The Development of the Alexandria Regional Control Center, supporting the energy transition component of Egypt's NWFE (National Water, Food, and Energy) Program;
- The construction of the new railway line linking El-Robeiki City to 10th of Ramadan–Belbeis, contributing to the sustainable transport pillar of NWFE and facilitating logistics integration;
- The construction of the Third Phase of the Al-Gabal Al-Asfar Wastewater Treatment Plant, which remains the largest of its kind in Africa and a cornerstone of Egypt's water management strategy; and
- The construction of the New East Alexandria Wastewater Treatment Plant, which will reduce Mediterranean Sea pollution and strengthen environmental resilience in the coastal region.





#### Joint Press Conference

In a joint press conference this year, the renewal of the technical and financial cooperation agreement between Egypt and France was announced, worth €4 Billion until 2030, with French Ambassador H.E. Éric Chevallier at the Ministry of Planning, Economic Development & International Cooperation's HQ.

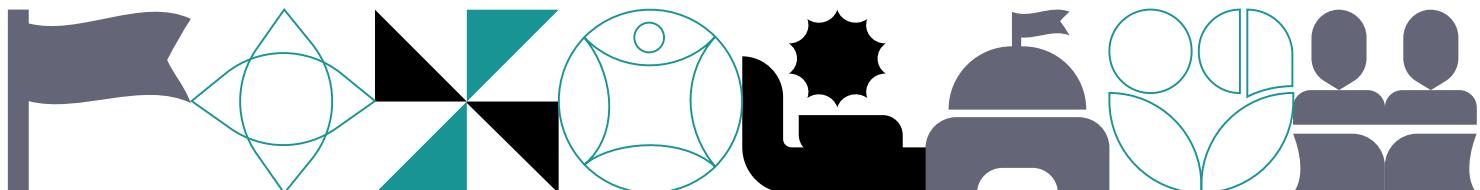
Aligned with Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience, the agreement focuses on three priority areas:

- Human Development, with emphasis on higher education
- Sustainable Infrastructure
- Climate Action through green projects under Egypt's NWFE Country Platform

This renewal builds on the Joint Declaration signed during the summit between H.E. President Abdel Fattah El-Sisi and H.E. President Emmanuel Macron during his historic visit to Cairo.

The visit also included a symbolic joint inspection by President El-Sisi and President Macron of Cairo Metro Line 3, traveling together from Adly Mansour to Hisham Barakat Station. This event represented the continuation of a partnership that began in 1983, when Egypt's first metro line was developed with French cooperation. Today, Line 3 stands as a vital investment in sustainable urban transport—reducing congestion, improving access to jobs and services, and enhancing labor productivity.

The Cairo Metro Line 3 project embodies the integrated nature of development financing, bringing together multiple Team Europe institutions: the Agence Française de Développement (AFD), the European Investment Bank (EIB), and the European Commission. It also reflects the Ministry's approach under Egypt's Narrative for Economic Development to view national projects as platforms for collective action, where financing, technology, and expertise converge in service of national priorities.



## Germany

In 2025, Egypt and Germany reaffirmed their long-standing partnership through a series of high-level engagements and new agreements that further deepened bilateral cooperation across multiple sectors. The year marked a significant step in advancing the joint development agenda, with the two countries emphasizing sustainable energy, education, and innovative financing as cornerstones of their collaboration.

Under the leadership of H.E. Dr. Rania A. Al-Mashat, Minister of Planning, Economic Development and International Cooperation, and H.E. Dr. Mahmoud Esmat, Minister of Electricity and Renewable Energy, Egypt signed a financial cooperation agreement and a new tranche under the Egypt–Germany Debt Swap Program with H.E. Jürgen Schulz, Ambassador of the Federal Republic of Germany to Egypt. The agreement directs new resources to support technical education and the energy sector, including the implementation of projects under Egypt's country platform for the NWFE (National Water, Food and Energy) program.

The debt swap mechanism, one of the oldest and most successful models of international cooperation, continues to stand as a global reference point for innovative financing for development. This new phase of the program focuses on renewable energy and green transformation, reinforcing both countries' shared commitment to climate action and sustainable growth.

In parallel, H.E. Dr. Rania Al-Mashat welcomed H.E. Minister Reem Alabali-Radovan, Germany's Minister for Economic Cooperation and Development, on her first official visit to Egypt since her appointment. The visit underscored the strategic importance of Egypt–Germany relations within the Team Europe framework, with a cooperation portfolio valued at €1.6 billion, covering priority sectors such as energy, water, sanitation, irrigation, education, transportation, and private sector development.

During the visit, a joint press conference was held between the Ministry of Planning, Economic Development and International Cooperation, the Ministry of Foreign Affairs, and Germany's Federal Ministry for Economic Cooperation and Development (BMZ). In her remarks, H.E. Dr. Al-Mashat highlighted the strength of Egypt–Germany cooperation across trade, investment, and development. She emphasized:

- Egypt's continued commitment to implementing the outcomes of the 4th International Conference on Financing for Development;
- Germany's central role in supporting Egypt's NWFE program and its emerging green hydrogen strategy;
- The positive economic indicators reflecting Egypt's ongoing structural reform efforts; and
- The expansion of private sector engagement through investment guarantees under the European Fund for Sustainable Development (EFSD+) mechanism.



Both sides reiterated their shared vision for inclusive economic growth, job creation, and sustainable private investment as the main drivers of long-term stability and prosperity. The discussions also underscored the alignment between Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience and Germany's priorities in supporting green transformation and social inclusion.

The year concluded with an agreement to continue consultations and collaboration at upcoming international forums, where Egypt and Germany would jointly launch new initiatives on Financing for Development. These engagements reflect both countries' shared commitment to transforming development cooperation into a catalyst for economic resilience, climate action, and innovation.



### Strengthening Egypt–Germany Cooperation: Governmental Negotiations and Strategic Engagements in Berlin

H.E. Dr. Rania Al-Mashat led a pivotal mission to Berlin for the 2025 round of Egyptian–German Governmental Negotiations—an annual strategic platform that defines the future trajectory of bilateral cooperation, investment partnerships, and innovative financing between the two countries. This year's negotiations marked a major milestone, reflecting the depth, durability, and forward-looking nature of Egyptian–German relations.

The visit began with expert-level preparatory meetings ahead of the final negotiations co-chaired by Dr. Al-Mashat and H.E. Ms. Reem Alabali-Radovan, Germany's Federal Minister for Economic Cooperation and Development. Dr. Al-Mashat underscored that the negotiations come within the broader framework of Egypt's strategic partnership with the European Union, and that the strength of Egypt–Germany relations has created a solid platform for expanding cooperation across priority sectors, including the green transition, industrial localization, education, water, innovation, and economic development. She highlighted that Germany remains one of Egypt's most important European partners, particularly in areas of renewable energy and climate-aligned development.

During an extensive bilateral meeting, the two ministers reviewed progress across the current cooperation portfolio; now exceeding €1.8 billion, and discussed opportunities to deepen joint work within the Debt Swap Program for Development and Climate Action, green hydrogen, energy efficiency, and water. Dr. Al-Mashat commended the longstanding partnership and emphasized Egypt's appreciation

for Minister Alabali-Radovan's visit to Cairo in July 2025, which reaffirmed Egypt's priority status in Germany's development agenda. The discussions also aligned bilateral cooperation with Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience, which provides a transparent framework linking Vision 2030 with sectoral reforms and investment priorities.

A defining outcome of the negotiations was the signing of €294.5 million in new agreements; equivalent to EGP 16 billion, covering concessional financing, debt swaps, grants, and technical cooperation. This included €171.5 million directed toward renewable energy projects under the NWFE Program, solid waste management, and improving Egypt's investment environment; and €123 million in new allocations for the coming period to support climate action, just transition, sustainable economic development, training and employment, technical education, migration, land reclamation, housing, infrastructure, and scientific research. Dr. Al-Mashat described these agreements as "a new chapter of fruitful cooperation," reflecting the shared commitment to advancing Egypt's development priorities, scaling private-sector empowerment, and expanding innovative financing tools with development partners.

A highlight of the agreements was the signing of a €50 million tranche of the Egyptian–German Debt Swap for Development, supporting the grid connection of ACWA Power's wind farms, evacuating 1,100 MW of wind energy into the national grid. Complementary concessional financing and grant agreements worth €86 million were also concluded to implement the grid connection works in Ras Ghareb and Gabal El Zeit, reinforcing Egypt's transition to renewable energy, reducing carbon emissions, and strengthening the national grid's efficiency and flexibility.

The Minister also witnessed additional agreements, including €15 million for Phase II of the Risk Management Mechanisms project; enhancing credit guarantees for SMEs and supporting the investment environment, alongside a €20 million grant for Phase III of Egypt's national Solid Waste Management Program, and a €570,000 grant to support energy-efficiency solutions and the digitization of distribution networks.

Throughout her engagements in Berlin, Dr. Al-Mashat emphasized that debt swaps have become an essential global financing tool, advancing fiscal sustainability while redirecting part of external debt toward high-impact development and climate projects. She stressed that Egypt aims to expand the Debt Swap Program in the coming period, building on its pioneering success.

In parallel with the governmental negotiations, Dr. Al-Mashat held a roundtable with leading German private-sector companies, reviewing recent positive macroeconomic indicators. She highlighted that the favorable economic outlook, combined with medium-term planning under the Unified Public Finance Law, is opening new pathways for investment and job creation.



## Italy

The bilateral cooperation between Egypt and Italy maintains a long-standing development dimension, anchored in the Italian-Egyptian Debt-for-Development Swap Programme, and extends into private-sector development, technical cooperation, and social development. Italy remains a valued partner in aligning development cooperation with Egypt's national development strategy.

In 2025, Rania A. Al-Mashat met with Italian financing and technical-cooperation institutions—specifically Cassa Depositi e Prestiti (CDP) and United Nations Industrial Development Organization (UNIDO, Italy). They discussed expanding concessional financing and technical support for Egypt's private sector, industrial competitiveness and export-oriented manufacturing.

Also in 2025, a cooperation agreement between Egypt and Italy was signed to advance biogas production (in Port Said) with Italian company Eni and the Egyptian environment/petroleum ministries.



## Sweden

The Ministry welcomed strengthened ties with Sweden in 2025, including diplomatic engagements to advance trade and private-sector cooperation. The Minister received the newly accredited Swedish Ambassador and met with Swedish counterparts to discuss enhanced economic relations, sustainable development cooperation, and opportunities for Swedish investment in green and digital sectors. Sweden's cooperation continues to focus on private-sector engagement and technical assistance.

Moreover, the year featured the Egyptian-Swedish Business Forum in Cairo, which concluded with a signing ceremony to initiate feasibility studies on the electricity grid and BRT project.

## Greece

In 2025 the Ministry of Planning, Economic Development and International Cooperation advanced its bilateral cooperation with Greece across several key fronts, underscoring the deepening strategic partnership between the two countries and aligning it with Egypt's reform-and-growth agenda.

### Strategic Partnership & High-Level Cooperation

In May 2025, presidents of Egypt and Greece signed a Joint Declaration elevating bilateral relations to the level of a Strategic Partnership, with the establishment of the High-Level Cooperation Council as a coordination mechanism. The Ministry's involvement included a ministerial meeting in Athens in which H.E. Dr. Rania A. Al-Mashat met with the Greek Minister of Development to explore investment, trade, and economic reforms, as part of H.E. President Abdel Fattah El-Sisi's visit to Greece.





## Switzerland

Egypt and Switzerland moved to formalize a new Cooperation Program 2025–2028 in 2025. The Ministry led preparatory and coordination work with the Swiss Development Agency (SDC) and SECO to finalize program priorities—strengthening governance, migration-related cooperation, green economic development and capacity building. The Joint Economic Committee and the new cooperation program provide a platform for Swiss investments and technical assistance linked to national development planning.

This year, Egypt and Switzerland also signed an agreement to establish the Joint Economic Commission between both countries, witnessed by Prime Minister H.E. Dr. Mostafa Madbouly and Vice President H.E. Guy Parmelin, where the commission is expected to strengthen bilateral economic and investment relations between both countries.

## Slovakia

In 2025 the Ministry advanced cooperation with Slovakia culminating in an agreement to establish a Joint Committee on Economic Cooperation, expanding the institutional basis for trade, investment and technical exchange. The agreement opens new avenues for Slovak participation in trade, industrial cooperation and technology transfer, while creating a formal mechanism to progress joint projects and investments.

## Netherlands & Denmark (Team Europe engagements)

At the Global Gateway Forum and related Brussels engagements in October 2025, the Ministry held bilateral and multilateral discussions with representatives from the Netherlands and Denmark as part of Team Europe dialogues. These meetings focused on enhancing investment facilitation, trade linkages, and sectoral cooperation—particularly in green energy, water management and port/logistics investments—under the EU-Egypt partnership framework. The Ministry coordinated Team Europe offers to ensure complementarity with national pipelines and the NWFE platform.



## The EBRD



In 2025, the Ministry reaffirmed and deepened its strategic partnership with the EBRD, positioning the Bank as a key development partner in achieving Egypt's reform and investment objectives. At the Bank's 34th Annual Meetings and Business Forum (United Kingdom, 13-15 May 2025), H.E. Dr. Rania A. Al-Mashat delivered Egypt's statement as Governor for the EBRD, emphasising that the partnership is anchored in the new national reform agenda and the country's shift toward a more resilient, private-sector-led economy.

Egypt was again the largest recipient of EBRD investment in the Southern and Eastern Mediterranean region for the seventh consecutive year, securing approximately €1.5 billion in new commitments across 26 projects in 2024 (reported in Jan 2025), underscoring the continuity and strength of the cooperation.

This year, President Odile Renaud-Basso visited the Ministry's headquarters, reflecting the coordination and strong partnership between both countries.

### Key Areas of Collaboration

#### 1) Private Sector & Green Financing

A central thrust of the cooperation is the mobilization of private-sector investment and green financing. The Ministry and the EBRD signed a Memorandum of Understanding (MoU) in early 2025 aimed

## to a Financial Institution



at enhancing public-private partnership (PPP) frameworks, capacity building and technical assistance for PPP projects across priority sectors such as transport, water, energy, and desalination. In addition, the EBRD provided Egypt's first sustainability-linked loan in the financial sector: a US\$100 million (€85 million) facility to Banque Misr for onward financing to women-led SMEs, green lending and underserved segments.

Over the years, more than 80% of EBRD's development financing in Egypt has been directed to the private sector, and there's much more to come especially as Egypt remains committed to enhancing private sector engagement as a cornerstone of its economic development strategy.

During the bank's annual meetings, the Minister spoke about Egypt's commitment to private sector engagement, with examples of work done with the EBRD in a panel on "Green Horizons: Climate Transition for Banks in Emerging Markets".

In the live panel, Al-Mashat emphasized five key enablers for accelerating climate finance in emerging markets:

- Government Commitment: Climate strategies must be backed by clear, actionable targets that translate into investable projects.
- Project Clarity: Well-defined projects unlock opportunities for collaboration between banks, MDBs and the private sector.
- Credibility & Confidence: Strong government credibility with MDBs and IFIs paves the way for credit lines & effective de-risking tools to crowd in private capital.
- Robust regulatory frameworks.
- Innovative instruments, such as green bonds, to scale sustainable finance.



## 2) Nexus of Water, Food & Energy (NWFE) Platform

The country platform of the NWFE Program is one of the most prominent pillars of partnership with the European Bank for Reconstruction and Development (EBRD). Since 2022, cooperation between the Ministry and the Bank has successfully mobilized concessional financing from multiple development partners to support renewable energy projects with a total capacity of 5.2 GW, paving the way for expanded private sector participation in renewable energy.

The EBRD is a key partner in the energy pillar of the NWFE country platform, and through this partnership, more than USD 4.5 billion has been mobilized for the private sector.

## 3) Infrastructure, Reform and Governance

The cooperation also covers infrastructure development and institutional reform. For example, technical assistance programmes supported by the EBRD target PPP governance, project preparation and bankability of major infrastructure projects, including transport and utilities. A joint statement from October 2025 noted that sectoral strategies supported by the EBRD – such as the National Green Hydrogen Strategy – are being integrated into Egypt's broader planning architecture.

### Achievements & Results in 2025

- Egypt secured €1.5 billion in new EBRD commitments in 2024 (reported in early 2025), with 98% directed to the private sector and approximately 50 percent dedicated to green finance.
- The MoU between the Ministry and EBRD to support PPPs was signed and sets the foundation for scaling private investment into major national projects.
- The sustainability-linked loan to Banque Misr is a landmark achievement in green and inclusive finance, enabling support for women-led enterprises, underserved segments and housing.
- The NWFE partnership advanced: through EBRD's involvement, significant financing, policy support and technical assistance have been mobilised for Egypt's green transition.



As Egypt's Governor in the bank, the Minister gave a statement at the annual meeting's governors plenary session, highlighting:

- Egypt continues to be the EBRD's top country of operation in the SEMED region for the 7th year in a row.
- Egypt has an ambitious economic reform agenda focused on macroeconomic stability, structural reforms, competitiveness & diversification.
- We are expanding private sector participation across key industries.
- Our pioneering country-led climate platform NWFE, mobilized \$4.2 billion in private investment for the energy pillar in just two years.
- Egypt presents a green industrial & energy hub linking Africa, the Arab world & Europe.
- We are committed to inclusive development, empowering women, youth & underserved regions.
- Egypt endorses key amendments to enhance the Bank's financial flexibility & evolving multilateral strategies, expansion into sub-Saharan Africa & Iraq, the Strategic Capital Framework that focuses on gender, green transition & governance, with private sector engagement & digital transition as key enablers.
- Congratulations to Côte d'Ivoire, Benin & Nigeria for joining the bank.

#### Outlook & Next Steps

Looking ahead to 2026 and beyond, the Ministry intends to scale up the operational impact of EBRD cooperation through:

- Implementation of PPP frameworks and bankable project pipelines supported by EBRD technical assistance;
- Accelerated rollout of NWFE-linked projects, particularly in renewable energy, clean hydrogen, water desalination and export-oriented infrastructure;
- Expanded use of sustainability-linked and inclusive finance instruments, especially targeting women, youth and underserved segments;
- Continued synergy between EBRD programmes and national planning tools (INFS, Narrative for Economic Development), ensuring that financing leads to measurable development outcomes.

## The EIB



In 2025 the Ministry reaffirmed the EIB as a strategic development partner, aligning its instruments with Egypt's reform agenda and the financing goals embedded. The EIB has been active in Egypt for decades, with an established pipeline of infrastructure, water, transport, green industry and private-sector investments.

A significant high-level engagement occurred during the 2025 Annual Meetings of the World Bank Group and the International Monetary Fund in Washington in October, where the Minister met with EIB President Nadia Calviño. In that meeting, the Ministry and the EIB discussed scaling cooperation under the new EU-Egypt cooperation frameworks, including the European Investment Guarantees for Development Mechanism and expanding EIB support for infrastructure, private sector expansion, and green projects in Egypt.

### Key Areas of Cooperation

#### Food Security & Strategic Grain Storage

In March 2025, the Ministry and the EIB signed a €90 million concessional financing agreement to support Egypt's Emergency Food Security and Resilience Support Project, which aims to upgrade grain-storage infrastructure and modernise logistics – thereby strengthening Egypt's capacity to respond to global supply shocks and climate vulnerabilities. The Minister emphasized that this investment is part of the strategic partnership with the EU and the EIB, and supports Egypt's role as a regional logistics hub for grain.

#### Green Industry & Climate Transition

In June 2025, an agreement was signed between Egypt and the EIB's development arm, EIB Global, to deploy a €21 million EU-funded grant (managed by EIB Global) to support decarbonisation, recycling and digitisation for the industrial sector in Egypt. The grant complements an EIB loan of €135 million under a green industry programme that targets sustainable manufacturing, circular economy models, and pollution-reduction investments.

The Minister commented that "this agreement marks a key milestone in our collective efforts to accelerate Egypt's green transformation," emphasising the role of blended finance in unlocking private-sector green investment.

#### Water, Sanitation & Urban Infrastructure

Discussions and project preparations in 2025 also included water and sanitation cooperation. The Ministry, in consultation with the EIB, reviewed agreements for technical support and preparatory studies managed by the Ministry of Housing, Utilities and Urban Communities. A €2 million grant was being used to prepare a sludge-management project and further expand cooperation in drinking-water and wastewater sectors. Through these efforts, the EIB's portfolio in Egypt is reported to have reached about €700 million in the water and sanitation domain.

#### Results & Impact in 2025

- The signing of the €90 million EIB financing for food-security infrastructure advanced Egypt's logistic-and-storage capacity and strengthened supply-chain resilience.
- The green industry programme (€21 million grant + €135 million EIB loan) marked new momentum for industrial decarbonisation and private sector mobilisation.
- The preparatory water infrastructure projects enhanced the pipeline for investment in sanitation, drinking-water networks and urban utilities.
- The high-level meeting with EIB President Nadia Calviño confirmed Egypt's status as a key partner of the EIB and reinforced links between the national reform agenda, financing strategy and private-sector growth.



### *Strategic Significance & Implementation Approach*

Our partnership with the EIB is a key enabler of Egypt's shift from reliance on public investment alone toward a model that mobilises private capital, ensures project-bankability and aligns financing with national reform milestones. The EIB's long term presence and its ability to deploy loans, technical assistance and blended instruments contribute directly to the Ministry's objective of aligning infrastructure and human-capital investment with reform, efficiency and inclusion.

The meeting with President Calviño underscored that EIB cooperation is converging with broader European and global financing initiatives—such as the Investment Guarantee Facility and the Team Europe model—thus reinforcing Egypt's openness to new instruments, risk-sharing and private-sector growth.

### *Outlook & Next Steps*

*Moving into 2026-27 the Ministry intends to deepen EIB cooperation by:*

- Scaling up project-preparation pipelines for green industry, water-food-energy (NWFE) and logistics, with EIB technical and financial support.
- Ensuring that EIB instruments are seamlessly integrated into the national Integrated National Financing Strategy and the Narrative for Economic Development.
- Expanding opportunities for blended finance and guarantees via EIB/Team Europe mechanisms to mobilise greater private-sector participation.
- Strengthening monitoring, evaluation and transparency frameworks so that EIB-supported operations generate measurable outcomes and contribute directly to Egypt's reform and growth trajectory.

## The World Bank

The partnership between the Ministry of Planning, Economic Development and International Cooperation and the World Bank Group (WBG) continued to strengthen throughout 2025, reflecting a shared commitment to advancing Egypt's development priorities through financing, policy dialogue, and knowledge exchange.

With a cooperation portfolio exceeding USD 6.5 billion across 13 active projects, the World Bank remains one of Egypt's most important multilateral development partners. The relationship is guided by the Country Partnership Framework (CPF) 2023–2027, which focuses on three key pillars: increasing private-sector participation and job creation; enhancing human capital and social protection; and promoting resilience through climate and governance reforms.

Throughout the year, the Ministry and the Bank worked closely on programs supporting macroeconomic stability, private-sector development, and human capital investments. Technical discussions were also advanced on strengthening Egypt's monitoring and evaluation systems, improving the targeting of social protection programs, and designing results-based financing mechanisms for reform priorities.

### Spring Meetings 2025

In April 2025, H.E. Dr. Rania A. Al-Mashat participated in the World Bank and IMF Spring Meetings in Washington, D.C, as Egypt's governor in the bank. The Minister participated in a series of high-level policy dialogues and bilateral meetings that underscored Egypt's commitment to evidence-based reform and development financing.

During her participation, Dr. Al-Mashat emphasized the importance of international partnerships in supporting national reform efforts and shared Egypt's progress on structural and institutional reforms. The Minister held bilateral discussions with many in the bank, including President Ajay Banga on the evolving economic structure and the opportunities for Egypt amid global uncertainty, emphasizing private sector engagement, FDI, tradables and exports as engines for growth and jobs.

During the meeting, Al-Mashat also presented the Egyptian economy's updates in terms of robust recovery in growth and an increase in exports, as well as our commitment to private sector engagement reflected in the growing share of investments and financing directed toward the private sector, helping to attract more FDI.

Al-Mashat also met with Managing Director of Operations Anna Bjerde and IFC Managing Director Makhtar Diop, focusing on expanding private-sector engagement, enhancing access to sustainable finance, and scaling up blended finance instruments.

The meetings also reviewed cooperation on human capital develop-



ment, particularly education and skills, and explored collaboration to strengthen Egypt's integrated financing framework. The discussions reflected a joint vision for channeling development finance toward projects that are measurable, transparent, and aligned with sustainable development goals.

### With the IMF

Moreover, Al-Mashat held a bilateral meeting with the IMF's Deputy Managing Director Nigel Clark on the country's commitment to structural reforms and economic growth, despite ongoing external shocks.

While at the Spring Meetings, the Minister attended the International Monetary and Financial Committee (IMFC), chaired by the Managing Director Kristalina Georgieva. At a time of heightened uncertainty and geopolitical tensions, we discussed the importance of international cooperation to safeguard global financial stability and ensure an inclusive path forward for all economies cannot be overstated.

From debt sustainability and global growth to the need for multilateral reform and a more responsive international financial architecture, these conversations remain critical for developing economies and our shared future.

## Key Discussions At the Spring Meetings

**A few important takeaways especially from the World Bank Development Committee:** Growth & Jobs dominated discussions.

With 1.2 billion young people entering the workforce in emerging economies over the next decade and only 420 million jobs expected, the urgency is clear.

This renewed agenda is grounded in structural reforms and a sharper focus on mobilizing private sector investment to drive sustainable growth prioritizing 5 key areas: infrastructure, tourism, manufacturing, energy and health services, as well as unlocking the bank's growth academy and position as a "knowledge partner" for member countries.

Egypt has been taking this forward via investing in infrastructure, focusing on tradable sectors, unlocking private sector and FDI and advancing reforms for a more competitive economy.

This year after the Spring Meetings, Cairo hosted the 2025 MENA Growth Academy in collaboration with the University of Chicago and the Economic Research Form.

As a knowledge partner for member countries, during the workshop, the World Bank focused on policies and practices designed to drive long-term sustainable economic growth as well as exchanging evidence-based expertise to help re-shape global dialogue.

Key recommendations aimed at:

- Accelerating Economic Growth
- Creating Jobs
- Enhancing Productivity

These are key priorities for overcoming development challenges facing middle-income countries and driving long-term growth.

## At the African Consultative Group Meeting

On behalf of the 2025 African Consultative Group Meeting with President Ajay Banga, Al-Mashat addressed one of Africa's most urgent challenges: creating sustainable jobs & equipping our workforce with market-ready skills; a topic that lies at the heart of the spring meetings this year.

Nearly one-third of the world's unemployed live on our continent, a stark reminder that the global jobs agenda must begin here. We urged the World Bank Group to strengthen its Jobs & Economic Transformation (JET) agenda by:

- Financing modern physical & digital infrastructure
- Catalyzing local manufacturing & value-added industries
- Empowering Africa's SMEs & dynamic startup ecosystem

- Investing in vocational training & human capital
- Leveraging data & analytics for evidence-based policies
- Strengthening partnerships to de-risk private sector investments

As we stand at a crossroads of opportunity and challenge, it's time to turn the tide on unemployment and ensure that Africa's demographic dividend translates into economic dynamism for generations to come.



## Flagship Discussion on Jobs: The Path to Prosperity

Development is fundamentally about growth and jobs. It's about bringing what we're discussing in these meetings back to the people. For this, there are 3 types of infrastructure that Al-Mashat pointed out:

### • Economic Infrastructure

Meaning macroeconomic stability and structural reforms to remove barriers, boost competition and ensure predictable policies. This allows the private sector to thrive, and with it, job creation.

### • Physical Infrastructure

Economic plans need foundations: roads, energy grids, transport networks and digital access. These are what connect people to markets, services and each other.

### • Human Infrastructure

At the center of it all: people. We must equip youth and workers with skills that match the evolving needs of the job market, especially as the private sector adapts and grows.

## Annual Meetings 2025

In October 2025, Egypt participated in the World Bank–IMF Annual Meetings, where discussions focused on advancing Egypt's reform priorities and expanding technical cooperation. The Minister met with senior World Bank officials to review the progress of ongoing operations, including those supporting public investment governance, social protection systems, and human capital development.

The World Bank commended Egypt's progress in improving the efficiency of public spending and the transparency of investment planning. During the meetings, both sides reaffirmed their commitment to strengthening Egypt's macroeconomic resilience and mobilizing private investment through coordinated financing mechanisms.

In parallel, the Minister engaged with global development leaders to advocate for reforming the international financial architecture to better serve developing economies, particularly by enhancing access to concessional financing and promoting debt sustainability.

## G24 Meetings of Ministers & Governors

At the G-24 Meeting of Ministers and Governors during the Annual Meetings themed "Structural Transformation Policies for Unlocking Growth Potential", I shared Egypt's ongoing structural reform efforts, anchored in the Narrative for Economic Development.

The Narrative presents a new economic model that shifts focus from non-tradable activities to productive, tradable and export-oriented sectors, focused on strengthening growth, resilience, and investor confidence despite regional headwinds.



## A Focus on Middle-Income Countries

Middle-income countries serve as a testing ground for how development finance can evolve to become more innovative, inclusive, and investment-driven.

In Egypt's case, partnerships go beyond financing. It's about policy-based engagement, leveraging technical assistance and coordinating with MDBs to catalyze private sector investment and innovation.

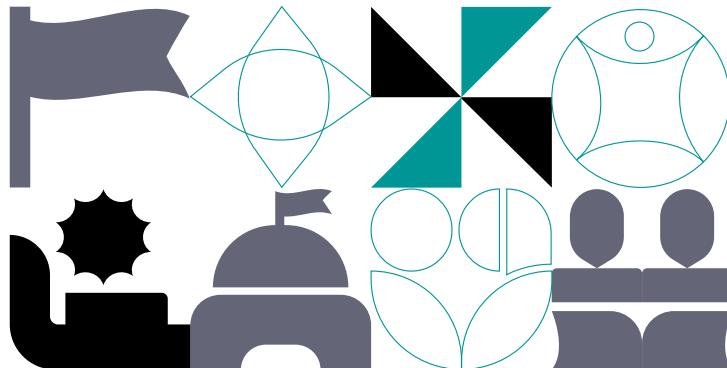
Our approach focuses on:

- Advancing structural reforms that drive investment-led growth, as explained in Egypt's Economic Narrative.
- Enhancing the efficiency & accessibility of development finance.
- Using new modalities of financing, such as debt swaps and blended instruments.
- Ensuring that cooperation remains deep & strategic, not detached.



## Key Highlights

- Dr. Al-Mashat delivered a statement at the plenary session attended by Mr. Ajay Banga (President of the WBG) and Ms. Kristalina Georgieva (Managing Director of the IMF), in which she reaffirmed Egypt's ongoing reforms, its macro-economic resilience and its focus on higher-productivity sectors. She also referenced the country's shift towards export-oriented economic activity and emphasised that "continuous reform fosters macroeconomic stability".
- In a meeting with Mr. Makhtar Diop, Managing Director of the International Finance Corporation (IFC) – the private-sector arm of the WBG – Dr. Al-Mashat discussed Egypt's objective of empowering the private sector, improving the investment climate, and expanding innovative financing mechanisms including the €1.8 billion European Investment Guarantees Mechanism. The discussions covered airport-modernisation PPPs, private-sector fund participation and the utilisation of guarantee platforms.
- Dr. Al-Mashat spoke at the Intergovernmental Group of Twenty-Four (G-24) on International Monetary Affairs, where she linked Egypt's stability agenda, regional peace initiatives and economic reform. She underlined that regional stability is a core enabler of development and called for reform of global financial architecture to support developing economies.
- In a session on Country Platforms that Perform, Dr. Al-Mashat presented Egypt's experience with its country-platform model—specifically the Nexus of Water, Food and Energy programme (NWFE) – demonstrating how policy, investment and financing have been integrated under a national framework. This session drew attention to Egypt's use of blended finance, debt-swaps, grants and risk-mitigation instruments to mobilise private investment in climate and infrastructure sectors.
- The Minister also held meetings with the Multilateral Investment Guarantee Agency (MIGA) Executive Vice-President, and officials from the European Commission to discuss expanding guarantee platforms and preparing for future Egypt-EU cooperation frameworks.





## Program Portfolio and Thematic Cooperation

The Ministry's collaboration with the World Bank Group spans multiple sectors and modalities of engagement:

- **Macroeconomic and Structural Reforms:** Technical assistance to strengthen fiscal governance and improve the efficiency of public investments.
- **Human Capital and Social Protection:** Continued cooperation on the Takaful and Karama programs, which remain a cornerstone of Egypt's social safety net architecture.
- **Sustainable Infrastructure:** Ongoing support to projects in transport, water, sanitation, and renewable energy that contribute to inclusive and climate-resilient growth.
- **Private-Sector Engagement:** Close coordination with the IFC and MIGA to expand Egypt's investment pipeline, particularly in manufacturing, logistics, and green industries.
- **Monitoring and Evaluation:** Joint efforts to modernize data systems for tracking development outcomes, supported by the Bank's technical expertise.

## A Forward-Looking Partnership

The World Bank Group continues to serve as a vital partner in Egypt's efforts to enhance the effectiveness of development finance, strengthen resilience, and accelerate the transition to a more competitive, inclusive economy. The Ministry looks forward to advancing the ongoing portfolio and deepening cooperation in the following areas:

- Strengthening the role of the private sector through new blended-finance instruments.
- Expanding support for climate adaptation and resilience, including through the NWFE program.
- Enhancing data systems, monitoring, and evaluation across ministries.
- Deepening knowledge exchange through future editions of the Growth Academy and analytical collaborations.

Together, the Ministry and the World Bank Group are committed to a partnership that aligns financing, policy, and knowledge for long-term, sustainable development.

## The United Nations

In 2025, the Ministry reinforced its partnership with the United Nations across multiple dimensions: policy-coordination, development financing, technical assistance, private-sector engagement, and institutional reform. The cooperation is framed by the national Integrated National Financing Strategy (INFS), the country-platform approach such as the NWFE programme, and the existing national UN cooperation framework known as the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027.

AI-Mashat, emphasised that the partnership is built on country ownership, clarity, transparency and joint action – key principles in the alignment of Egypt's development priorities with UN support.

### UNSDCF 2023-2027: Framework for Egypt-UN Cooperation

The UNSDCF signed between the Government of Egypt and the United Nations in May 2023 is the principal strategic instrument guiding UN-system operations in Egypt for the period 2023-2027, co-chaired by H.E. Dr. Rania A. Al-Mashat and the Resident Coordinator Elena Panova. It reflects full country-ownership through the Ministry of Planning, Economic Development and International Cooperation and was developed in consultation with more than 40 national partners, 28 UN agencies and the private sector.

The Framework is structured around five interlinked strategic pillars, each with associated outcome areas and focal interventions. These pillars align with Egypt's national development strategy and the SDGs, while providing a framework for UN cooperation in support of national priorities.

### Pillar 1: People – Quality Services, Social Cohesion & Human Capital

#### Focus Areas:

- Equal access to quality education, health services, nutrition and social protection for all.
- Stronger support for migrants, refugees and host communities.
- Enhancing youth and child-focused human capital development.

#### Outcome by 2027:

Strengthened human capital through equal access to quality services, social protection and social justice for all people.





### Pillar 3: Planet – Sustainable Natural Resource Management & Climate Resilience

#### Focus Areas:

- Efficient management of natural resources, just transition to a green, circular economy, adaptation and early warning for climate shocks.
- Strengthened agriculture systems and water-food-energy nexus interventions.
- Inclusive, climate-resilient urban and rural development.

#### Outcome by 2027:

Enhanced climate resilience and efficient natural-resource management for all people in a sustainable environment.



### Pillar 2: Prosperity – Inclusive, Competitive & Knowledge-based Economy

#### Focus Areas:

- Diversified economic development, industrialisation, productivity growth, decent jobs and digitalisation.
- Integration of MSMEs into regional/global value chains, entrepreneurship, innovation and the informal economy.
- Linking economic growth with environmental sustainability and climate-responsiveness.

#### Outcome by 2027:

Enhanced people-centred, inclusive and environmentally sustainable economic development driven by industrialisation, productivity growth, decent jobs, digitalisation and informal economy integration, social protection and social justice for all people.



### Pillar 4: Governance – Transparency, Accountability & Rule of Law

#### Focus Areas:

- Strengthening institutions and public administration, improving monitoring & evaluation, data systems, anti-corruption, access to justice and participation.
- Enhancing public-sector governance at national and local levels, including localization of development planning and SDG implementation.

#### Outcome by 2027:

People have improved access to safe and equal opportunities, access to information, protection, justice and live in a peaceful and inclusive society through transparent, accountable, participatory, effective and efficient governance based on the rule of law and international norms.



## Pillar 5: Women & Girls – Empowerment, Leadership & Rights

### Focus Areas:

- Increasing access of women and girls to their constitutional and socioeconomic rights; enhancing participation, leadership, reducing violence and discrimination.
- Expanding women-led enterprises, digital access for women and girls, adolescent services, combating discriminatory norms.

### Outcome by 2027:

Women and girls realise their rights in social, health and livelihood spheres, and their voice and leadership are guaranteed in a society free of discrimination and violence.

### Implementation Approach

The UNSDCF emphasizes a participatory, multi-stakeholder approach involving government, UN agencies, civil society, academia and the private sector. The Framework emphasises “leaving no one behind”, human rights, gender equality, sustainability, resilience and accountability. For the Ministry, the UNSDCF provides an institutionalised platform to align UN support with Egypt’s national planning, reform and investment frameworks, strengthening coherence between UN-supported programmes and Egypt’s medium-term development plans, while enabling tracking of interventions, financing flows and outcomes toward 2027 targets.

The Framework also facilitates joint monitoring and evaluation, data-sharing, and institutional strengthening—areas where the Ministry has prioritized capacity building and digital planning tools. Combined with reform-and-investment priorities, the UNSDCF helps ensure UN-agency support flows into key sectors: human capital, economic diversification, climate resilience, governance, and gender empowerment.





### Launch of the Integrated National Financing Strategy (INFS) with UNDP

On 18 March 2025, under the auspices of H.E. Dr. Mostafa Madbouly, Prime Minister of Egypt, the Ministry launched the national INFS in collaboration with the United Nations Development Programme (UNDP) and the UN system in Egypt.

The INFS is designed to mobilise and optimise the allocation of public, private and international resources across seven priority sectors – including health, education, social protection, climate resilience, transportation and infrastructure. This milestone event marked a significant advance in institutionalising development-financing coordination and aligning UN and multilateral partner efforts with national planning.

### High-Level Engagements & UN Agency Dialogues

- In January 2025, during the World Economic Forum 2025 in Davos, Minister Al-Mashat held bilateral meetings with heads of UN agencies including the United Nations Conference on Trade and Development (UNCTAD) and UN-Habitat to advance cooperation in sustainable cities, investment policy and SME development.
- On 12 February 2025, at a conference titled “Egypt and the United Nations: Eighty Years of Contribution” hosted in Cairo, Minister Al-Mashat underscored Egypt’s long-standing role in multilateral institutions and the importance of reforming global financial architecture to respond to emerging challenges.

- In April, Al-Mashat participated in the 2025 ECOSOC Forum on Financing For Development.
- In July, the Minister held a strategic meeting with the UN agencies, IFIs & development partners ahead of the 4th Financing for Development Conference.
- On 26–27 October 2025, the Ministry-led dialogue with the Presidents of Executive Boards of UNDP, United Nations Population Fund (UNFPA), UN Office for Project Services (UNOPS), United Nations Children’s Fund (UNICEF), UN Women and World Food Programme (WFP) reaffirmed Egypt’s partnership with the UN in areas of food security, health, education, women’s empowerment, and water security, done with the Ministry of Foreign Affairs.

### Strategic Outcomes & Next Steps

In 2025, the Ministry participated in key UN forums, including the High-Level Political Forum on the 2030 Agenda, the Summit of the Future, and the 79th UN General Assembly, contributing to international discussions on global financial and UN system reform, debt sustainability, development finance, private sector empowerment, and South–South cooperation.

The Ministry also took part in the Arab Forum for Sustainable Development, the UN Financing for Development process, and the Fourth International Conference on Financing for Development (FfD4) in Seville, in addition to participating in the G20 Development Ministers’ Meetings, in line with its role in coordinating Egypt’s engagement in the G20 Development Working Group.

# The African Development Bank



In 2025 the Ministry of Planning, Economic Development and International Cooperation (the “Ministry”) strengthened its partnership with the African Development Bank (AfDB), aligning Egypt’s national development strategy with the Bank’s regional priorities and leveraging multi-dimensional cooperation across infrastructure, private sector development, climate transition and regional integration. The Ministry’s engagement reflects Egypt’s significant role within the AfDB – as one of its largest regional members and shareholders – thereby positioning the country for deeper influence and strategic cooperation.

Al-Mashat received Dr. Akinwumi Adesina, former President of the African Development Bank, during his visit to Egypt, within the framework of the strategic partnership between Egypt and the Bank and ongoing cooperation to support sustainable development and African integration. Dr. Al-Mashat expressed her appreciation for his support of Egypt–AfDB cooperation over the past decade, including his support for Egypt’s hosting of the Bank’s Annual Meetings in 2023, and wished him success in the next phase following the conclusion of his presidency.

A key early-year engagement took place when H.E. Dr. Rania A. Al-Mashat met with Dr. Khaled Sheriff, Executive Director for Egypt and Djibouti at the AfDB Board of Directors, on 4 April 2025. The meeting reviewed progress on Egypt’s country strategy with the Bank (2022–2026), preparations for the Bank’s annual meetings, and the global economic context affecting development financing. Topics included job creation, private-sector led growth, and support for Egypt’s Nexus of Water, Food and Energy (NWFE) country platform – particularly the role of AfDB in the water pillar and supporting project preparation and financing flows.

This year, we also welcomed the new President of the AfDB Sidi Ould Tah.

## Key Cooperation Areas

### *Private Sector Development & Economic Diversification*

In early 2025, AfDB approved a US \$170 million loan to support Egypt’s second phase of the “Support Programme for Private Sector Development and Economic Diversification” (covering 2024–25). The programme emphasizes green growth, competitiveness, SME formalisation and women-owned business inclusion.

In an additional move, the Ministry announced that AfDB intended to inject about US \$300 million into Egypt’s private sector in 2025, prioritising project finance, credit lines for SMEs and regional integration. The Minister highlighted sectors such as pharmaceuticals, smart agriculture and renewable energy.

### *Energy, Climate & NWFE Platform*

A standout cooperation in June 2025 involved the AfDB in a major private-sector-led solar + battery storage project near Nagaa Hammadi, where the AfDB contributed approximately US \$184.1 million (including concessional funds) as part of a larger US \$476 million loan alongside the EBRD and British International Investment (BII). This project aligns with Egypt’s NWFE programme and reflects AfDB’s role in dispatchable clean energy, grid stability and decarbonisation.

At a meeting on 11 May 2025 between President Abdel Fattah El-Sisi and AfDB President, at the time, Dr. Akinwumi Adesina, the cooperation was elevated, reaffirming focus on renewable energy, infrastructure, food & water security, and local manufacturing. This high-level engagement underscored AfDB’s strategic role in supporting Egypt’s NWFE platform and the Bank’s respect for Egypt’s position within the institution.



### *Infrastructure & Regional Integration*

AfDB's Egypt portfolio in 2025 reportedly reached US \$2.045 billion, with total lending in 2025 planned at US \$746 million across multiple operations including youth employment, bio-similars (pharmaceuticals), guarantee mechanisms, and smart energy infrastructure. Sector breakdown included finance, energy, agriculture, water & sanitation, transport.

### *Implementation Approach & Governance*

The Ministry emphasised that the AfDB partnership is deeply embedded in national planning and investment frameworks. During her meeting in April, Dr. Al-Mashat stressed that the AfDB leads the water pillar of Egypt's NWFE platform and plays a key role in mobilising financing for water, food and energy projects as well as supporting the private sector and climate resilience. The Minister also noted Egypt's significant shareholding in AfDB and argued that this enhances the country's influence on strategic decisions within the Bank.

### **Results & Outcomes in 2025**

- Private-sector oriented financing: the US \$170 million loan and the planned US \$300 million injection for 2025 reflect AfDB's commitment to promoting diversification, SME support and formalisation of the economy.
- Green-energy transformation: the Naga Hammadi solar + battery project, with AfDB participation, sets a precedent for dispatchable renewables in Egypt and the region.
- Elevated institutional cooperation: the high-level meeting in May and the Minister's engagement with AfDB leadership demonstrate strategic alignment and institutional depth in the cooperation.
- Consolidated financing portfolio: the 2025 commitment of US \$746 million across multiple sectors demonstrates scaling of the partnership and responsiveness to Egypt's reform agenda.

### **Strategic Significance & Looking Ahead**

The partnership with AfDB underlines Egypt's role as a major regional player and places the country at the core of African development cooperation. The Ministry views AfDB cooperation as integral to the transition toward a private-sector-led, climate-resilient, export-oriented growth model. Institutionalising this cooperation, through national platforms like NWFE, project pipelines, and investment frameworks, ensures that AfDB support contributes to job creation, industrial competitiveness and regional integration.

## The Islamic Development Bank

It is worth noting that the partnership with the Islamic Development Bank Group represents one of Egypt's most established strategic partnerships, contributing to the implementation of major development projects with direct impact on citizens' lives. Since the start of cooperation in 1974, the cumulative financing portfolio has reached approximately USD 26.1 billion, supporting around 431 projects across electricity and energy, agriculture and irrigation, health, education, industry, transport, and information technology. To date, 354 projects have been completed, while 77 projects are currently under implementation.

### Strategic Framework & Institutional Engagement

In 2025, Egypt deepened its collaboration with the Islamic Development Bank Group (IsDB) across multiple dimensions – trade finance, private sector development, Islamic-finance tools, human capital and strategic infrastructure. On 4 February 2025 the Ministry announced two major agreements with the IsDB Group totalling US\$1.6 billion.

H.E. Rania A. Al-Mashat, Minister of Planning, Economic Development and International Cooperation, and Egypt's Governor at the IsDB Group, remarked that these agreements represent a strategic step that "strengthens our joint efforts to enhance food security, provide strategic commodities, empower the private sector, and support exporters in accessing international markets."

In May 2025, the Minister participated in the IsDB Group Annual Meetings (19–22 May) where the Bank approved its 2026-2035 Strategy. The strategy was welcomed by the Minister as a roadmap for cooperation aligned with regional and international development priorities. The new strategy emphasises empowering member countries, achieving inclusive productivity growth, deploying Islamic-finance tools, strengthening South-South cooperation and prioritising infrastructure and human capital.



### Key Areas of Cooperation

#### Trade Finance & Food & Energy Security

The agreement with the International Islamic Trade Finance Corporation (ITFC), a member institution of IsDB, provides US\$1.5 billion in annual work-programme financing for 2025. This package supports strategic commodities, oil supply and food-security infrastructure. Specifically, US\$800 million is allocated to the Egyptian General Petroleum Corporation (EGPC) and US\$700 million to the General Authority for Supply Commodities (GASC).

This cooperation demonstrates the Ministry's strategy of utilising multilateral Islamic-finance instruments to mitigate global shocks, ensure supply-resilience and support essential infrastructure.

#### Private-Sector Development & Islamic Finance Instruments

In parallel, the agreement with the Islamic Corporation for the Development of the Private Sector (ICD) offers US\$100 million in 2025 to finance SMEs and large private-sector companies in strategic sectors (industry, energy, agriculture). The programme also includes advisory services for Sukuk issuance, capacity-building in Islamic finance, and lines of credit to Egyptian banks.

The Ministry views this as crucial in enhancing financial inclusion, diversifying financing sources and accelerating private-sector participation in national development.



## IsDB 2025 Mission

The Ministry of Planning, Economic Development and International Cooperation received a technical mission from the Islamic Development Bank (IsDB) during December, within the framework of monitoring development projects financed by the Bank in Egypt.

The mission implemented an intensive program coordinated by the Ministry in collaboration with national stakeholders, including the Ministry of Local Development, South Sinai Governorate, the Ministry of Transport, the National Authority for Tunnels, and the Egyptian Electricity Transmission Company. Activities included technical meetings and field visits to several Islamic Development Bank (IsDB)-financed projects, focusing on urban development, transport infrastructure, and energy interconnection.

Key discussions covered the implementation of the Strategic Master Plan for Dahab City, where priority interventions were agreed to enhance quality of life, support smart urban solutions, and attract sustainable investments, alongside capacity-building initiatives and the establishment of an investment platform.

The mission also reviewed progress on Phase One of the High-Speed Electric Rail Project, including a site visit to Sphinx Station, highlighting its role in promoting sustainable socio-economic development. In addition, the Egypt–Saudi Arabia Electricity Interconnection Project was assessed, with IsDB-financed converter stations reaching 88.5% completion, reinforcing regional energy security and grid stability through one of the largest interconnected power systems in the Arab world.

## Strategic Infrastructure & Regional Role

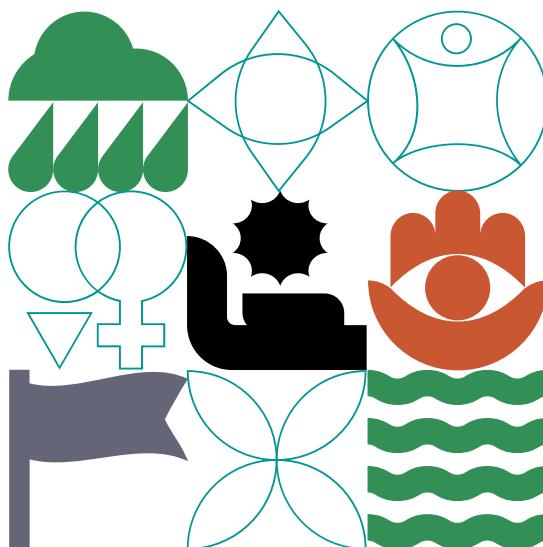
At the IsDB Annual Meetings, the new strategy places special emphasis on infrastructure development, human capital and climate adaptation. The Minister noted that Egypt seeks to leverage the strategy to expand cooperation in education, renewable energy, digital transformation and south-south cooperation.

## Implementation Approach & Governance

The Ministry has integrated IsDB cooperation into its national frameworks, aligning programmes with the Integrated National Financing Strategy (INFS), the national Narrative for Economic Development and sectoral reform plans. Through these alignments, the partnerships strengthen country ownership and institutional coherence. The Ministry emphasises results-based monitoring and leveraging Islamic-finance tools to enhance investment quality, private-sector mobilisation and inclusive growth.

## Results & Outcomes in 2025

- Signing of two major agreements with the IsDB Group worth US\$1.6 billion, spanning trade, food security, energy, private-sector support.
- Launch of the ICD Country Work Programme 2025 for Egypt, allocating US\$100 million to private-sector financing and Islamic finance advisory.
- Alignment of cooperation with the IsDB's new 2026-2035 Strategy, positioning Egypt to benefit from strengthened private-sector and infrastructure cooperation.



# The OECD



## Strategic Framework & Institutional Engagement

In 2025, the Ministry deepened its cooperation with the OECD, building upon the long-standing Egypt-OECD Country Programme and expanding partnership into new domains of governance, innovation and sustainable business. Under the leadership of H.E. Dr. Rania A. Al-Mashat, Egypt assumed a leadership role in regional OECD-led initiatives and worked closely with the OECD Secretariat on technical and policy-analysis work relevant to its reform agenda.

Over the past year, approximately 26 events, workshops, and public-private dialogues were held as part of the program's activities. In addition, two reports were issued on integrating SMEs into the formal economy and on technical support for the NIGSD alongside the review of 12 reports conducted in close coordination with national partners on key areas including public investment and infrastructure governance, clean energy financing, investment climate improvement, and productivity enhancement.

## Key Milestones & Areas of Cooperation

### 1. Co-Chairmanship of the MENA-OECD Initiative

In May 2025, Egypt formally assumed co-chairmanship of the MENA-OECD Initiative on Governance and Competitiveness for Development (for the 2026-2030 mandate), alongside Italy and Türkiye. The announcement was made by Minister Al-Mashat during the Steering Committee meeting held in France under the theme "Navigating Global Transformations in the MENA Region". In her remarks, Minister Al-Mashat emphasised needs for knowledge exchange, evidence-based policymaking, women's economic empowerment and regional cooperation, and noted that the Egypt-OECD Country Programme (launched in 2021) now comprises 35 projects

across five pillars: inclusive growth, innovation, governance, statistics and sustainable development.

### 2. Launch of OECD Guidelines on Responsible Business Conduct

In January 2025, Egypt – through the General Authority for Investment & Free Zones (GAFI) – hosted a high-level event in collaboration with the OECD to launch the Arabic translation of the "OECD Guidelines for Multinational Enterprises on Responsible Business Conduct".

This event underlines the country's commitment to aligning corporate conduct with global standards, bolstering sustainability, human rights protections and investment climate credibility, especially as Egyptian firms integrate into global value chains.

### 3. Clean Energy Finance & Investment Mobilisation (CEFIM) Cooperation

As part of the Country Programme under Pillar 5 (Sustainable Development), the OECD and Egyptian line-ministries collaborated under the Clean Energy Finance and Investment Mobilisation (CEFIM) Programme. In April 2025 a two-day workshop in Cairo brought together around 200 national and international stakeholders to deliberate on financing low-carbon hydrogen and transmission-grid investment – positioning Egypt's energy transition agenda within OECD tools and frameworks. The cooperation targets improving enabling conditions, regulatory frameworks, and project-bankability in Egypt's green energy transition – reinforcing policy-finance alignment.

### 4. Trade, Value Chains & Statistics

In a side-meeting at the Islamic Development Bank Group Annual Meetings in Algiers, Minister Al-Mashat met with the Deputy Director of the OECD Trade & Agriculture Directorate to discuss expanding cooperation on trade integration, value chains and the OECD TiVA (Trade in Value Added) initiative. This indicates Egypt's ambitions to deepen its participation in global and regional value chains, supported by OECD technical cooperation and institutional tools.





## Implementation Approach & Governance

The Country Programme is used as a strategic tool for capacity building, policy review and reform diffusion. For example, in a meeting with the OECD Secretary-General Mathias Cormann, the Minister noted that the Programme supports Egypt's structural reform agenda through evidence-based reports. During the meeting, they discussed the country programme with Egypt and our co-chairmanship of the MENA-OECD Initiative on Governance and Competitiveness for Development, focused on supporting evidence-based policy-making, enhancing institutional reform and advancing economic development through growth and jobs. Our country programme with the OECD that was extended through 2025 is a key pillar of our joint cooperation framework, as it is a key step towards Egypt's accession as a member country of the organization.

## Africa

In 2025, Egypt reaffirmed its strategic commitment to deepening continental cooperation under the leadership of President Abdel Fattah El-Sisi, who continues to emphasize that integration and collective African action are the foundation for building a shared economic future able to withstand conflict, instability, and global development challenges.

Against this backdrop, H.E. Dr. Rania Al-Mashat held an expanded meeting with the ambassadors of seven African nations—including Algeria, the Democratic Republic of Congo, Malawi, Cameroon, Uganda, and Senegal—on the sidelines of the First Egyptian-African Economic Conference, organized by Al-Ahram Hebdo under the theme “The Africa We Want: Integration and Partnership for the Future.” Discussions centered on strengthening intra-African connectivity, scaling infrastructure cooperation, increasing trade and investment flows, and promoting active private-sector partnerships across borders.

Dr. Al-Mashat underscored that Africa, as a resource-rich economic bloc, has the potential to claim a defining role in the global economy if cohesion and knowledge exchange are prioritized, and reiterated Egypt's readiness to transfer its expertise in development financing, project feasibility, and large-scale infrastructure delivery, where Egyptian private-sector firms already play a leading role in several African markets. She highlighted Joint Higher Committees as an innovative cooperation mechanism, referencing the recent convening of the Egyptian-Algerian Joint Committee, and further stressed Egypt's alignment with continental climate priorities, including multi-country partnerships with the World Bank and the African Development Bank to scale renewable-energy access for 300 million Africans. The Minister also noted the rising global momentum toward Africa, signaled by the EBRD's recent expansion into Sub-Saharan



countries, and linked Egypt's national role to broader South-South and triangular frameworks through the Ministry's 2024 strategy to unlock cross-border development solutions.

The ambassadors commended Egypt's leadership in supporting peace-driven development across the continent, expressed appreciation for the Minister's economic diplomacy in global forums, and proposed further areas for cooperation, including new African tourism corridors, eco-tourism routing, and expanded partnerships in education, healthcare, digital connectivity, and institutional expertise exchange between both the public and private sectors.



## USA

The relationship between the Ministry and the Government of the United States in 2025 featured strategic economic cooperation, investment-promotion engagements and high-level partnerships focused on growth, private-sector participation and reform.

### Major Engagements & Events

On 26 May 2025, the President of Egypt welcomed a delegation of U.S. business leaders participating in the Egyptian-U.S. Economic Forum in Cairo. The delegation was led by the U.S. Chamber of Commerce and the U.S.-Egypt Business Council. The Ministry was represented by H.E. Dr. Rania A. Al-Mashat, along with other senior ministers.

As part of efforts to strengthen the strategic partnership between Egypt and the United States, Dr. Rania Al-Mashat received H.E. Ambassador Herro Mustafa Garg, U.S. Ambassador to Cairo, to discuss prospects for economic cooperation and the future of bilateral economic and development relations, in line with Egypt's priorities for achieving inclusive and sustainable development.

The meeting addressed ways to enhance cooperation in supporting economic growth, empowering the private sector, and attracting foreign investment, in alignment with Egypt's national development objectives and the National Structural Reform Program, aimed at building a more competitive and resilient economy.

### The Egypt-US Policy Leaders Forum

The Prime Minister and Al-Mashat welcomed a US business delegation led by President of the US Chamber of Commerce Suzanne Clark during the opening of the "Egypt-US Policy Leaders Forum". During the inaugural session, along with economic committee colleagues,

H.E. highlighted Egypt's commitment to an economic growth model driven by industry and exports, as we move from a non-tradable to a tradable economy.

Moreover, The Ministry publicly signaled an investment-promotion push through cooperation with U.S. firms: Prime Minister Dr. Mostafa Madbouly instructed preparation of an investment package for U.S. companies, coordinated through the Ministry and aligned with Egypt's reform agenda.

### Strategic Themes & Impact

U.S.-Egypt cooperation in 2025 emphasised expanding trade and investment, strengthening institutional reform, and strengthening private-sector opportunities. The Egyptian-U.S. Economic Forum generated platforms for U.S. companies to engage with Egypt's reform-and-investment agenda, while the Ministry's signals of prepared investment opportunities underscore the shift from development aid toward investment-driven cooperation. The engagement also reflects the Ministry's priority of mobilising private capital and aligning international partners with its national growth strategy.

### Implementation & Forward Agenda

Looking ahead, the Ministry plans to operationalise U.S.-Egypt investment and trade commitments by developing targeted investment-promotion packages for U.S. firms, aligning with Egypt's export-and-tradable sector strategy. The Ministry will also continue institutional dialogues with U.S. agencies and private-sector networks to ensure that cooperation supports reform, jobs, and private-sector participation. The U.S. partnership is positioned as a catalyst for deeper trade-investment flows, complementing Egypt's broader engagement with multilateral and bilateral development partners.

## Canada



This year, H.E. Dr. Rania Al-Mashat and Mr. Ulric Shannon, Ambassador of Canada to Egypt, signed three new grant-financed projects between Egypt and Canada valued at approximately EGP 552 million. The Minister commended the strong bilateral relations and Canada's continued support for Egypt's development priorities, noting that the agreements align with the integrated planning and international co-operation framework to advance sustainable and inclusive development. With these additions, Canada's ongoing cooperation portfolio in Egypt reaches around CAD 40 million, covering women's empowerment, health, education, economic development, and climate-smart agriculture across multiple governorates nationwide.

The signed projects focus on empowering women and girls and enhancing food and nutrition security. They include: a comprehensive support project for refugee women and girls implemented by UNHCR; the "Food for the Future" project, implemented by UNICEF in cooperation with the Ministry of Health and Population to improve nutrition and healthcare for mothers, girls, and children; and the "Masarat" project, implemented by the Ministry of Health and Population and the National Council for Women, which targets the empowerment of women and adolescent girls in Upper Egypt. Together, these initiatives promote gender equality, strengthen community capacities, improve access to health and protection services, and contribute to Egypt's national development goals and the Sustainable Development Goals.

### Overall Portfolio

The current Canadian cooperation portfolio in Egypt, for the total ongoing financing prior to the signing of the new projects, amounted to approximately CAD 40 million (EGP 1.4 billion). These projects span key areas including women's empowerment, economic development, health, education, and climate-smart agriculture. She further noted the geographic scope of the portfolio, which covers various regions across Egypt, from Upper Egypt (Assiut and Minya) to the Delta (Beheira, Gharbia, and Menoufia), as well as major cities including Cairo, Giza, Alexandria, and Damietta.

## Singapore

### Overview

In 2025 the Ministry strengthened its long-standing relationship with the Republic of Singapore, focusing on investment promotion, industrial localization, skills and knowledge exchange, and private-sector partnerships. Singapore's diplomatic presence in Egypt – one of its oldest worldwide – underscores a strategic, mutually beneficial partnership that the Ministry has worked to deepen through technical dialogue and high-level meetings.

This came during the signing of an MoU to enhance the economic partnership between both countries, witnessed by H.E. President Abdel Fattah El-Sisi and H.E. President Tharman Shanmugaratnam. This milestone marks a new chapter of collaboration as we look ahead to celebrating 60 years of diplomatic relations in 2026. The MoU focuses on cooperation in ports, renewable energy, water, transport, green hydrogen, private sector support, cybersecurity, digital transformation and education.





## Ministerial Engagements & Dialogue

H.E. Dr. Rania A. Al-Mashat held a series of discussions with Singaporean officials and the Singaporean Embassy in Cairo during 2025 to explore opportunities for expanded cooperation in manufacturing, logistics and human capital development. These meetings emphasised Singapore's comparative strengths in efficient industrial clusters, vocational training, and digital services, all highly relevant to Egypt's push for industrial localization and export competitiveness.

### Key Cooperation Areas & Initiatives

- Industrial localization & investment facilitation: The Ministry engaged Singaporean partners to promote Singaporean FDI into Egypt's manufacturing, logistics and special economic zones, aligning opportunities with national priority sectors and the Hafiz platform.
- Skills & vocational exchange: Discussions focused on replicable models of technical and vocational training, and cooperation with Singaporean training institutions to strengthen linkages between education and labour-market needs.
- Digital economy and services: Both sides explored partnerships to enhance Egypt's digital services export potential and technology transfer in fintech and e-commerce.

### Implementation & Outlook

The Ministry will operationalise discussions into targeted investment promotion missions, skills-exchange programmes and private-sector matchmaking events in 2026. Singaporean expertise is being channelled into Egypt's industrial oases and SEZs to accelerate competitiveness and integration into regional value chains.

## China

In 2025 Egypt deepened a multifaceted and strategically important partnership with China.

### Strategic framework: first Development Cooperation Strategy (2025–2029)

In 2025, Egypt–China relations witnessed a qualitative shift following the visit of H.E. Li Qiang, Premier of the State Council of China, to Egypt. During the visit, Dr. Rania Al-Mashat and Mr. Chen Xiaodong, Chairman of the China International Development Cooperation Agency (CIDCA), signed five new cooperation agreements, providing strong momentum to the strategic partnership between the two countries. These included a Memorandum of Understanding on the first Development Cooperation Strategy (2025–2029), aimed at strengthening collaboration in priority areas such as space, industrial localization, healthcare, green development, the digital economy, and education.

In 2025, Egypt and China signed a first-of-its-kind debt-for-development swap framework, alongside grants to support a Center of Excellence for Persons with Physical Disabilities and the establishment of a Biosafety Level-3 laboratory to strengthen public health and epidemic preparedness. Additional agreements expanded cooperation in human capital development, including 2,000 training opportunities for Egypt during 2025–2027.

The year also saw the signing of the Phase III Light Rail Transit (LRT) project valued at USD 332 million, further advancing cooperation in sustainable transport, assistive technologies, economic development, and the application of BeiDou satellite navigation.

### Export-Import Bank of China

H.E. Dr. Rania Al-Mashat, met with Mr. Chen Huaiyu, Chairman of the Export-Import Bank of China (Exim Bank), in his first visit to Egypt and the African continent. The two sides held a discussion session to explore joint cooperation efforts within the framework of the high-level relations and the Comprehensive Strategic Partnership between the Arab Republic of Egypt and the People's Republic of China.

For his part, the Bank's chairman emphasized that Egypt is the first African country he has visited, which reflects its distinguished position and the Bank's appreciation of it as a pivotal strategic partner for the Bank and the Chinese side. He indicated that Chinese companies are open to strengthening cooperation with the Egyptian side and view the Egyptian market as an attractive and supportive environment for the growth of their investments. He also expressed his appreciation for the efforts of the Ministry of Planning, Economic Development and International Cooperation in coordinating and implementing joint projects.

## Steps Forward

In a new step reflecting the depth of the Comprehensive Strategic Partnership between the Arab Republic of Egypt and the People's Republic of China, an Egyptian delegation comprising 17 government officials participated in a workshop held in the capital, Beijing, on "Exchanging Expertise between Egypt and China in the field of Economic Development." The workshop included officials from the Ministries of Planning, Economic Development and International Cooperation, Transport, Industry, Investment and Foreign Trade, and the Financial Regulatory Authority (FRA), with the aim of exchanging expertise in economic development and benefiting from the Chinese experience.

The workshop comes within the framework of activating the Memorandum of Understanding (MoU) between the Ministry of Planning, Economic Development and International Cooperation and the National Development and Reform Commission (NDRC), which was signed during H.E. Dr. Rania Al-Mashat's visit to China in July 2024. The MoU stipulates strengthening economic cooperation between Egypt and China through peer learning and exchanging best experiences and practices aimed at enabling both parties to learn from each other in economic development, with a focus on policies related to macroeconomics, industrial development, technological innovation, and sustainable development.

Moreover, in a new step reflecting the depth of the Comprehensive Strategic Partnership between the Arab Republic of Egypt and the People's Republic of China, an Egyptian delegation comprising 17 government officials participated in a workshop held in the capital, Beijing, on "Exchanging Expertise between Egypt and China in the field of Economic Development."



### Innovative financing: the China debt-swap for development MoU

In a first for China's international cooperation architecture, Egypt and the China International Development Cooperation Agency (CIDCA) signed a memorandum of understanding on a debt-swap for development. Building on Egypt's prior experience with debt-swap mechanisms (e.g., Germany and Italy), this instrument converts a portion of sovereign debt into locally-implemented development finance, channelled toward priority projects agreed by both sides. The Ministry highlighted the agreement as a tool to diversify financing instruments, accelerate climate-resilient investments and deepen south-south cooperation.

### Sectoral cooperation & flagship areas (implemented and pipeline)

- **Industrial localization & SEZs** – China remains a major investor in the China-Egypt Suez Economic and Trade Cooperation Zone (SCZone). Egyptian ministry reporting in 2025 stressed cooperation on local content, technology transfer and value-chain development to increase job creation and export capacity.
- **Infrastructure & connectivity** – the bilateral agenda includes support for large-scale infrastructure and connectivity projects under the Belt and Road Initiative, with Chinese financiers and contractors engaged in transport, energy and logistics projects.
- **Green transition & NWFE alignment** – the Ministry has positioned China as a partner for NWFE (water, food, energy) priorities, notably on renewable energy, water infrastructure and climate-resilient agriculture. The development cooperation strategy explicitly references green development and climate action as cooperation pillars.
- **Technology, space & human capital** – the MoU identifies cooperation in space technologies, digital economy, education and capacity building as central to the five-year programme, opening avenues for joint research, training and applied technology projects.

# South Korea

## Overview

In 2025 the Ministry sustained strong engagement with the Republic of Korea, focusing on energy, finance, technology, and private-sector cooperation. Egypt's relationship with Korea continues to be strategically important for industrial technology transfer, export markets and development finance.

## Presidential Visit

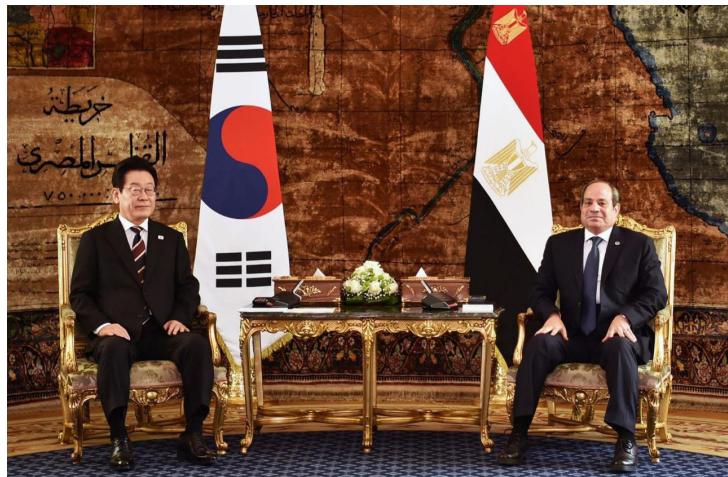
This year, H.E. President Abdel Fattah El-Sisi received the South Korean President H.E. Lee Jae Myung in Cairo, a milestone that reflects the depth and continued momentum of Egyptian-Korean relations.

Korea remains one of Egypt's most important partners in Asia, with a development cooperation portfolio exceeding \$1.3 billion across transport, education, digital transformation, energy, and industrial innovation. Moreover, Korean investments, especially in the Suez Canal Economic Zone, reflect strong confidence in our investment climate and future growth trajectory.

Discussions during the presidential visit focused on expanding cooperation in: localizing industry, technology transfer, AI, strengthening railway and transport infrastructure, vocational training and mobilizing innovative finance.

## Ministerial Meetings & Delegation Visits

H.E. Dr. Rania A. Al-Mashat met with the Special Presidential Envoy of the Republic of Korea, Mr. Park Beom-Kye, and with Korean diplomatic leadership in Cairo to discuss enhancing economic cooperation and follow up on joint initiatives. The Ministry also engaged Korean development and finance entities—including meetings with representatives from the Export-Import Bank of Korea—in events and multilateral fora.



## Key Cooperation Areas & Initiatives

- **Energy & green technology:** Korea and Egypt advanced cooperation on renewable energy and energy-efficiency projects, and discussed Korean support for Egypt's clean-energy and NWFE objectives. The debt-swap and concessional finance models were discussed as instruments to mobilise additional green investments. **Finance & industrial collaboration:** Meetings with Korean development finance institutions focused on expanding credit lines, project finance for manufacturing and technology transfer, and increasing Korean private-sector participation in Egyptian industrial parks and SEZs.
- **People-to-people & diplomatic ties:** The Ministry participated in commemorations of Korea's National Day and other bilateral events that celebrated three decades of diplomatic relations, reaffirming cultural and economic ties.

## Implementation & Outlook

Cooperation with South Korea advanced through the signing of several development grants and discussions on key projects, including Phase II of Beni Suef Technological University (USD 8 million), the establishment of an integrated simulation and training center (USD 7.4 million), and a digital platform for the General Organization for Export and Import Control (USD 11 million) to facilitate trade and reduce customs clearance time and costs.

Additional cooperation included a USD 10 million project to enhance vocational training in green vehicle maintenance, along with specialized training programs, scholarships, and fellowships to strengthen government capacity. The year also saw multiple Korean missions to Egypt to monitor ongoing projects and explore future cooperation opportunities in digital transformation, artificial intelligence, education, and trade.

# Japan

## Overview

Egypt–Japan cooperation in 2025 remained robust and multi-dimensional, spanning infrastructure finance, technical cooperation, private-sector development and capacity building. The Ministry played a central coordinating role in implementing agreements and following up on outcomes from ministerial visits conducted in late 2024 and during 2025.

## 70 Years of Partnership with Japan

In the framework of cooperation with Japan, a report was launched in collaboration with the Japan International Cooperation Agency (JICA) to mark 70 years of developmental cooperation between Egypt and Japan, titled “Egypt–JICA Cooperation: 70 Years of Friendship and Trust”. The launch took place on the sidelines of the 9th Tokyo International Conference on African Development (TICAD 9), with the presence of the Prime Minister of Egypt. The report highlights key milestones and future prospects of Egyptian–Japanese development cooperation, reflecting alignment with Egypt’s government priorities, particularly in economic development, investment, and sustainable infrastructure.

## New Agreements

During the past year, Egypt signed several agreements with Japan, including concessional financing and grants to support private sector development, economic diversification, cultural infrastructure, urban transport, and maritime safety. Key projects included financing for Cairo Metro Line 4, upgrading the Egyptian Opera House, and a diving support vessel to strengthen the Suez Canal’s emergency response and maritime operations.

## Japanese Business Community Meeting

In coordination with the Ministry of Foreign Affairs, Emigration and Egyptian Expatriates, H.E. Dr. Rania Al-Mashat held an expanded virtual meeting with more than 40 representatives of the Japanese business community and financial institutions, organized by the Egyptian Embassy in Tokyo, to promote “Egypt’s Narrative for Economic Development: Reforms for Growth, Jobs & Resilience.” In her remarks, she underscored the evolution of Egyptian–Japanese relations into an integrated development partnership and invited the Japanese private sector to invest in Egypt’s new productivity-driven economic model, supported by world-class infrastructure and a strong focus on digital transformation, technology, industry, and tourism.

Dr. Al-Mashat highlighted the comprehensive structural reforms underway—ranging from industrial localization and export promotion to investment climate improvements, green transition measures, and

governance of public investment—supported by disciplined fiscal and monetary policies that have reinforced Egypt’s recovery and amplified positive macroeconomic indicators. She emphasized Egypt’s rising Economic Complexity Index ranking, diversified economic strengths, and competitive advantages that position the country as a hub for export-oriented industries and green investment.

The Minister also showcased opportunities for Japanese companies in renewable energy through the NWFE program, as well as in priority sectors driven by private-sector expansion, noting that Egypt has mobilized over \$16 billion in private-sector concessional financing over the past five years. She further outlined the government’s efforts to empower private investment—including the State-Owned Enterprises Unit, the Sovereign Fund of Egypt, and partnerships with the IFC—before calling on Japanese institutions to help amplify Egypt’s economic transformation story and deepen investment partnerships aligned with the country’s reform agenda and future-growth trajectory.

## Implementation & Outlook

The Ministry’s cooperation with Japan in 2025 focused on translating MoU outcomes into concrete project pipelines and financing tranches. Continued engagement with JICA and JBIC aims to accelerate infrastructure delivery (notably metro projects), strengthen agricultural productivity through mechanization, and stimulate private-sector participation in technology transfer. Follow-up implementation plans are being coordinated with the Japanese Embassy and implementing agencies to ensure timely disbursement and project execution.

# Vietnam

This year, Egypt and Vietnam elevated their relationship to a strategic and comprehensive partnership, with economic ties key in critical sectors including trade, industry, renewable energy, digital economy, entrepreneurship and much more.

As head of Egyptian–Vietnamese Joint Commission from the Egyptian side, Al-Mashat looks forward to convening its 6th round soon, in coordination with our counterpart Vietnam’s Minister of Industry and Trade. The commission will feature a business forum to expand private sector engagement too and we will also be working towards activating the MoU on economic development signed this year in the presence of Egypt’s President H.E. Abdel Fattah El-Sisi and Vietnam’s President H.E. Luong Cuong.

# CHAPTER 2: GLOBAL EVENTS & CONFERENCES

## World Economic Forum

In January 2025, Al-Mashat participated in the World Economic Forum's Annual Meetings in Davos on "Collaboration for the Intelligent Age", focused on reimaging growth as a key aspect for investing in people, which must be at the forefront. By leveraging technology to empower individuals and businesses, we can build resilience, foster stronger connections, strengthen economic development and lead the transition toward green, sustainable and inclusive solutions.



### Back into the Black: How to Ease the Debt Burden?

Minister Al-Mashat participated in a panel on easing debt burdens with UNCTAD's Secretary General Rebeca Grynspan, and many others, discussing how frequent global shocks have left countries struggling to secure resources for essential sectors like health, education and re-skilling.

Developing and emerging economies, in particular, face setbacks due to development discrepancies and financing needs. This highlights the vital role of multilateral development banks in diversifying resources, while also advancing structural reforms for macroeconomic resilience, economic competitiveness and the green transition.



### Inflation: Past, Present & Future

Inflation has rocked post-pandemic economies throughout the world, resulting in central banks raising interest rates to levels rarely seen in decades.

In a geo-economic environment characterized by isolationism, conflict and fragmentation, is it time to rethink approaches to inflation, drawing from the past, to better protect economies of the future?

Al-Mashat participated in The Times' session at the WEF on inflation with Peru's Central Bank Governor Julio Velarde, Swiss National Bank Governing Board Chairman Martin Schlegel and Financial Times' Martin Wolf, moderated by Mehreen Khan from The Times in a live panel on "Inflation: Past, Present & Future".

### Celebrating World Clean Energy Day

On World Clean Energy Day, Al-Masaht published an article co-authored with Africa Finance Corporation CEO Samaila Zubairu titled "Rethinking Clean Energy Investment in EMDEs is a Dual Opportunity".

This was part of the WEF annual meetings in Davos where several discussions focused on the urgent need for emerging markets & developing economies (EMDEs) to accelerate clean energy investments.



### Future of Growth

A new strategic framework was signed at WEF to launch the Egyptian Future of Growth Accelerator in the presence of H.E. PM Dr. Mostafa Madbouly and Founder and Chairman of WEF Klaus Schwab.

Al-Mashat co-chair's this accelerator from Egypt's side, as this is part of the forum's Future of Growth Initiative launched last year to help reshape global growth through a multi-dimensional approach prioritizing the needs of each country. This also helps strengthen the Ministry's efforts since the merge and aligns with our new economic development framework.

This is the 2nd strategic partnership after the "Closing the Gender Gap Accelerator" back in 2020. We look forward to utilizing the benefits of this accelerator through its national-level policy consultations, data insights and stakeholder engagement to adopt new, innovative solutions.



### The WEF in Tianjin

This year, the WEF held the 16th Annual Meeting of the New Champions 2025 in Tianjin, China, focused on agile and innovative economic policies to manage evolving global trends, where Al-Mashat was one of the co-chairs.

During her participation, H.E. Dr. Rania Al-Mashat engaged in a series of high-level discussions focused on advancing agile and innovative economic policies to address evolving global trends. The Minister met with H.E. Børge Brende, President of the World Economic Forum, and co-chaired a bilateral meeting to review ongoing cooperation between Egypt and the Forum, alongside H.E. Hassan El Khatib. Dr. Al-Mashat also participated in a closed session with Chinese businesses and representatives from Middle East economies, highlighting Egypt's growing role as a hub for investment and regional integration.

Throughout the forum, she underscored Egypt's commitment to gender parity as a driver of inclusive growth during the press conference launching the Annual Meeting of the New Champions (AMNC25).

In a dedicated session on the energy transition, the Minister emphasized private sector investment in Egypt's renewable energy sector as a cornerstone for sustainable growth, job creation, and productivity. She also contributed to discussions on multilateral cooperation and the Belt and Road Initiative, reaffirming the importance of cross-sector collaboration in supporting resilient economic systems.

On the sidelines, Dr. Al-Mashat held meetings with WEF Managing Director Saadia Zahidi and IMF Deputy Managing Director Bo Li, exploring avenues for further cooperation on financing for development, skills, and competitiveness.

## World Government Summit



H.E. Dr. Rania Al-Mashat participated in the 2025 edition of the World Government Summit (WGS) in Dubai, held under the theme “Shaping Future Governments.” The Summit brought together global leaders, ministers, and policymakers to discuss strategies for building more resilient, inclusive, and future-ready economies.

During her participation, Dr. Al-Mashat engaged in several high-level dialogues and bilateral meetings focusing on financing for development, economic resilience, digital transformation, and youth empowerment. She emphasized Egypt’s experience in implementing integrated national strategies that align development priorities with climate action, particularly through the Country Platform for the Nexus of Water, Food and Energy (NWFE Program), as a pioneering model for effective development cooperation.

In her interventions, Dr. Al-Mashat underscored the importance of innovative partnerships between governments, international institutions, and the private sector in driving sustainable growth and achieving the Sustainable Development Goals (SDGs). She also highlighted Egypt’s progress in institutional reform and public investment governance, showcasing how the state has strengthened its capacity to deliver large-scale infrastructure and social programs that directly enhance citizens’ well-being.

On the sidelines of the Summit, the Minister held bilateral meetings with development partners, including representatives from international financial institutions, the United Nations, and regional organizations, to explore new areas of collaboration in human capital development, digital governance, and economic modernization. Her participation reaffirmed Egypt’s active role as a regional leader in shaping the global policy conversation on governance, development, and innovation.

## Conference for Emerging Market Economies



H.E. Dr. Rania Al-Mashat also represented Egypt at the Conference for Emerging Market Economies, hosted in AlUla, Saudi Arabia, bringing together finance and economy ministers from emerging and developing economies, international organizations, and development finance institutions. The conference focused on the future of global economic cooperation, sustainable financing mechanisms, and development strategies amid shifting global dynamics.

Dr. Al-Mashat participated in several sessions that addressed key themes, including mobilizing private investment for development, strengthening South-South cooperation, and enhancing the role of emerging economies in reforming the global financial architecture. She emphasized Egypt’s commitment to advancing innovative financing solutions and leveraging its development partnerships to support resilience, inclusion, and climate-smart growth.

In her remarks, she highlighted the importance of ensuring that global financial reforms translate into greater access to concessional resources and more flexible mechanisms for countries undergoing structural transformation. Drawing on Egypt’s experience in launching the NWFE Country Platform and implementing policy reforms that balance macroeconomic stability with social protection, she showcased how emerging markets can design adaptive, forward-looking economic frameworks.

On the sidelines, Dr. Al-Mashat held meetings with ministers and heads of development institutions, discussing ways to strengthen coordination among emerging economies and advocate collectively for a more equitable global financial system. Her participation reflected Egypt’s growing influence as a bridge between developing nations and international partners in shaping a more inclusive global development agenda.



### A Path for Emerging Market Resilience

Investing in resilience is an investment in the future. H.E. Dr. Rania A. Al-Mashat shared the stage with IMF Managing Director Kristalina Georgieva, with Ministers of Finance from Brazil, Turkey & Pakistan: H.E. Fernando Haddad, H.E. Mehmet Simsek & H.E. Muhammad Aurangzeb, in a panel on "A Path for Emerging Market Resilience".

During the panel, Al-Mashat highlighted Egypt's recent efforts towards macroeconomic stability through our National Structural Reform Program. We also discussed possibilities of potential initiatives and joint projects in innovation and technology that can be done.

### COP 30 in Belém, Brazil

Finance Day at the COP30 Conference represents an important opportunity to reaffirm the centrality of finance as a decisive factor in addressing climate challenges and achieving sustainable and inclusive development, explaining that Egypt continues to advance international efforts to ensure the provision of the concessional finance and grants required by developing countries to secure a fair and effective transition of economies toward low-carbon pathways.

# COP 30 BRASIL AMAZÔNIA BELÉM 2025

Dr. Al-Mashat emphasized the urgent need to bridge the climate finance gap, particularly for developing countries that face rising vulnerability despite contributing the least to global emissions. She highlighted Egypt's continued work to integrate climate considerations into national development planning, advance blended-finance tools, and expand private-sector participation to scale mitigation and adaptation investments. The Minister reiterated the importance of aligning global financial flows with the Paris Agreement, operationalizing just-transition principles, and ensuring that international financial institutions evolve to meet the needs of countries navigating climate shocks, debt pressures, and development challenges simultaneously.

A key moment for Egypt at COP30 was the country's recognition in the flagship report "Delivering an Integrated Climate Finance Agenda in Support of the Baku to Belém Roadmap to \$1.3 Trillion." The report identified Egypt as a leading example of how developing countries can design integrated, nationally driven climate finance frameworks that mobilize large-scale investment. The acknowledgment spotlighted Egypt's progress in sectoral climate budgeting, its integrated planning model that links the NDCs with development priorities, and its track record of designing bankable projects capable of attracting concessional and private capital. In particular, the report referenced Egypt's experience under the NWFE Program as a model for translating national climate commitments into implementable investment pipelines, a key theme of the global push toward unlocking \$1.3 trillion annually in climate finance for developing economies by 2030.

## G20 Ministerial Meetings

H.E. Dr. Rania Al-Mashat, Minister of Planning, Economic Development and International Cooperation, participated in the G20 Ministerial Meeting hosted by the Republic of South Africa under the theme “Solidarity, Equality, Sustainability”. The meeting brought together ministers of finance, economy, and development, alongside heads of international financial institutions and regional development banks, to advance dialogue on reforming the global financial architecture and accelerating financing for sustainable development.

In her interventions, Dr. Al-Mashat emphasized Egypt’s active engagement in global efforts to enhance the efficiency, resilience, and accessibility of development finance. She highlighted Egypt’s national experience in implementing structural reforms that balance macroeconomic stability with social inclusion, citing the government’s continued investment in human capital, social protection, and climate-resilient infrastructure. The Minister underlined the importance of aligning global financing frameworks with national priorities, ensuring that development cooperation translates into tangible improvements in people’s lives.

During the meetings, Dr. Al-Mashat reaffirmed Egypt’s commitment to strengthening South-South and triangular cooperation, drawing on the country’s partnerships across Africa, the Middle East, and the wider Global South. She also spotlighted Egypt’s NWFE Program as a model for country-led coordination that integrates climate and development financing, ensuring coherence among partners while crowding in private sector investment.

On the sidelines of the G20, Dr. Al-Mashat held bilateral meetings with ministers and senior officials from international organizations including the World Bank Group, the IMF, the OECD, and the African Development Bank, discussing ongoing collaboration to operationalize outcomes of the Fourth International Conference on Financing for Development, held earlier in the year.

The Minister took part in a high-level session on reforming the global financial architecture for development, where she underscored Egypt’s call for greater representation and voice for emerging economies in shaping global economic governance. She noted that reforming the global system requires innovative financial instruments, risk mitigation mechanisms, and stronger multilateral partnerships to unlock the scale of capital needed for climate action and inclusive growth.

Egypt’s participation in the G20 Ministerial Meetings reaffirmed the country’s proactive global role in advancing dialogue on sustainable financing, multilateral cooperation, and inclusive growth. Through its engagements, Egypt continued to advocate for a development-centered international financial system that better reflects the needs and aspirations of emerging and developing economies.



### Delivering Egypt’s Speech

At the G20 Ministerial Meeting held in South Africa, H.E. Dr. Rania Al-Mashat, Minister of Planning, Economic Development and International Cooperation, delivered Egypt’s national statement during the ministerial sessions on social protection and illicit financial flows. In her remarks, the Minister emphasized the urgency of advancing inclusive and sustainable social protection systems, highlighting Egypt’s pioneering experience through the Takaful and Karama programs and the “Decent Life” (Haya Karima) initiative as national models that integrate social welfare with education, women’s empowerment, and rural development. Dr. Al-Mashat underscored that effective social protection is not only a tool for equity but a catalyst for broader economic growth and human development.

The Minister also commended the G20’s efforts to develop guiding principles for enhancing financial transparency, combatting illicit financial flows, and promoting fair and efficient taxation systems; key measures to ensure accountability and safeguard development resources.

She further reiterated Egypt’s call for stronger multilateral cooperation and greater country ownership in addressing global challenges, including debt vulnerabilities, financing gaps, and economic instability.

These priorities, she noted, reflect Egypt’s active contribution to the G20 Ministerial Declaration and align with the objectives of the Seville Platform for Action, reaffirming Egypt’s leadership in advocating for a more equitable, transparent, and resilient global financial system.

## 4th International Conference on Financing for Development

In July 2025, H.E. Dr. Rania Al-Mashat, Minister of Planning, Economic Development and International Cooperation, represented Egypt at the 4th International Conference on Financing for Development (FFD4) in Seville, Spain. This high-level global gathering provided a platform for advancing innovative approaches to mobilize investments, strengthen international development cooperation, and reform the global financial architecture. A central focus of the conference was the launch of the Sevilla Platform for Action, a global initiative promoting country-led strategies to catalyze large-scale sustainable development financing.

Egypt's Country Platform and NWFE Program (Nexus of Water, Food, and Energy) was recognized in the UN's final press release as a replicable model for next-generation country platforms. The program, which has mobilized over \$4 billion in the energy pillar alone, was highlighted as a key instrument for multi-stakeholder cooperation and a model for mobilizing climate finance. The NWFE Program's success underscores Egypt's capacity to align public and private capital with national development priorities, climate objectives, and sustainable growth strategies.

During the conference, Dr. Al-Mashat participated in numerous high-level panels and side-events, emphasizing Egypt's commitment to innovative financing solutions and country-driven development. She delivered Egypt's speech in the "Revitalizing International Development Cooperation" session, highlighting:

- The urgent need to scale up development and innovative financing for public and private sector growth.
- Advancing country-led strategies to accelerate SDG progress and strengthen human capital investment, particularly in health and education.
- Addressing the disproportionate impact of global debt challenges on developing countries and advocating for reforms to the international financial architecture.
- The importance of multi-stakeholder partnerships to mobilize private investment, climate finance, and inclusive economic growth.

Throughout the week, the Minister engaged in extensive bilateral and multilateral discussions with senior leaders and development partners, including Spanish Minister Carlos Cuerpo, Italian Deputy Foreign Minister Edmondo Cirielli, German Minister Reem Alabali-Radovan, French Minister Chris Zacharopoulou, Moroccan Minister Nadia Alaoui, UN officials, the OECD, AIIB, UNDP, and the World Bank Group, among others. Key topics included closing SDG financing gaps, technical assistance and capacity building, mobilizing private capital for climate action, and strengthening country ownership of development projects.



A highlight of the conference was Egypt's active role in advancing the "Compromiso de Sevilla", a landmark initiative stemming from the UN Secretary-General's Expert Group on Debt. This agreement establishes a new global forum on debt, aiming for fairer global rules and greater representation for developing countries, ensuring they are not forced to choose between debt repayment and development priorities. Dr. Al-Mashat joined other distinguished leaders in this effort, including UNCTAD's Secretary-General Rebeca Grynspan, former European Commissioner Paolo Gentiloni, and Dr. Mahmoud Mohieldin.

In addition, Egypt co-launched a high-level initiative within the Sevilla Platform for Action, in partnership with Spain, South Africa, UNDP Egypt, and other partners, to strengthen coordination and prioritize country ownership through the Global Financing Playbook initiative. Across the conference, Dr. Al-Mashat's interventions highlighted Egypt's economic model, emphasizing growth, job creation, and the mobilization of private sector finance, reinforcing the country's position as a global leader in innovative, country-led development finance approaches.

## TICAD in Tokyo

At the Tokyo International Conference on African Development (TICAD 9), held in Yokohama, Japan, H.E. Dr. Rania Al-Mashat, Minister of Planning, Economic Development and International Cooperation, represented Egypt in high-level discussions centered on private-sector-led sustainable growth, regional integration, digital transformation, and South-South cooperation. The conference, which serves as a key platform for dialogue between Japan and African nations, underscored the shared vision of advancing inclusive economic development through innovation, technology, and investment.

During the conference, the Minister launched the Egypt-Japan Cooperation Report, a milestone publication marking 70 years of diplomatic relations and deep-rooted partnership between the two countries. The report highlights Egypt's robust portfolio of development projects implemented with the Japan International Cooperation Agency (JICA) across diverse sectors, including the green transition, food security, culture, private sector empowerment, education, and human capital development.

On the sidelines of TICAD 9, Dr. Al-Mashat held a series of bilateral meetings with senior Japanese officials, including JICA President Tanaka Akihiko, JETRO Chairman Ishiguro Norihiko, JBIC Governor Hayashi Nobumitsu, the Chairman of Toyota Tsusho Corporation, Japan's Minister of Foreign Affairs H.E. Fujii Hisayuki, and United Nations University Rector Tshilidzi Marwala. These discussions focused on expanding cooperation in key strategic areas such as renewable energy, transport, digital transformation, industrial development, and private sector engagement.

In her interventions during TICAD 9's thematic sessions, the Minister underscored Egypt's commitment to South-South and Triangular Cooperation, emphasizing the growing importance of AI, digital skills, and innovation as drivers of competitiveness and resilience in emerging markets. She highlighted Egypt's efforts to create an enabling environment for Japanese investments in Africa, positioning the country as a gateway for partnership and technology transfer between Asia and the continent.

The Minister also reaffirmed that Egypt-Japan cooperation stands as a model of long-term strategic partnership, one that balances development financing with human capital investment and technical expertise. The outcomes of TICAD 9 reaffirmed both countries' mutual commitment to strengthening collaboration under the shared vision of sustainable, inclusive, and innovation-driven growth.



## 5th Arab Economic & Social Development Summit

On behalf of H.E. President Abdel Fattah El-Sisi, the President of the Arab Republic of Egypt, H.E. Dr. Rania A. Al-Mashat presented H.E.'s speech at the 5th Arab Economic & Social Development Summit in Iraq, chaired by H.E. President Abdul Latif Rashid, the President of Iraq.



# CHAPTER 3: JOINT HIGHER COMMITTEES

The mechanism of joint committees is one of the key tools through which Egypt seeks to strengthen economic, trade, and investment relations, as well as cultural, scientific, and technical cooperation with sisterly and friendly countries. The Ministry of Planning, Economic Development, and International Cooperation supervises around 55 joint committees between Egypt and countries across various continents, contributing to advancing cooperation, enhancing mutual interests, and opening new avenues for private sector partnerships.

In 2025, Egypt convened 11 joint committees, including five supreme committees: the Egyptian–Algerian, Egyptian–Tunisian, Egyptian–Jordanian, Egyptian–Lebanese, and Egyptian–Iraqi Supreme Committees. These resulted in more than 63 cooperation documents strengthening Egypt's strategic partnerships with Arab countries. In addition, ministerial committees were held with Azerbaijan, Hungary, Switzerland, Bulgaria, and Albania, chaired by Dr. Rania Al-Mashat, Minister of Planning, Economic Development, and International Cooperation, and included the signing of protocols covering a wide range of prospective cooperation areas.



## Algeria

The New Administrative Capital hosted the ninth session of the Egyptian–Algerian Supreme Committee, co-chaired by the Prime Ministers of both countries. Eighteen cooperation documents were signed covering agriculture research, housing, electricity, financial dialogue, local development, exhibitions, consumer protection, accreditation, culture, opera houses, Al-Azhar University, labor, social solidarity, youth, sports, parliamentary affairs, and public administration. The two sides also agreed to enhance cooperation in health, pharmaceuticals, ICT, education, tourism, and capacity building.

A joint Egypt–Algeria Business Forum was held with private sector participation, focusing on expanding joint investments, increasing Egyptian companies' participation in Algerian infrastructure projects, and launching a direct maritime shipping line to boost trade exchange.

## Lebanon

Cairo hosted the Egyptian–Lebanese Supreme Committee after a six-year hiatus, during which 15 memoranda of understanding and cooperation agreements were signed in areas including planning, local development, social protection, aviation sciences, maritime transport, industrial cooperation, technical education, agricultural research, housing and urban development, travel, and financial oversight. Among the outcomes were MOUs on economic and development policy formulation, experience exchange, and cooperation with Egypt's National Planning Institute.



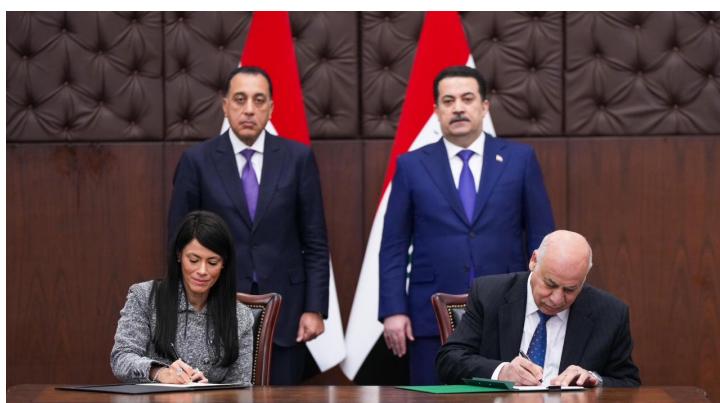
## Tunisia

The 18th session of the Egyptian–Tunisian Supreme Committee was held in Cairo in September 2025, resulting in the signing of eight cooperation documents in health and medical sciences, youth and sports, export development, social affairs, SMEs, and diplomatic studies.



## Iraq

In January 2025, Baghdad hosted the third session of the Egyptian–Iraqi Supreme Committee, during which 12 cooperation documents were signed in sectors including land transport, telecommunications, grain silos, standardization and quality control, competition policy, local development, cooperation between Baghdad Municipality and Cairo Governorate, museums and antiquities, culture, national libraries, financial oversight, and chambers of commerce.



## Jordan

The 33rd session of the Egyptian–Jordanian Supreme Committee was held in Amman in 2025, resulting in the signing of 10 cooperation documents covering religious endowments, investment, consumer protection, local development, tourism and antiquities, scientific co-operation between planning institutes, youth, government procurement, and finance.



## Azerbaijan

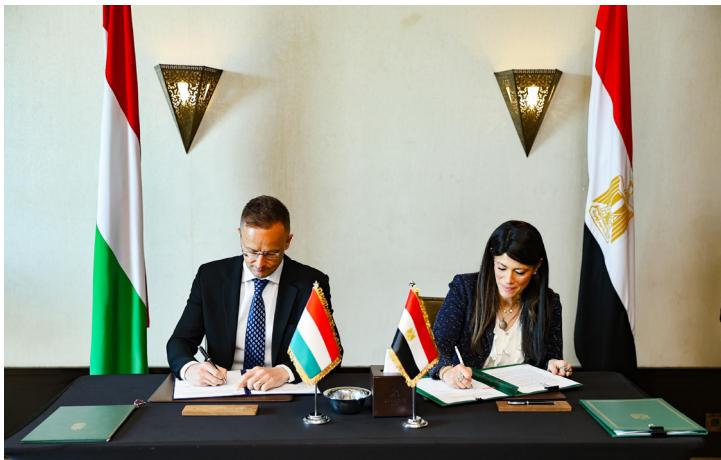
Egypt hosted the sixth session of the Egyptian–Azerbaijani Joint Committee for Economic, Scientific, and Technical Cooperation. A protocol was signed covering 12 cooperation areas, including trade and investment, energy, agriculture and food safety, transport, ICT, tourism, antiquities, culture, education, youth and sports, health, environment, and consular affairs.

## Switzerland

The first Egyptian–Swiss Joint Committee was held at the technical level in Bern in May 2025, marking the first such committee between the two countries. Discussions focused on prospects for strengthening economic, trade, and investment relations.

## Hungary

The fifth session of the Egyptian–Hungarian Joint Committee resulted in a protocol covering cooperation in 26 development areas, including trade diversification, investment promotion, private sector partnerships, customs cooperation, and opportunities within the Suez Canal Economic Zone in services, logistics, petrochemicals, renewable energy, automotive industries, and agro-industries. The protocol also highlighted cooperation in defense production, water and wastewater treatment, renewable energy, consumer protection, space, tourism, culture, housing, civil aviation, media, and energy.



## Bulgaria

The second session of the Egyptian–Bulgarian Joint Committee was held in Cairo in December 2025. Discussions focused on expanding cooperation amid bilateral trade reaching nearly USD 1 billion in 2024. A protocol was signed covering 19 development areas, including defense production, joint investments, SMEs, and attracting investments in high value-added sectors such as technology, automotive industries, electronics, pharmaceuticals, and renewable energy.



## Armenia

The sixth session of the Egyptian–Armenian Joint Committee was held in the New Administrative Capital. A cooperation protocol was signed focusing on trade expansion, private sector partnerships, joint exhibitions, investment opportunities in the Suez Canal Economic Zone, SMEs, renewable energy, youth and sports, culture, and higher education.





## Albania

The first session of the Egyptian-Albanian Joint Committee was held in Tirana during Dr. Rania Al-Mashat's visit—the first by an Egyptian minister since 1993. MOUs were signed on economic development policy exchange, investment promotion, and strengthening joint committees as tools of economic diplomacy. A protocol was also signed covering cooperation in 25 strategic sectors, including trade, industry, tourism, energy, agriculture, education, health, transport, ICT, SMEs, and the Suez Canal Economic Zone.

## Follow-Up on Joint Committee Outcomes

In line with ministerial directives, the Ministry held follow-up meetings to ensure implementation of joint committee outcomes, including those of the Egyptian-Lebanese and Egyptian-Iraqi committees, focusing on activating signed agreements, forming technical committees, and facilitating land transport and trade flows.

## Bahrain

During the Egyptian-Bahraini Joint Committee for Trade, Economic, Scientific, and Technological Cooperation, Dr. Rania Al-Mashat met with Ms. Noor bint Ali Al-Khalifa, Bahrain's Minister of Sustainable Development and CEO of the Economic Development Board. The Minister emphasized the strong historical ties between the two countries and Egypt's commitment to elevating relations to a strategic level, enhancing direct institutional coordination, and expanding trade and economic cooperation.

## Kuwait for Arab Institutions Meetings

In 2025, Dr. Al-Mashat participated in the annual meetings of Arab financial institutions in Kuwait. She highlighted key priorities including Arab economic integration, coordinated positions in international forums, the importance of public-private partnerships, trade facilitation, and Egypt's openness to further investments as it transitions toward a productive, tradable-sector-driven economy.



# CHAPTER 4: INTERNATIONAL MEDIA HIGHLIGHTS

Throughout 2025, Egypt's Ministry of Planning, Economic Development and International Cooperation maintained strong global media visibility, underscoring the country's leadership role in shaping international economic and development discourse.

H.E. Dr. Rania A. Al-Mashat's engagements across international media platforms reflected Egypt's evolving narrative, one anchored in resilience, reform, and results-oriented partnerships, as well as her role in positioning Egypt as a trusted partner in global development financing, sustainable investment, and climate action.

This chapter highlights a selection of high-level international media features that amplified Egypt's voice across leading global platforms including CNN, Bloomberg, CNBC, and at major multilateral fora as shared in Chapter 2.

## CNN & Global Economic Dialogue

H.E. Dr. Rania Al-Mashat, Minister of Planning, Economic Development, and International Cooperation, participated in an event organized by CNN International in London to discuss "Global Perspectives on Africa" in a session on "Alliances That Scale", discussing economic transformations across the continent. The event brought together prominent political leaders, international decision-makers, private sector representatives, and international institutions to explore Africa's role as a pivotal continent in an era of global transformation.

Egypt's participation in the event aims to strengthen the country's role within the African continent, highlight national efforts to support development priorities and expand international partnerships, and emphasize the importance of investing in Africa as a promising continent with vast development opportunities in areas such as the green transition, sustainable infrastructure, supply chains, and development financing.

The CNN International event features in-depth discussions on the future of the African economy, leadership and transformation tools, and ways to maximize economic opportunities through innovation, youth empowerment, entrepreneurship, and building partnerships that generate sustainable development impact across Africa and the world.

Al-Mashat stated that Africa has become a key partner in shaping the future of the world, emphasizing that international cooperation based on mutual respect and the exchange of expertise is the path toward building a more balanced and sustainable global order. The event included panel discussions moderated by leading CNN journalists such as Christiane Amanpour, Richard Quest, Zain Asher, Jim Sciutto, Eleni Giokos, and Larry Madowo.



With Richard Quest...

Al-Mashat met twice with Richard Quest, the first time in February on Gaza and Egypt's commitment to ensuring a proposal that supports just peace for Palestinians, and also highlighted that despite regional challenges, Egypt is making progress in terms of macro-economic stability on the fiscal and monetary side, with reduced inflation rates and increased FDI.

The second interview came after Egypt's peace conference and the launch of the Grand Egyptian Museum, as well as the launch of our Narrative for Economic Development.



## CNBC International: Egypt's Economic Outlook & Development Agenda

In two major features on CNBC International, including an in-depth conversation with anchor Dan Murphy, Dr. Al-Mashat discussed Egypt's macroeconomic resilience, reform trajectory, and progress in mobilizing financing for development.

**CNBC Interview #1 (Davos, January 2025) – Focused on Egypt's macroeconomic reforms, fiscal stabilization, and the role of international partnerships in driving growth.**

- Dr. Al-Mashat highlighted Egypt's progress in macroeconomic stability with the latest GDP growth numbers at the time with the main growth sectors, including manufacturing and tourism.
- She stressed the role of the private sector in driving green growth and job creation, with multilateral partnerships enabling financing flows.

**CNBC Interview #2 (April 2025) – A forward-looking discussion on Egypt's investment climate and the evolution of blended finance mechanisms.**

- Dr. Al-Mashat presented Egypt's approach to partnership diversification, leveraging tools such as debt swaps, co-financing with IFIs, and country platforms to unlock sustainable investments.
- The conversation positioned Egypt as an emerging model for economic development, aligning local reforms with global financial innovation.

These appearances amplified Egypt's global narrative of stability, confidence, and openness to investment, resonating across international financial audiences.



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ACCESS MIDDLE EAST

**'2026 is an inflection point for the country,' Egypt's Minister of Planning says**

Rania Al-Mashat, Egypt's Minister of Planning, Economic Development and International Cooperation, speaks with CNBC's Dan Murphy at FII about the country's economic recovery and growth outlook.

FRI, OCT 31 2025 • 1:09 AM EDT

## Bloomberg: The Peace Summit

2026 is an inflection point for Egypt.

On the day of the Peace Summit in Sharm El-Sheikh, Al-Mashat sat down with Bloomberg discussing the developments of the day and presence of world leaders, saying how the agreement signed will impact regional and global economic stability, and how Egypt's ongoing structural reform efforts, anchored in the Narrative for Economic Development are strengthening growth, resilience, and investor confidence despite regional headwinds.



## Sky News Arabia

Serving as both an economic model and reform program, Egypt's Narrative for Economic Development: Reforms for Growth, Jobs & Resilience represents a comprehensive framework that links macroeconomic stability, structural reforms and economic development via a continuous cycle that builds trust, attracts investment and drives growth.

This was the core of the discussion in Lubna Bouza's Sky News interview, held right after the launch of the Narrative.



## World Economic Forum (WEF): Global Leadership Conversations



At the World Economic Forum Annual Meeting 2025 in Davos, Dr. Al-Mashat participated in a number of high-profile panels and media engagements focused on financing for development, sustainability transitions, and global economic resilience.

Coverage of her participation featured prominently across WEF's official channels and international media outlets.

Key themes included:

- Egypt's success in developing the NWFE program as a country-led platform that connects global finance to national priorities;
- The imperative of reforming international financial architecture to make climate and development finance more accessible and equitable;
- Egypt's model for institutionalizing country platforms that align multilateral, bilateral, and private investment into integrated pipelines.

Dr. Al-Mashat also contributed to WEF's "Shaping Global Financial Architecture" dialogue, underlining Egypt's advocacy for a fairer, faster, and more inclusive multilateral system, with developing economies at the decision-making table.

Her participation reinforced Egypt's leadership role as a bridge between the Global South and international financial institutions, a consistent message echoed throughout global media coverage of Davos 2025.

## Awards & Recognitions across the Year

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**Top 30 Global Women Thought Leaders at the Forefront of Global Transformation—From Policy to Technology and Social Innovation**

H.E. Dr. Rania A. Al-Mashat, Minister of Planning, Economic Development & International Cooperation, Egypt



H.E. Dr. Rania A. Al-Mashat brings over two decades of global expertise in central banking, international cooperation, sustainable development, and climate finance. A strong advocate of partnerships and multilateralism, she spearheaded Egypt's country platform "NWEF" (Nexus of Water, Food and Energy) to mobilize climate finance and accelerate the green transition, while shaping Egypt's economic development narrative with a focus on jobs and growth. Since 2018, she has held key cabinet roles as Minister of Tourism, Minister of International Cooperation, and currently as Minister of Planning, Economic Development and International Cooperation, guiding Egypt's development agenda with purpose and innovation, strengthening international partnerships, and affecting measurable change.

WOMEN IN GOVERNANCE, RISK, COMPLIANCE, FINANCIAL CRIME, AND FRAUD PREVENTION

2025 GLOBAL TOP 50 WOMEN LEADERS IN GRC & FINCRIME PREVENTION - WOMENINGRCFP

Julie Brill, CHIEF PRIVACY OFFICER & DPO, AMERICA'S FINANCIAL, Drudeisha Madhub, DATA PROTECTION COMMISSIONER, MAURITIUS

Noopur Davis, CHIEF TRUST OFFICER, COMCAST, Immaculate Kassait, DATA PROTECTION COMMISSIONER, KENYA

Poppy Gustafsson, CEO, Darktrace, Paula Ingabire, MINISTER OF ICT & INNOVATION, RWANDA

Ayesha Khanna, CEO, ADDO AI, Rania Al-Mashat, CHIEF OF INTERNATIONAL COOPERATION, EGYPT

Nezha Hayat, CHAIR, MOROCCAN CAPITAL MARKETS AUTHORITY (AMMC), Sandra Ojiambo, EXECUTIVE DIRECTOR & CEO, UN GLOBAL COMPACT

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Across the Arab world, a powerful generation of women is redefining leadership, resilience, and impact. From royal visionaries and pioneering entrepreneurs to influential media figures and trailblazing policymakers, these women are shaping industries, driving reform, and inspiring progress on a global scale. They are thinkers, builders, and changemakers, united by purpose, empowered by knowledge, and guided by the belief that influence is not just about power, but about creating lasting change for their communities and beyond.

### Top Global Women

Throughout the year, recognition of women's leadership remained closely tied to broader efforts to advance inclusive governance, policy innovation, and global cooperation. During this period, Al-Mashat was recognized across several international and regional platforms celebrating women driving impact and transformation. These included being named among the Top 30 Global Women Thought Leaders at the Forefront of Global Transformation, published by NBC Washington in collaboration with Global Group Media, as well as recognition through initiatives highlighting women's leadership across policy, finance, governance, and development.

Al-Mashat was also recognized during the Beijing +30 Action Agenda: Honoring Inspiring Egyptian Women Leaders, hosted by UN Women, alongside colleagues from government and public institutions, and participated in the Top 50 Women Forum.

In addition, the Minister received the Global Leadership Award from the Choiseul Institute during the Africa–Gulf Cooperation Forum in Doha, a recognition reflecting Egypt's ongoing efforts to advance effective economic diplomacy, strengthen international partnerships, and drive sustainable development impact across the region.

As the year concluded, these recognitions served as a reminder that leadership is built through collaboration, trust, and a sustained commitment to delivering meaningful outcomes.









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**“Appreciate Knowledge to Acquire it”**

*@RaniaAlMashat*