ESG & DATA FOR GOOD
Center of Excellence

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THE ARAB ACADEMY
FOR MANAGEMENT, BANKING AND FINANCIAL SCIENCES

Accelerating AI-Driven Ecosystems: Government, Industry, and Academia From Insights to Impact 2026

ROUNDTABLE REPORT

GOVERNMENT

INDUSTRY

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Executive Summary

In August 2026, the ESG & Data for Good Center of Excellence (CoE) at the Arab Academy for Management, Banking and Financial Sciences (AAMBFS) organized the high-level roundtable “Accelerating AI-Driven Ecosystems: Government, Industry, and Academia – From Insights to Impact.” The roundtable brought together experts and leaders from academia, industry, technology, and government to examine how Egypt can move beyond AI strategies, investments, research, and isolated pilots toward scalable, responsible, and measurable AI impact.

The discussion was framed around a fundamental shift in the AI agenda: from asking “What can AI do?” to asking “How can we translate AI capabilities, research, data, and investments into real economic, organizational, and societal value?” Speakers emphasized that AI transformation cannot be achieved by any single institution or sector. Sustainable impact requires an integrated ecosystem in which government, industry, academia, technology providers, and society work together around common challenges and measurable outcomes.

The discussions identified several interconnected foundations required to accelerate AI adoption: data readiness and sharing, talent and capacity building, research and innovation, responsible AI and governance, AI readiness, implementation capabilities, and cross-sector collaboration. Participants highlighted that challenges such as fragmented data, limited interoperability, skills gaps, weak connections between research and market needs, unclear business requirements, resistance to change, and insufficient governance can prevent organizations from moving beyond experimentation toward enterprise-wide and national impact.

A central message emerging from the roundtable was that organizations should start with real problems rather than technology. AI adoption should be driven by clearly defined business, government, and societal challenges, supported by reliable data, appropriate governance, measurable KPIs, and a clear business case. AI readiness should therefore become an integral part of organizational and national transformation strategies, ensuring that investments in AI are aligned with strategic priorities and capable of generating measurable value.

The roundtable also highlighted the need to strengthen the connection between research and real-world challenges. Academia should be increasingly engaged in solving national and sector-specific problems, while industry should provide investment, use cases, technical expertise, and pathways for deployment. Government has a critical role in setting national priorities, creating enabling policies and regulations, facilitating collaboration, and providing an environment in which successful solutions can be scaled.

Data emerged as another fundamental requirement for AI ecosystem development. Speakers emphasized the importance of establishing trusted data-sharing mechanisms, common data standards, interoperability, data governance, security, and clear data-sharing policies. Rather than attempting to transform all sectors simultaneously, practical cross-entity pilots can be used to test and validate data-sharing models before wider adoption.

The discussions further recognized the importance of building on Egypt's existing progress in digital transformation, connectivity, government digitization, and data-center infrastructure. The next stage should focus on integrating these capabilities and establishing the infrastructure, governance, research environments, and sector-specific innovation mechanisms required to scale AI solutions.

Based on the collective perspectives shared during the roundtable, eight strategic priorities emerged for 2026–2027:

- **Challenge-Driven AI Innovation** – Establish an annual national AI challenge agenda aligned with priority national and sector-specific needs.
- **Trusted Data Ecosystems** – Develop practical data-sharing agreements, standards, interoperability mechanisms, and governance frameworks.
- **AI Infrastructure and Scaling** – Strengthen the integration of infrastructure, data centers, academia, government, and industry, supported by sector-specific AI innovation labs.
- **Challenge-to-Solution Pipeline** – Connect real government and industry challenges with students, researchers, startups, and technology providers through hackathons, ideation, and pilot projects.
- **National AI Governance and Responsible AI** – Develop a unified national reference framework covering AI governance, regulation, data security, data governance, ethics, and responsible adoption.
- **Organizational AI Readiness** – Embed AI readiness into organizational strategy, assessing business needs, data, skills, infrastructure, governance, risk, and expected ROI before scaling.
- **AI Talent and Capacity Building** – Strengthen technical, business, executive, and digital AI capabilities through industry-driven education, upskilling, and executive programs.
- **Cross-Sector Ecosystem Coordination** – Establish recurring mechanisms that enable government, industry, academia, and technology stakeholders to coordinate priorities, track progress, and sustain collaboration.

The objective is not simply to increase the number of AI initiatives, but to create the conditions under which the right AI solutions can be identified, responsibly developed, effectively implemented, and scaled to generate measurable impact.

The roundtable concluded with a shared recognition that Egypt has important foundations upon which to build. The priority for **2026 and 2027** is to connect these capabilities, reduce fragmentation, strengthen collaboration, and establish clear pathways from **research to application, from pilots to scale, and from AI ambition to measurable impact.**

The insights and priorities captured through the roundtable form the basis of this **AI Ecosystem Recommendation Report**, which translates the collective perspectives of participating stakeholders into a practical framework for strengthening Egypt's AI ecosystem and accelerating responsible, data-driven, and impactful AI adoption.

About the ESG & Data for Good Center of Excellence

The ESG & Data for Good Center of Excellence (CoE) at **The Arab Academy for Management, Banking and Financial Sciences (AAMBFS)** is a specialized platform dedicated to advancing sustainable development through the integration of **Environmental, Social, and Governance (ESG) principles, Sustainable Development Goals (SDGs), data, analytics, and Artificial Intelligence (AI).**

The Center works to bridge the gap between **knowledge, technology, policy, and practical implementation**, empowering organizations, governments, academia, and professionals to use data and emerging technologies to address complex sustainability and development challenges. Through its activities, the Center supports the advancement of **ESG** practices, contributes to the **SDGs**, and promotes responsible and data-driven approaches to decision-making.

As AI and data increasingly shape economic and societal transformation, the Center recognizes that sustainable impact requires more than technological adoption. It requires **capable people, trusted data, responsible governance, applied research, innovation, and strong collaboration across sectors.** The CoE therefore serves as a platform for bringing together stakeholders from government, industry, academia, technology, and the wider innovation ecosystem to transform ideas and knowledge into practical solutions.

The Center's Four Strategic Pillars

The CoE delivers its mission through four interconnected strategic pillars:

- **Ecosystem Synergies:** The Center brings together **government, industry, academia, innovators, and data communities** to create meaningful connections and enable collective action.

By facilitating dialogue, partnerships, roundtables, workshops, and collaborative initiatives, the Center seeks to reduce fragmentation and strengthen cooperation across the ecosystem.

- **Capacity Building:** The Center develops and delivers **high-impact learning and professional development programs** designed to strengthen capabilities in ESG, data, analytics, AI, and emerging technologies. Its capacity-building approach aims to prepare professionals, organizations, and decision-makers to navigate technological and sustainability transformation effectively.

- **Crafted Innovation:** The Center promotes innovation through **research, original content, ideation, applied projects, and thought leadership**. It focuses on emerging issues and real-world challenges, encouraging fresh thinking and supporting the development of practical, data-driven, and technology-enabled solutions.

- **Community Protection:** The Center supports **responsible decision-making, policy development, awareness, and expert recommendations** that contribute to protecting people, institutions, and the environment. This pillar reflects the Center's commitment to responsible technology, trustworthy AI, sustainable development, and the broader societal impact of data and innovation.

The Center's Role in the AI Ecosystem

The growing impact of AI requires a collaborative ecosystem in which **government provides strategic direction and enabling policies, industry contributes investment and real-world challenges, academia provides research and talent, and technology partners contribute platforms and technical capabilities.**

Within this ecosystem, the **ESG & Data for Good Center of Excellence** at AAMBFS serves as a neutral platform for **convening stakeholders, facilitating knowledge exchange, building capabilities, supporting applied research, and translating dialogue into practical initiatives.**

This role directly supports the purpose of the "**Accelerating AI-Driven Ecosystems: Government, Industry, Academia – From Insights to Impact**" roundtable. By bringing diverse perspectives together, the Center seeks to help move the AI ecosystem from **fragmented initiatives toward coordinated action, and from insights and ambition toward responsible implementation and measurable impact**.

Through its four strategic pillars, the Center aims to contribute to an ecosystem where **ESG, data, analytics, and AI are not treated as separate agendas, but as interconnected enablers of sustainable economic and societal development.**

About the Roundtable

1. Background & Rationale

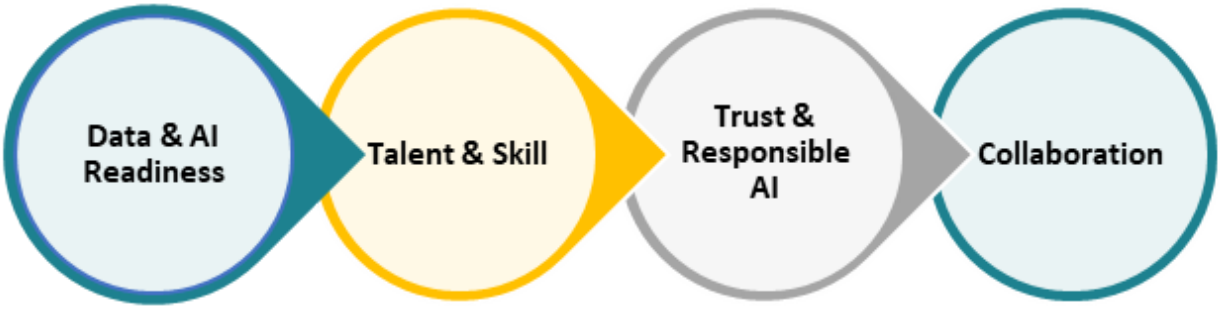
Artificial Intelligence has moved rapidly from an emerging technology to a strategic priority for governments, businesses, and academic institutions. Around the world, organizations are developing national AI strategies, increasing investments in AI infrastructure and solutions, expanding research activities, and building new talent and capabilities. However, the existence of these individual components does not automatically translate into meaningful impact. A critical challenge remains in connecting the different stages of the AI transformation journey.

While progress is being made across each stage, these efforts can often operate independently. National strategies may not always translate into coordinated implementation; research may remain disconnected from real business and societal challenges; investments may focus on pilots without clear pathways to scale; and organizations may adopt AI technologies without sufficient data readiness, governance, skills, or clearly defined business objectives.

This fragmentation creates a gap between **AI ambition and real-world impact**. Closing this gap requires an ecosystem approach in which government, industry, academia, technology providers, and other stakeholders work together around shared priorities and measurable outcomes. Such an ecosystem must connect national priorities with research, investment with implementation, talent with market needs, and technological innovation with responsible and sustainable adoption.

The roundtable was built around a fundamental question: **How can government, industry, and academia work together to transform AI strategies, research, investments, and capabilities into scalable, responsible, and measurable real-world impact?**

The discussion recognized four critical foundations for a successful AI ecosystem; these foundations are interconnected and require coordinated action across sectors.



2. Objectives

The roundtable was designed to move beyond general discussions about the future of AI and focus on **practical actions that can strengthen the AI ecosystem and accelerate measurable impact.**

The key objectives were to:

1. **Identify Barriers to AI Adoption at Scale:** Explore the organizational, technical, regulatory, data, talent, and ecosystem barriers that prevent AI initiatives from moving beyond experimentation and isolated pilots toward sustainable implementation and scaling.
2. **Strengthen Government–Industry–Academia Collaboration:** Examine how government, industry, and academic institutions can establish stronger and more sustainable mechanisms for collaboration, knowledge exchange, applied research, innovation, and implementation.
3. **Identify Critical AI Ecosystem Enablers:** Identify the capabilities and conditions required to build a strong AI ecosystem, including data readiness, infrastructure, talent, research, governance, responsible AI, AI readiness, and investment.

4. **Promote Responsible and Trustworthy AI:** Highlight the importance of integrating data security, privacy, ethics, governance, accountability, transparency, and responsible AI principles into AI development and adoption.
5. **Connect Research and Innovation with Real-World Challenges:** Explore mechanisms for aligning academic research and innovation with national, sector-specific, business, and societal challenges, creating clearer pathways from research and proofs of concept to implementation.
6. **Translate Dialogue into Practical Recommendations for 2026 - 2027:** Convert the insights and perspectives shared by participating experts into concrete recommendations that can guide stakeholders toward coordinated and actionable AI ecosystem development.

3. Roundtable Format & Methodology

The roundtable was designed as a **closed, high-level, cross-sector dialogue**, bringing together selected experts with experience across AI, data, technology, research, education, digital transformation, and enterprise implementation.

Rather than following a traditional conference or presentation-based format, the session adopted a **discussion-driven approach**, allowing participants to share practical experiences, identify challenges, and propose actionable solutions.

The final part of the roundtable focused specifically on what stakeholders can do in **2026 and 2027**, with emphasis on practical actions, collaboration models, implementation mechanisms, and measurable outcomes.

Speakers & Stakeholder Representation

The speakers represented a combination of strategic, technical, academic, business, and implementation perspectives, enabling the discussion to move beyond a single-sector view of AI transformation.

- **Dr. Amany Shousha** — Head of Quality Assurance, Information Technology Institute (ITI), Ministry of Communications and Information Technology (MCIT)
- **Dr. Tamer Karam** — Strategy Professor, Advisor & Executive Trainer, Arab Academy for Management, Banking and Financial Sciences (AAMBFS)
- **Eng. Ahmed Rashad** — Manager, MEA Product Partnerships, HERE Technologies
- **Eng. Tamer Fadi** — Regional Director – Africa & Chairman, Egypt Office, INCUBE
- **Ahmed Kamal** — Senior Global Program Manager, SAS
- **Dr. Ahmed Tealab** — Assistant Professor of Information Systems & Digital Transformation Consultant, Arab Academy for Management, Banking and Financial Sciences (AAMBFS)

The strength of the roundtable was not only in the expertise of individual participants, but in the **interaction between different stakeholder perspectives.** Bringing these perspectives together enabled the discussion to address AI transformation as an ecosystem challenge rather than a purely technological one. The resulting recommendations therefore reflect interconnected priorities across **policy, governance, data, research, talent, technology, business value, implementation, and collaboration.**

Roundtable Discussion: From Insights to Impact

The roundtable opened with a welcome to the experts, followed by the opening keynote about "**From Insights to Impact: Advancing AI Ecosystems for Real Impact**", then the discussion was framed around a central question: **how can governments, industry, and academia move beyond AI strategies, investments, research, and isolated pilots to achieve scalable, responsible, and measurable real-world impact?**

The discussion emphasized that AI adoption is no longer primarily a question of **what AI can do**, but rather **how AI capabilities can be translated into sustainable economic, organizational, and societal value.** Speakers highlighted that meaningful AI transformation requires an integrated ecosystem built around four critical foundations: **data readiness, talent and skills, trust and responsible AI, and cross-sector collaboration.** The discussion then explored these foundations from different perspectives, moving from **talent and trust** to **research and innovation**, **data sharing and governance, implementation and scaling, enterprise AI readiness**, and finally **academia–industry–government collaboration.**

Theme 1: Talent, Trust and Responsible AI:

Dr. Amany Shousha emphasized that trustworthy AI adoption starts **with education, culture, and awareness,** rather than technology alone. She highlighted the need to develop AI users who understand not only how to use AI tools, but also the underlying technologies, associated risks, data security requirements, and long-term implications of relying on external AI models. As AI models and platforms evolve rapidly, organizations need to continuously evaluate issues related to **data privacy, security, model dependency, cost, scalability, and regulatory compliance.**

A key concern raised was the risk of organizations becoming dependent on external AI models or subscriptions without understanding what lies behind the technology. Participants therefore emphasized the importance of developing internal capabilities and, where appropriate, exploring **local AI models and LLM capabilities**, particularly for sensitive or strategic data.

Dr. Amany also highlighted the importance of connecting **technology, legal expertise, and data governance.** Initiatives such as technology-law education can help legal professionals understand emerging technologies while enabling technology professionals to better understand requirements related to data ownership, privacy, security, and compliance. The discussion reinforced that responsible AI should become an **organizational culture and continuous capability**, supported by R&D, continuous learning, governance, and awareness.

Theme 2: From Academic Research to Real-World Solutions:

Dr. Tamer Karam emphasized that the disruption created by AI is closely connected to academia, but its ultimate value depends on its ability to address real-world challenges. He highlighted the need to move beyond research publications and prototypes toward **applied research driven by national, societal, and business priorities.** While academic institutions have an important role in producing research and talent, government and industry should play a more active role in identifying the challenges that research should address. A stronger **Government–Industry–Academia collaboration model** should therefore connect: Infrastructure, Data, Technology, Talent, Governance, Research, and Innovation.

Dr. Tamer proposed an ongoing national challenge-oriented approach in which government and industry identify and communicate priority challenges, while academia aligns research efforts toward solving these challenges. Industry can then support successful solutions through **investment, funding, deployment, and scaling.**

Theme 3: Data Sharing, Governance and Interoperability:

Eng. Ahmed Rashad highlighted data sharing as one of the most persistent barriers to building effective AI ecosystems. The discussion demonstrated that the challenge is not simply the **availability of data**, but the ability to share and use data within appropriate legal, technical, and governance frameworks.

Several key challenges were identified:

1. **Data ownership and confidentiality** – organizations need clear mechanisms defining who owns data, who can access it, and under what conditions it can be shared.
2. **Standardization and interoperability** – different institutions often collect and maintain data using different structures and standards, limiting the ability to integrate information.
3. **Data retention** – organizations require clear policies governing how long data should be retained, where it should be stored, and when it should be archived or deleted.
4. **Data-sharing regulations** – clear rules are required regarding what data can be shared, with whom, for what purpose, and under what security and privacy conditions.
5. **Institutional coordination** – data governance should extend beyond individual organizations and involve coordinated participation across relevant ministries and institutions.
6. **Project continuity and sustainability** – investments in training, infrastructure, and technology need mechanisms that ensure projects continue beyond their initial implementation phase.

Theme 4: From AI Pilots to Measurable Business Impact:

Eng. Tamer Fadi shifted the discussion from ecosystem foundations to **implementation and scaling**. He emphasized that successful AI adoption should begin with a **clearly defined business problem**, rather than with the technology itself. Organizations should first establish the business pain point, understand its causes using historical data, and determine whether AI is an appropriate solution. Several critical success factors were highlighted: clear problem definition, Reliable historical and operational data, defined ownership of the pilot, clear selection criteria, Measurable KPIs, Business case and ROI, Employee readiness and upskilling, Governance and accountability, Implementation roadmap, Resource and infrastructure planning.

Eng. Tamer also emphasized that successful pilots should be supported by a structured roadmap for implementation and scaling. The example of **AI-powered route optimization** illustrated how AI can generate measurable operational value when applied to a clearly defined business challenge. Rather than implementing AI simply to demonstrate technological adoption, the solution was evaluated based on its ability to improve route planning, optimize resources, and reduce operational costs.

Theme 5: AI Readiness and Enterprise-Wide Transformation:

Ahmed Kamal emphasized that organizations should assess their **AI readiness before investing in large-scale AI implementation**. A recurring challenge identified was that organizations may issue RFPs or define requirements around “AI” without clearly articulating the business problem they need to solve. This creates a gap between business requirements and technology solutions.

AI readiness should therefore assess: Is there a clear business need for AI? Is the organization strategically ready? Is the required data available? Is the data secure and accessible? Are the necessary infrastructure and technologies available? Are the required skills available? Is there an appropriate governance structure? Can the organization demonstrate expected ROI? Are ethical and responsible AI requirements addressed?

The growing role of technologies such as **synthetic data** was also highlighted as a potential mechanism for supporting AI experimentation and model development while reducing some barriers associated with access to sensitive real-world data. The overall message was that AI readiness should be connected directly to **business strategy, value creation, governance, and responsible AI.**

Theme 6: Bridging Academia, Government and Industry:

Dr. Ahmed Tealab addressed the challenges of translating academic capabilities into practical impact. He highlighted the integration of **AI, data science, and analytics into Academic programs**; however, a persistent challenge remains the connection between academic learning and real organizational needs. The use of **real-world cases, business challenges, and applied projects** can help bridge this gap and ensure that graduates develop not only technical knowledge but also the ability to translate AI and analytics into practical solutions.

Two additional barriers were identified: **Resistance to change** and **Management misalignment**. These challenges demonstrate that stronger collaboration requires more than curriculum transformation. Academia needs greater exposure to real industry and government challenges, while industry and government need mechanisms to engage academic institutions in applied research and talent development.

Key Insights from the Roundtable

1. **AI adoption must start with a problem, not technology:** Organizations should clearly define the business, government, or societal challenge before selecting an AI solution.

2. **AI readiness must precede AI scaling:** Organizations need to assess their data, infrastructure, skills, governance, strategy, and ability to generate measurable value.

3. **Data is an ecosystem asset:** The value of AI depends not only on data availability but also on the ability to share, govern, standardize, secure, and use data responsibly.

4. **R&D must be connected to real challenges:** Academic and organizational research should move closer to national and business priorities and create pathways toward commercialization and deployment.

5. **Responsible AI must be embedded from the beginning:** Trust, privacy, security, ethics, transparency, accountability, and regulatory compliance should be integrated into AI initiatives rather than addressed after deployment.

6. **Talent development must go beyond AI usage:** Organizations need people who understand AI capabilities, limitations, risks, implementation requirements, and business value—not only how to use AI tools.

7. **Scaling requires integration and governance:** Moving beyond pilots requires appropriate architecture, system integration, ownership, resources, governance, and executive commitment.

8. **Collaboration must become institutionalized:** Government, industry, and academia need mechanisms that enable continuous collaboration rather than relying on individual projects or informal relationships.

Recommendations: From Insights to Action

Building on the challenges and insights discussed during the roundtable, the second part of the session focused on translating these perspectives into **practical recommendations for 2026 and 2027**. The discussion moved from identifying barriers to defining concrete actions that government, industry, and academia can undertake collectively to strengthen Egypt's AI ecosystem, accelerate responsible AI adoption, and translate existing capabilities into measurable economic, organizational, and societal impact. The recommendations emerging from the discussion can be consolidated into **eight strategic priorities.**

Speakers Recommendations:

1. Establish a National Challenge-Driven AI Innovation Model

Recommendations: Dr. Tamer Karam – Academia & Research:

Adopt a **national, challenge-driven, and multi-stakeholder approach to AI research and innovation**, ensuring that academic research and industry investment are directly aligned with national and sector-specific priorities. The discussion highlighted experiences from markets such as **India and Saudi Arabia**, where AI priorities are increasingly connected to national challenges and sector-specific needs. A similar approach could help Egypt move from fragmented AI initiatives to a coordinated model in which government, academia, and industry jointly identify and address priority challenges.

Under this model: **Government** identifies national and sector-specific priorities, provides strategic direction, and creates an enabling regulatory and investment environment. **Academia** aligns research programs, faculty expertise, and student projects with identified challenges and develops applicable AI solutions. Industry provides investment, technical expertise, real-world use cases, data where appropriate, and pathways for deployment and commercialization. **All stakeholders** participate in structured partnerships with defined objectives, responsibilities, timelines, and measurable outcomes.

Recommended Action (1) 2026–2027:Establish an annual National AI Challenge Agenda that identifies priority challenges across key sectors and mobilizes government, academia, industry, and technology partners to develop, test, and deploy AI-based solutions.

Intended Impact: Shift from publication-driven and isolated innovation to **challenge-driven research, investment, implementation, and measurable impact.**

2. Develop a Practical Cross-Entity Data-Sharing Framework

Recommendations: Eng. Ahmed Rashad – Data Ecosystems:

Establish a clear and practical framework for **data sharing, interoperability, data quality, and data governance** across organizations and sectors. The discussion emphasized that AI cannot scale when relevant data remains fragmented across institutions or when organizations lack clarity regarding ownership, access, security, and permissible use. The recommended approach is to develop: Standardized data-sharing agreements, Common data standards, Interoperability requirements, Data access and security policies, Clear data ownership and usage rules, Data governance mechanisms, and data quality requirements.

Rather than attempting to implement a nationwide framework simultaneously, the approach should begin with a **focused cross-entity pilot** involving selected organizations. The pilot should demonstrate how data can be securely integrated and exchanged, establish practical governance mechanisms, identify implementation challenges, and generate a replicable model.

Recommended Action (2) 2026–2027: Launch a cross-entity data-sharing pilot based on standardized agreements, data standards, governance, and security policies, then evaluate and adapt the model for wider sectoral adoption.

Intended Impact: Create a practical foundation for **trusted, secure, interoperable, and scalable data ecosystems** that can support AI applications across sectors.

3. Build an Integrated AI Infrastructure and Scaling Ecosystem

Recommendations: Eng. Tamer Fadi – Implementation & Scaling:

Leverage Egypt's existing progress in **digital transformation, connectivity, government digitization, and data-center infrastructure** to move from individual AI initiatives toward an integrated national AI implementation and scaling ecosystem. The discussion recognized that Egypt has made significant progress in developing the infrastructure required for a data-driven economy. The next priority should therefore be to **connect existing capabilities and ensure that infrastructure, research, data, talent, and implementation work together.**

A key recommendation is to establish **sector-specific AI research and innovation labs** that bring together government institutions, academia, industry, and technology providers to address real sector challenges.

The discussion also emphasized the importance of: Unified data and AI standards, Common governance frameworks, Data traceability, Interoperability, Integration between data centers and research institutions, Sector-specific AI infrastructure, and sustainable implementation models. A government-wide data traceability model could provide a common approach to tracking data throughout its lifecycle, improving **data quality, connectivity, distribution, accountability, and governance.**

Recommended Action (3) 2026–2027: Develop an integrated national AI implementation and scaling framework connecting government, data-center infrastructure, academia, industry, and sector-specific AI labs, supported by unified standards and a government-wide data traceability model.

Intended Impact: Move from fragmented AI initiatives toward a **connected, interoperable, and scalable national AI ecosystem.**

4. Establish a Challenge-to-Solution Pipeline for AI Talent and Innovation

Recommendations: Dr. Ahmed Tealab – Academia & Cross-Sector Collaboration

Create a structured pipeline that connects **students, researchers, technology providers, government institutions, and businesses** to real-world challenges. The discussion emphasized that academic talent can generate significant value when students and researchers work on actual business, government, and societal problems rather than purely theoretical use cases. This can be supported through: AI hackathons, Ideation sessions, Innovation challenges, applied student projects, Proofs of Concept (PoCs), Industry and government case studies, Joint workshops, Pilot projects, and Research–industry partnerships.

Existing collaboration models, including initiatives involving **MCIT and different sectors**, can provide a foundation that can be replicated and expanded across other ministries and industries.

Recommended Action (4) 2026–2027: Establish a national challenge-to-solution pipeline through which government and industry publish real challenges and academia, students, researchers, and technology partners develop PoCs and pilot solutions, with successful initiatives progressing toward implementation and scaling.

Intended Impact: Create a continuous pipeline: Real Challenge → Talent & Research → PoC → Pilot → Implementation → Scaling → Impact.

5. Develop a Unified National AI Framework for Responsible Adoption

Recommendations: Dr. Amany Shousha – Talent & Responsible AI:

Develop a **unified national Egyptian AI framework** that provides a common reference for AI development, adoption, governance, and responsible implementation across sectors. The framework should address areas including: AI governance, AI regulation, Responsible AI, Data security, Data governance, Privacy, Ethics, Risk management, AI adoption principles, Implementation guidance, and Accountability.

The framework should provide sufficient consistency to align different sectors while allowing for **sector-specific requirements.** International frameworks and experiences, including European approaches, can provide useful reference points, while the Egyptian framework should be adapted to **national priorities, regulatory requirements, institutional structures, and sector-specific realities.** Technical institutions and government programs should align their capacity-building initiatives with this framework to ensure that AI professionals develop both **technical capabilities and responsible implementation knowledge.**

Recommended Action (5) 2026–2027: Develop and operationalize a National Egyptian AI Framework covering governance, regulation, responsible AI, data security, data governance, and implementation principles, and use it as a common reference across government, industry, academia, and training institutions.

Intended Impact: Create greater **consistency, trust, regulatory clarity, and responsible AI adoption** across the national ecosystem.

6. Make AI Readiness a Strategic Priority for Organizations

Recommendations: Ahmed Kamal – Ecosystem & Enterprise Impact:

Organizations should treat **AI readiness as a strategic capability**, rather than starting directly with AI technology or individual use cases. Before investing in AI, organizations should assess: **Strategy, Business Need, Data, Governance, Skills, Infrastructure, Technology, ROI, and Responsible AI.** The discussion emphasized that organizations frequently identify "AI" as a requirement without clearly defining the business problem they are trying to solve. AI readiness can help organizations determine: Where AI is actually needed? Which problems should be prioritized? Whether sufficient data exists? Whether the organization has the necessary skills? Whether governance mechanisms are in place? What infrastructure is required? What risks need to be addressed? What measurable value can be generated?

AI readiness should therefore become part of organizational strategy and decision-making, particularly at the **C-suite and board level.** Executive education and leadership programs can play an important role in developing decision-makers who understand both the opportunities and limitations of AI.

Recommended Action (6) 2026–2027: Integrate AI readiness assessments into organizational strategy and transformation planning, supported by executive AI education, practical industry-led skills development, and clearly prioritized use cases linked to measurable business, public-service, and societal outcomes.

Intended Impact: Enable organizations to move from: **"We need AI" → "We have identified the right problem, assessed our readiness, defined the value, and know how to scale."**

ESG & Data for Good CoE Recommendations:

7. Strengthen AI Skills and Industry-Driven Capacity Building

A cross-cutting theme across the discussion was the need to move beyond basic AI awareness toward **practical, business-oriented AI capabilities. The ecosystem requires different levels of AI skills.**

Recommended Action (7) 2026–2027: Develop **industry-led AI capacity-building programs** that combine technical skills, digital literacy, business technology, responsible AI, and practical use cases, with curricula continuously aligned to market and national priorities.

Intended Impact: Reduce the gap between **AI technology adoption and the availability of people capable of implementing, governing, and scaling AI responsibly.**

8. Cross-Cutting Priority: Establish an AI Ecosystem Coordination Mechanism

When the recommendations are viewed collectively, one additional requirement becomes clear: **coordination**. The challenges identified during the roundtable—data sharing, research alignment, skills

governance, infrastructure, AI readiness, and implementation—are interconnected. Addressing them independently risks reproducing the same fragmentation identified at the beginning of the discussion.

Therefore, a mechanism should be established to facilitate continuous coordination among: Government, Industry, Academia, Technology Providers, and Research & Innovation Ecosystem

The **ESG & Data for Good Center of Excellence** at AAMBFS can potentially serve as a neutral platform for facilitating dialogue, knowledge exchange, capacity building, research collaboration, and follow-up initiatives across these stakeholders.

Recommended Action (8) 2026–2027: Establish a **recurring multi-stakeholder AI ecosystem platform** that tracks priorities, facilitates partnerships, monitors progress, and periodically reviews the implementation of AI ecosystem recommendations.

Intended Impact: Ensure that the recommendations generated through the roundtable evolve into **continuous collaboration and measurable action**, rather than remaining as a one-time set of recommendations.

The recommendations emerging from the roundtable demonstrate that accelerating AI impact requires a shift from isolated initiatives toward an integrated ecosystem approach. Egypt has important foundations in place across digital infrastructure, talent, research, data, and AI adoption. The priority for 2026 and 2027 is to connect these capabilities, align them around real national and business challenges, establish the governance and data foundations required for responsible adoption, and create clear pathways from research and experimentation to implementation and scale.

The collective message of the roundtable is clear: the next stage of AI transformation is not about adopting more AI—it is about becoming more AI-ready, solving the right problems, creating measurable value, and building the partnerships required to scale what works.

Forward Agenda

The roundtable represents an important step toward strengthening collaboration across Egypt's AI ecosystem. However, its value will ultimately depend on the ability to translate the insights and recommendations generated into **continued dialogue, coordinated action, measurable initiatives, and sustained collaboration.**

The next phase should therefore focus on establishing mechanisms that maintain momentum beyond the roundtable and support stakeholders in moving from **recommendations to implementation.**

From Recommendations to Action: The recommendations presented in this report should serve as a starting point for further engagement among government, industry, academia, and ecosystem partners.

The proposed forward agenda should focus on five priorities:

1. Strengthen Multi-Stakeholder Dialogue
Establish recurring roundtables, executive briefings, sector workshops, and expert working groups to maintain collaboration among government, industry, academia, and technology stakeholders.

2. Translate Challenges into Actionable Initiatives
Convert priority challenges into clearly defined initiatives with responsible stakeholders, timelines, required resources, success criteria, and measurable KPIs.

3. Launch Pilots and Scale What Works
Test priority recommendations through focused pilots, including data-sharing initiatives, sector-specific AI use cases, AI readiness assessments, skills programs, and applied research, with successful models scaled based on evidence.

4. Measure Progress and Impact
Establish a monitoring mechanism to track AI initiatives, pilots, skills development, research, data-sharing, investment, governance, ROI, and business and societal outcomes—shifting the focus from activity to measurable impact.

5. Maintain a Living AI Ecosystem Agenda
Continuously monitor emerging technologies, regulations, data and cybersecurity requirements, workforce trends, business models, international benchmarks, and sector opportunities, and regularly update priorities as Egypt's AI ecosystem evolves.

Conclusion

The **"Accelerating AI-Driven Ecosystems: Government, Industry, Academia – From Insights to Impact"** roundtable demonstrated that the next stage of AI development is not simply about adopting more technologies. It is about building the ecosystem capabilities required to ensure that AI creates **real, responsible, scalable, and measurable value.**

The discussions highlighted that Egypt has important foundations upon which to build, including growing AI capabilities, digital transformation, connectivity, data infrastructure, academic expertise, technology providers, and an increasingly active innovation ecosystem. The key challenge is to connect these capabilities more effectively.

Across the discussions, several common messages emerged:

- AI adoption should start with real problems, not technology.
- Data readiness is a prerequisite for scalable AI.
- Trust, governance, security, and responsible AI must be embedded from the beginning.
- Talent development must combine technical, business, and governance capabilities.
- Academic research should be increasingly connected to national and industry challenges.
- AI pilots require clear business cases, measurable KPIs, and pathways to scale.
- Government, industry, and academia must move from working in isolation toward structured collaboration.
- AI readiness should become a strategic priority for organizations.
- Investment should focus on building sustainable ecosystem capabilities rather than isolated projects.
- Successful initiatives should be replicated and scaled based on evidence and measurable impact.

The collective discussion points toward an integrated AI ecosystem model:

National Priorities & Real-World Challenges → Research & Innovation → Data & Governance → Talent & AI Readiness → Pilot & Validation → ROI & Impact Measurement → Implementation → Scaling

This model reinforces a fundamental principle: **AI transformation is an ecosystem journey, not an individual technology project.**

For 2026 and 2027, the priority should therefore be to strengthen the connections between **government priorities, industry needs, academic research, data, talent, infrastructure, investment, and responsible AI.**

The recommendations presented in this report provide a practical starting point for that journey. Their success, however, will depend on stakeholder commitment, clear ownership, sustained collaboration, measurable outcomes, and the willingness to move from discussion to implementation.

The roundtable ultimately reinforced the ambition of moving:

- From Strategy to Execution.
- From Research to Application.
- From Data to Intelligence.
- From Pilots to Scale.
- From AI Adoption to Measurable Impact.

The ESG & Data for Good Center of Excellence at AAMBFS remains committed to supporting this journey by bringing stakeholders together, strengthening capabilities, facilitating knowledge and innovation, and contributing to the development of **a responsible, inclusive, and impact-driven AI ecosystem.**

Appendix

Appendix A — Roundtable Details

- **Title:** Accelerating AI-Driven Ecosystems: Government, Industry, Academia – From Insights to Impact 2026.
- **Date:** Monday, 24th August 2026
- **Venue:** ESG & Data for Good Center of Excellence, Arab Academy for Management, Banking and Financial Sciences (AAMBFS), Sheikh Zayed, Giza
- **Format:** Closed, high-level, cross-sector roundtable
- **Organized by:** ESG & Data for Good Center of Excellence, AAMBFS
- **Focus:** AI ecosystem development, responsible AI, data readiness, talent, research, implementation, scaling, and cross-sector collaboration.

Appendix B — Roundtable Speakers

- **Dr. Amany Shousha** — Head of Quality Assurance, Information Technology Institute (ITI), Ministry of Communications and Information Technology (MCIT)
- **Dr. Tamer Karam** — Strategy Professor, Advisor & Executive Trainer, Arab Academy for Management, Banking and Financial Sciences (AAMBFS)
- **Eng. Ahmed Rashad** — Manager, MEA Product Partnerships, HERE Technologies
- **Eng. Tamer Fadi** — Regional Director – Africa & Chairman, Egypt Office, INCUBE
- **Ahmed Kamal** — Senior Global Program Manager, SAS
- **Dr. Ahmed Tealab** — Assistant Professor of Information Systems & Digital Transformation Consultant, Arab Academy for Management, Banking and Financial Sciences (AAMBFS)

Appendix C — Discussion Themes

The roundtable discussion was structured around the following interconnected dimensions:

1. **Talent & Responsible AI**
2. **AI Research & Innovation**
3. **Data Sharing & Data Governance**
4. **Implementation & Scaling**
5. **AI Readiness & Enterprise Impact**
6. **Academia–Government–Industry Collaboration**
7. **AI Ecosystem Development**

These themes were selected to provide complementary perspectives on the transition from AI capabilities and strategies toward real-world impact.

Appendix D — Recommendation Themes

The recommendations generated during the roundtable were consolidated into the following priority areas:

- **National Challenge-Driven AI Innovation**
- **Data Sharing, Quality & Interoperability**
- **AI Infrastructure & Sector-Specific Innovation**
- **AI Skills & Workforce Transformation**
- **Responsible AI & National Governance**
- **AI Readiness & Value-Based Adoption**
- **Academia–Industry–Government Collaboration**
- **AI Investment, Innovation & Ecosystem Development**

Appendix E — Forward Agenda

The forward agenda translates the roundtable outcomes into five priority areas for continued action during 2026–2027:

- **Strengthen Multi-Stakeholder Dialogue**
- **Translate Challenges into Action**
- **Develop Pilots and Scale Successful Solutions**
- **Monitor Progress and Impact**
- **Maintain a Living AI Ecosystem Agenda.**