

ضمير الوطن

Conscience of the Nation

Administrative Control Authority \ Egyptian Anti-Corruption Academy (EACA)



Center for Research and Studies on Preventing and Combating Corruption (CRSPCC)

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“The State, leadership and people adhere to the rule of law and reject all forms and practices of corruption to establish the values of integrity and a policy of transparency. All people are equal before the law, without any exception. This is the path that the State has followed as one of the pillars of good governance since the beginning of the development process with the aim of achieving a better future for our dear homeland, Egypt.

**President :
Abdel-Fattah El-Sisi**

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Administrative Control Authority Building in the New Capital City





Vision of the Leader and the Will of the People



Staff Major General

Hassan Abdel-Shafi

Chairman of the Administrative Control Authority

Transparency, confrontation, development and ambition are all values reflected in all the practices of His Excellency President Abdel-Fattah El-Sisi, since the people's decision to delegate him with absolute confidence and conviction. Since that time, there has been an open dialogue among the leadership, the state and the people, creating constant communication through all channels and means as well as through the media and on the ground. This allows all parties to recognize where we have been, how we have changed and where we are going while being guided by the standards of development and evaluation of organizational performance conducted with complete objectivity and utilizing the latest scientific methods.

Throughout its history, the Administrative Control Authority has been a partner in protecting our nation's interests, potentialities and wealth as well as a partner in the development process for ensuring commitment to the values of governance, integrity and transparency. The Administrative Control Authority has responded positively and committed itself to the vision of our political leadership, who has realized from the beginning that the development efforts need to be supported by protective mechanisms to prevent any corrupt practices that hinder their progress, raise their cost or allow the thriving of any group or faction at their expense.

All those measures enabled Egypt, thanks to God and thanks to the efforts of its leader and to the dedication of its Armed Forces and Police to achieve what is beyond expectations, as affirmed by national and international parties alike.

Administrative Control ... the Clear Conscience

When I was granted the honor of assuming presidency of the Administrative Control Authority, and moved out of the developmental domain to assume a supervisory role, I have realized that the Egyptian State pays special attention to the anti-corruption measures with the Administrative Control Authority making a major contribution to those efforts. In fact, the Authority has been keen on adopting strict and firm measures based on the support and encouragement of a political will that aims to eradicate corruption while considering the principles of the rule of law and separation of powers. The Authority fulfills its duties, seeking to establish the principles of accountability, transparency, respect for human rights; and it strives vigorously to reinforce partnerships among the government, the private sector and the civil society. In addition, the Authority cooperates with specialized academic institutions to develop a flawless scientific approach for fighting corruption and achieving the sought goal of the prevention and eradication of corruption.

United in Fighting Corruption

Given the state's conviction that combating corruption is a societal responsibility which should be shouldered by all segments of the society; it is necessary to raise public awareness regarding the corruption dangers and the inevitability of combating it, while supporting and disseminating the values of transparency, integrity and information availability. Therefore, the codes of conducts have been activated for civil servants in the state's administrative apparatus and the law enforcement bodies as well as for the civil institutions and private sector employees. A number of training courses have also been held to spread the

The decision of establishing the Egyptian Anti-Corruption Academy confirms the State's belief that adoption of science and scientific research and the development of human capacities systematically and practically will create a work environment for resisting and eradicating corruption

Throughout its history, the Administrative Control Authority has been a partner in protecting our nation's interests, potentials and wealth as well as a partner in the development process for ensuring commitment to the values of governance, integrity and transparency.

values of integrity and transparency. In addition, Al-Azhar Al-Sharif, the Egyptian Church and the Ministry of Endowments have worked on raising awareness of the dangers of corruption. Finally, many media campaigns have been launched to arouse the society's conscience and encourage exposing corruption by including the concepts related to human rights and anti-corruption in the curricula of schools and universities.

The decision of establishing the Egyptian Anti-Corruption Academy confirms the State's belief that adoption of science and scientific research and the development of human capabilities systematically and practically will create a work environment for resisting and eradicating corruption. This is attainable through the professional and aware administration operating in accordance with legal standards as well as through specialized and various training courses conducted by experts and scholars who enjoy outstanding status and expertise.

There are even further steps taken in the scientific orientation through implementation of the first postgraduate program for awarding the master's degree through partnership between the Egyptian Anti-Corruption Academy and Cairo University represented by the Faculty of Economics and Political Science as one of its oldest faculties. This partnership received great approval beyond expectation because of its distinctiveness and the serious and strong impact produced by its first experience. Apart from all these measures, it was necessary to open the channels of communication between the Egyptian Anti-Corruption Academy, under the Administrative Control Authority umbrella, and the community through many publications with specific objectives and content for each publication, under supervision of the Research Center. The first of these publications is this magazine, which aims to teach, educate and act as an open arena for all new information, ideas, articles, experiences and events to reflect the Authority's efforts, activities and ideas through the Academy, being its educational and cultural body, as well as a mirror reflecting the visions of thinkers and experts. All these matters work towards achieving one ultimate goal, namely the society's engagement in protecting the interests and achievements of our nation and supporting the concepts of prevention and awareness to eradicate corruption in all its forms and in all aspects of our life. I actually want to confirm that our ambitions are boundless; because we strive to help Egypt survive and to help its people reap the fruits of their efforts, patience and devotion. We also endeavor to accomplish the vision, goals and ambitions of the political leadership which seek to achieve a decent life for the people of great ancestry worthy of bliss, development and construction.



A part of the anti-corruption media campaign entitled « look in the mirror, #you're _the mirror_ of yourself

Raising Societal Awareness is the Best Way to Prevent Corruption



Confronting corruption and the corrupt people requires a firm will, ambitious plans, specialized agencies, and effective mechanisms driven by constant capabilities based on sincere and vigorous cooperation, all of which represent joint efforts and a noble goal supporting and strengthening the development purposes.



The Editorial Board

Established Anti-Corruption Agencies

There is no doubt that the Egyptian State has established institutions, including multiple entities that contributed to combating corruption directly or through the implementation of related missions, namely policy development, national planning, financial auditing, structural organization and management as well as data and statistics collection. The successive establishment of these bodies came in response to requirements and missions, including specialized control bodies and general supervisory bodies, which assumed their roles in implementing their objectives, through their cadres and capabilities, which earned them extensive cumulative experiences. They also achieved clear and positive results, which produced their effects in strengthening trust between citizens and the State.

Raising Awareness and Promoting Culture in Society

Despite the importance of the direct efforts and the effectiveness of State agencies' efforts against corrupt acts and practices, the Authority has taken positive steps to adopt an orientation based on promoting culture and raising awareness for the society's members. This represents a form of protection against corruption dangers and implanting the principles of participation, integrity and accountability for achieving societal consensus and reducing the scope, forms and effects of corruption to the least extent for materializing the term "prevention of corruption". In addition, many anti-corruption measures were taken such as organizing training courses by the Anti-Corruption Academy for the different segments of citizens who are not affiliated to civil service, NGOs and private sector; launching the Administrative Control

Authority's website has also helped to communicate with the largest possible number of followers. Other measures include holding seminars, conferences, media campaigns and various celebrations with the participation of young people and all segments of society.

First Publication

The publication of Issue No. 1 of our cultural magazine "The Conscience of Nation" is one of the main steps taken for ensuring the society's awareness and participation as well as for ethical behavior enhancement and true realization of the integrity and transparency concepts for materializing them while realizing their significance and profundity and producing the real societal effect. In fact, the presence of direct mass media for raising awareness plays a significant role in supporting the efforts of the State and its institutions for fighting corruption. The magazine will present many articles by many experts and specialists for expressing all the opinions and ideas related to corruption and the practical solutions and ways of confronting it.

The Contents of this Issue

This Issue includes an international dimension shown in the activities of fighting corruption by the United Nations represented by the Office on Drugs and Crime. Besides, the preparation for holding the ninth session for the parties of the United Nations Convention against Corruption at Sharm El-Sheikh in December 2021 is the most substantial measure to strengthen international cooperation during this year.

Regional and Continental Dimension

The Arab and African cooperation is considered a main pillar in strengthening joint efforts to confront corruption at both the regional and continental levels, in effective application of the Arab and African anti-corruption conventions as well as in support of cooperation with the Arab Parliament at the level of supervisory orientation.

This cooperation also embodies a strong support for the development efforts aiming at realizing the development plans 2030 and achieving the sustainable development goals as well as meeting the ambitions of Africa. This is done in accordance with the African Union's Agenda 2063 and for supporting the efforts of the African Peer Review Mechanism and the mutual benefit for African countries based on the objectives prescribed in the various agreements and mechanisms.

Related Knowledge

Developing the legislative framework for the work and competence of the Administrative Control Authority, the keenness on its independence and the support for its efforts, as is the case with the rest of the control bodies, represent the true example of the Political Leadership's support for all anti-corruption efforts. In addition, identifying and ensuring the content and principles of governance as a main tool for controlling the administrative apparatus and its organizational structure emphasize the need for stressing the concept of leadership and its impact on the system of rational will and overall quality.

Corruption Measurement

The importance of conducting research and studying the best ways of measuring corruption cannot be



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One of the anti-corruption courses held at the Academy

overlooked, although it is not possible to measure corruption in absolute terms due to its clandestine nature. There are also the governance indicators, which are the effective means of interest for international and regional institutions in addition to the various methodologies related to those indicators.

Invitation to Participate

Finally, the magazine's editorial board invites all readers to participate in expressing their opinions and comments on the content of this Issue. We also invite specialists to join the magazine's editorial board through providing us with articles and research papers as a form of serious and fruitful participation with the family of the new media platform, "The Conscience of Nation".

Conscience of the Nation and the Citizen



Today, we present to you Issue No. 1 of our magazine; and we look forward to making it a platform for all national ideas and opinions. Our magazine will not be a traditional periodical publication; rather it will be a forum for ideas, events, news and all materials relating to the conscience of our Nation and our citizens; and publishing it is not surprising from the Administrative Control Authority.

Editor-in chief Article

Deputy/ Dr. Mohamed Salama

Vice-Director of the EACA

Head of the Center for Research and Studies on Preventing and Combating Corruption

Administrative Control Authority ...the Conscience of Nation

The Administrative Control Authority was established in 1964 as one of the gains of the Revolution of 1952 following the development of the Egyptian State's power as well as increase in the number of its entities and bodies represented in ministries, governorates, and corporations as well as the growth of national industrial base and increase in the workforce size. This required the creation of a strong government body for assuming the national role of controlling the performance of the administrative apparatus and its affiliates by handling the "shortcomings in work and production" as well as "protecting public wealth" and consolidating the concept of respect for "the public office reputation and dignity". The Authority witnessed the succession of many generations of officials, who performed their national role through responding to the political and economic conditions, laws and societal changes taking place in the Egyptian Nation.

However, the publication of Issue No. 1 of the magazine by the Research and Studies Center in the Egyptian Anti-Corruption Academy is considered an expression of the distinctive role of the Administrative Control Authority, as a major tributary to the "conscience of our Nation", the title given to Issue No. 1 of our magazine.

Since the Revolution of June 30, 2013, support of the Political Leadership represents the foundation and mainstay of implementing ambitious development plans and fighting corruption. Honestly speaking, we can say that the need for development has coincided with the creation of a factual mechanism for fighting corruption, like two sides of the same coin.

In fact, their unity reinforces the principle of "the rule of law". The sincere will of the Political Leadership and the diligent real capabilities of the anti-corruption agencies have been materialized through formation of the National Committee for the Prevention and Combating of Corruption, chaired by the Prime Minister and the Coordinating National Sub-Committee for the Prevention and Combating of Corruption, chaired by the Minister, Chairman of the Administrative Control Authority. The former is concerned with setting the main policies and goals for combating corruption; and the latter is concerned with setting sub-goals and implementing the actual mechanisms for achieving those policies.

In culmination of these efforts, the National Anti-Corruption Strategy 2014 -2018 has been implemented, with 84 administrative bodies including ministries, governorates, universities and other

administrative bodies participating in its realization. These bodies have formed different work teams for achieving this purpose, which has been followed by the implementation of the Strategy's second version 2019/2022-, with 104 parties participating in its implementation.

The Authority has also played a major role in supporting the ambitious development plans under mandate of the President of the Republic, through the Authority's participation in following up the development plans and the implementation procedures for the various projects, together with the other specialized agencies charged with both the technical and engineering follow-up. The Authority's role was manifested in following up the administrative contracts implementation procedures, and achievement of the rates of works implementation as per the set schedules. The Authority contributed to pushing forward the projects rates, overcoming some of the faced implementation difficulties as well as preventing any suspicions or corrupt practices impairing the implementation mechanisms, for ensuring the projects' readiness for opening based on their nature and the works volume, cost and significance.

Societal Role ... the Conscience of Nation

Given the fact that the practices and efforts of the Administrative Control Authority represent an essential part of "the conscience of our Nation," the Authority constitutes a single front which unites and integrates with another front, namely the "citizen's conscience", for achieving objective balance in fighting corruption in the most powerful and effective manner.

The State and its agencies exert relentless efforts for setting the necessary policies and goals for eliminating corruption; and the presence of societal support together with the required citizens' culture and desire to implement the mechanisms and achieve results make these efforts fruitful.

If we review the experiences of other countries, which sought to implement leading development plans, we find that they worked on fighting corruption crimes and practices as one of the most essential pillars of development. In fact, they strived to integrate with the people of their societies to realize their ambitious goals through awareness raising and education to combat corruption.

One of the most prominent international examples is the experience of Hong Kong, which turned the proliferation of corrupt practices as a daily life pattern into an international example of integrity and corruption prevention. ⁽¹⁾



Integration of the Two Consciences

For realizing their ambitions, it is essential for all experiences of fighting corruption to work in an integrated manner through utilizing the government's strategy as well as the capabilities and objectives of the main anti-corruption agencies and the citizens' culture. This entails raising the citizens' awareness and familiarizing them with the forms, elements, risks, harms and effects of corruption on the entire society.

As we have previously explained, the will of the Political Leadership gives attention to all issues, because it supports the development or amendment of strict laws for fighting corruption in integration with the appropriate legislative tools; and it facilitates the development of a clear strategy for combating corruption through setting the objectives, mechanisms and executive elements of the strategy's application.

However, the serious problem that hampers all the efforts of combating corruption is represented in the lack of citizens' culture and awareness.

For reviving the citizens' awareness and consolidating their culture, many factors must work in an integrated manner. These include maximizing the role of the State's educational and cultural institutions, such as ministries, bodies and all specialized agencies, being the main sponsors of awareness raising. There are also the non-governmental organizations, which are more widespread and closer to the citizens based on a balanced geographical distribution as well as the citizen's real culture and desire to eradicate corruption and its consequences.

The role of these elements is not limited to raising awareness

If we review the experiences of other countries, which sought to implement leading development plans, we find that they worked on fighting corruption crimes and practices as one of the most essential pillars of development. In fact, they strived to integrate with the people of their societies to realize their ambitious goals through raising awareness and education to confront corruption.



Anti-Corruption Academy Building

of the corrupt actions, which constitute public money crimes and impair the reputation and dignity of the public office stipulated in the Penal Code, supplementary laws and related amendments. Rather, their scope extends to include (corrupt practices) referring to "The daily actions of citizens as well as public officials, especially those who provide public services, who are usually characterized by slackening, slowness and neglect." We can differentiate between corrupt actions and corrupt practices by identifying the first exclusively and setting the punishment corresponding with the circumstances of its commission and its effects; while the second cannot be identified exclusively. Such behaviors may not require punitive criminal or administrative accountability, although they reinforce the culture of corruption and affect the citizens' awareness greatly as well as lead to coexistence with corruption and accepting it within the society as a de facto matter.

Thus, they establish the spread of the corruption culture without deterrence or control.

The ways of fighting those practices include raising awareness, disseminating the culture of fighting corruption, highlighting the national identity as well as assembling around a single national goal related to maintaining our Nation's dignified position and the interests of our society within an integrated reform development project.

Promising Hope and Due Greatfulness

After I had almost finished the first article of Issue no. 1 of the this cultural magazine issued by the Egyptian Anti-Corruption Academy, represented by the Research and Studies Center, given the fact that the Academy is the training and educational body of the Administrative Control Authority, I was overcome by the feelings of pride, hope and due Greatfulness.

The pride is represented in affiliation of the Authority's members and employees to this towering, well-established organization.

The promising hope lies in exerting serious efforts to eliminate corrupt practices and spread awareness and culture for combating corruption in society.

Greatfulness is due to the officials who support the educational and promotional policy of the Academy and its societal role, led by the Minister, Chairman of the Administrative Control Authority; Vice-Chairman of the Authority and the Academy's Board of Directors. Our hope has been realized and our dream has become a tangible reality, which we can hold with our hands and see with our eyes. Thank you to all of them.

In conclusion, we, the family of the Anti-Corruption Academy, pledge to maintain the publication of our periodical, which will serve as a national cultural beacon since its first issue, through publishing anti-corruption articles, studies and research work, deriving inspiration and support from our wise Political Leadership and its comprehensive development vision.

Enhancement of the International Anti-Corruption Efforts



Dr. Ghada Wali

- Under-Secretary-General of the United Nations,
- Executive Director of the United Nations Office on Drugs and Crime
- Director-General of the United Nations Office at Vienna



Surely, corruption poses an international threat because of its terrible negative effects at the national level, which impedes sustainable development and leads to the exacerbation of crime worldwide. This is because the transnational networks of corruption practice looting, smuggling and laundering money and resources as well as facilitating and financing criminal and terrorist acts. These networks exploit any loopholes among the different national systems to avoid law and escape punishment.



Cross-border corruption causes incurring a huge economic cost. Some estimates indicate that it costs the world approximately three trillion dollars annually, with this huge amount of money seeping into the accounts of criminals and corrupt people instead of investing it in development and public services. Africa is a clear example that best reflects this situation, given that it is the continent most in need of exploiting its resources and wealth to achieve development. Africa loses more than eighty-eight billion dollars annually through capital flight, which is equal to the total amounts of the development support and direct foreign investment in Africa together and half the amount required for compensating for the deficit in financing the sustainable development goals in the whole continent.

The grave repercussions of corruption at the international level and the transnational nature of the operations of corruption networks require intensive and effective cooperation among countries to prevent corruption in a sustainable manner and protect the peoples' rights to benefit from their wealth and achieve their legitimate hopes and ambitions for development. The world countries have succeeded in establishing a comprehensive international framework for this cooperation, represented in the United Nations Convention against Corruption, which enjoys universal membership, with 187 countries having signed the convention. Despite the existence of a comprehensive, effective and broad-based international mechanism to combat corruption, the corruption movements and flows continue to drain the countries resources; and in many cases, the corrupt succeed in escaping punishment. This situation raises a question regarding the actions required for achieving more effective international cooperation and enabling governments to pursue and dismantle international corruption networks.

The year 2021 is considered an ideal time for answering this question, as this year has witnessed holding the first special session on corruption in the history of the United Nations General Assembly in June 2021. It has adopted an important political declaration that includes making a pledge by the world countries to intensify the existing measures for combating corruption and enhancing international cooperation. In addition, December 2021 will witness holding the Ninth Conference of the Parties to the United Nations Convention Against Corruption, at Sharm El-Sheikh, which will be a perfect opportunity for reviewing the developments and initiatives witnessed by the year regarding combating corruption as well as identifying the future features of the international cooperation in combating corruption.

The best way for achieving the appropriate level of international cooperation for fighting corruption worldwide is strengthening and developing efforts to implement the Anti-Corruption Convention, to materialize the Convention stipulations and objectives and the pledges provided in the political declaration issued by the special session of the General Assembly. The United Nations Office on Drugs and Crime, the body concerned with following up and supporting implementation of the Convention against Corruption works together with the United Nations member States and the international community to set mechanisms for facilitating the Convention implementation in a practical manner.

For achieving this goal, we should work on a number of pivots, namely:

The grave consequences of corruption at the international level and the transnational nature of the corruption operations networks require rigorous and effective cooperation among all countries for preventing corruption in a sustainable manner and protecting the peoples' rights to benefit from their wealth.



Dr. Ghada Wali is honoured by the Chairman of the Administrative Control Authority

If the international community seizes the historic opportunity represented in the year 2021, this year will be a starting point for achieving a qualitative leap in the anti-corruption efforts worldwide and international cooperation for upholding the principles of integrity and transparency.

Bridging the gap between the Convention stipulations and the implementation capabilities of countries:

The United Nations Office on Drugs and Crime continues to provide technical support to all countries for achieving this purpose. During the period June 2020 - January 2021, the Office provided training for more than 2,500 officials in 35 countries regarding the investigation and prosecution related to corruption cases; and it supported more than 12 countries in the revision of anti-corruption legislation and policies. In addition, the Anti-Corruption Convention review mechanism continues to identify the implementation drawbacks and the different countries needs for technical support. Such efforts depend on the positive and active interaction shown by the national authorities and bodies concerned with fighting corruption, which can best identify their own needs.

Facilitating the direct practical cooperation between the law enforcement and prosecution agencies:

The Anti-Corruption Convention stipulations lay a strong basis for the formal and informal cooperation related to combating corruption; but still there is a need for practical frameworks that activate such cooperation. From this point of view, the United Nations Office on Drugs and Crime created the he Global Operational Network of Anti-Corruption Law Enforcement Authorities (GlobE Network) concerned with combating corruption, providing an interactive platform for the instant exchange of information on corruption issues among national authorities in different countries. This procedure will complement and support the official legal cooperation procedures, which are considered difficult to complete because of the speedy movement of corruption networks. The network was launched during the

special session of the General Assembly on Corruption held in June 2021. In addition, the network's member bodies plan to hold their first meeting at Vienna in October 2021. This initiative discusses a huge challenge facing countries in implementing the Anti-Corruption Convention, as a complementary framework. However, the network's success is conditional to establishment of the largest possible number of anti-corruption and law enforcement institutions around the world through actively participating in them and making use of them in sharing information and expertise on a large scale.

Societal participation in the prevention of corruption:

The first defense against corruption is promoting the integrity and transparency principles in societies and among individuals alike. In this regard, one of the essential pillars of prevention is the role of young people who can initiate societal change through their dynamism and innovation. In this context, the United Nations Office on Drugs and Crime is currently working on the "Youth for Integrity" initiative, with its main objectives being empowering young people as essential partners in combating corruption as well as integrating the topics of integrity and corruption refusal in educational curricula. It also aims to promote integrity through sports, being an important field witnessing effective cooperation between the Office of Drugs and Crime on the one hand and both the International Football Association (FIFA) and the International Olympic Committee on the other hand. The "Youth for Integrity" initiative will be launched during the Conference of the Parties planned to be held at Sharm El-Sheikh in December 2021. It will be a special event including a competition among young people for developing new ideas and tools for combating corruption through utilizing modern technology. In fact, it is a model of activities, which can be implemented worldwide for achieving the youth and societies engagement in confronting corruption and promoting integrity.

Effective Partnership with the Private Sector

In fact, companies and banks have a great communal responsibility in combating corrupt practices, as well as monitoring and preventing illegal financial flows and any crime-related proceeds. The private sector interest requires working within a fair system allowing free and transparent competition, which in turn requires the

private sector's participation in international cooperation activities and initiatives against corruption. A prominent example is the "UN Global Compact", which comprises a number of private sector companies working in partnership with the United Nations through conducting private business while taking into account supporting sustainable development and societal goals, with the prevention and combating of corruption being the most important goal.

The United Nations Office on Drugs and Crime is also responsible for supporting and following up principle No. 10 of the Compact principles, concerned with combating corruption in the private sector. It is also significant to take advantage of the private sector's expertise and resources to implement the integrity supporting activities and training the private sector workers regarding corruption prevention. A good example is the Siemens initiative implemented by the United Nations Office on Drugs and Crime, which financed the capacity building activities by investing about 5 million dollars in African, Latin American and Arab countries, including integrity-training activities in the private sector, which are being implemented in Egypt.

Monitoring the links between Corruption and other Forms of Crime, particularly transnational organized Crime:

Corruption is one of the most dangerous factors, which facilitate terrorist and criminal operations, because it allows networks of financing and money laundering to conduct such activities, through facilitating smuggling prohibited goods across borders, and causing economic and social problems, which lead to crime and terrorism. It is therefore necessary to face these challenges from a comprehensive perspective through monitoring illegal transnational money flows, as well as identifying their origin and destination and prosecuting both the involved people and the beneficiaries for identifying the links among all such crimes and allow pursuing them in a unified manner. In this regard, we here refer to the significance of cooperation among the financial investigation units in all countries for monitoring and dismantling the terrorism funding networks in addition to the vital role to be played by central banks in those countries in monitoring such funds.

The "Covid-19" pandemic has increased the corruption

Africa loses more than eighty-eight billion dollars annually through capital flight, which is equal to the total amounts of the development support and direct foreign investment in Africa together and half the amount required to compensate for the deficit in financing the sustainable development goals in the whole continent.



Dr Ghada Wali & Thomas Bach, head of the Olympic committee after signing MOU on combating sports corruption

The sports field witnesses effective cooperation among the Office on Drugs and Crime on the one hand and both the International Football Association (FIFA) and the International Olympic Committee on the other hand. In addition, the "Youth for Integrity" initiative will be launched at the Conference of the Parties to be held at Sharm El-Sheikh in December 2021.



Dr. Ghada Wali meets with Counselor Amr Marwan, Egyptian Minister of Justice to discuss aspects of cooperation with UN

risks, and intensified the challenges of poverty, unemployment and inequality, being the main factors behind corruption. In fact, some individuals resort to corrupt practices, seeking to meet their material needs, which criminal groups exploit to achieve their interests through the illegal means availed by corruption. In addition, we have witnessed new forms of corruption specifically related to the pandemic, such as corruption in the procurement of medical tools in the public health sector, as well as in the distribution of vaccines and the manufacture of counterfeit medicines. Such developments stress the importance of international cooperation against corruption for developing sustainable

frameworks for achieving coordination during the crisis and the rebuilding phase alike.

In this regard, the Conference of the Parties to be held at Sharm El-Sheikh will represent a unique opportunity, because it is the best occasion to develop an international road map for combating corruption during the coming period. The political declaration to be approved by the Conference will address corruption in the framework of crises, which can be utilized to activate the pandemic role in achieving corruption prevention. The conference will also allow following up on the important steps taken recently in connection with the international commitment regarding corruption prevention, as well as activating practical cooperation and youth participation, together with other elements, which can be grouped in a comprehensive perspective.

In this context, I would also like to point out the pivotal role of national supervisory and anti-corruption agencies in pushing international efforts forward. International endeavors will succeed if they are based on solid foundations in individual countries. Therefore, the first step for the success of international cooperation is supporting the supervisory national bodies and protecting their ability to implement their work independently, with complete freedom and in line with the principles of human rights and justice. Integrity in the world, in countries and in societies is derived from integrity in the bodies responsible for protecting them from corruption.

When supervisory bodies play their national role in developing the necessary policies for corruption prevention at all levels and in all sectors, as well as in raising institutional and societal awareness and coordinating with other national bodies, particularly accounting bodies, they contribute to achieving corruption-free societies and enhance the prospects for cross-border cooperation. Successful national mechanisms are a prerequisite for effective international cooperation.

If the international community seizes the historic opportunity represented in the year 2021, this year will be a starting point for achieving a qualitative leap in the anti-corruption efforts worldwide and in international cooperation for upholding the principles of integrity and transparency.



Parliamentarians and the Supervisory Bodies Tower against Corruption



Adel Bin Abdel-Rahman Al-Asumi



President of the Arab Parliament

Corruption is a serious phenomenon, which threatens societies' security and stability, wastes financial and human energies, impedes the development efforts and prevents the resources equitable distribution. Indeed, there is a close link between corruption in its various types and the forms of organized crime, such as terrorism, drug and human trafficking, money laundering etc. Hence, fighting corruption is a vital requirement for achieving sustainable development, enhancing the countries democratic building, establishing the rule of law, as well as consolidating the transparency and good governance principles. It is also one of the main guarantees for maintaining an effective and administrative apparatus capable of working efficiently in line with the construction and development requirements.

Undoubtedly, parliaments are institutions that can play a major role in enhancing transparency, supporting accountability and combating corruption in all its forms, at the national, regional and global levels, by virtue of their powers. In fact, some regional and international parliamentary groups and organizations have been established for this specific purpose, because corruption is no longer an internal national affair; rather, it is a worldwide phenomenon, varying in intensity from one region to another and from one country to another.

By reviewing the constitutions of Arab countries and the internal regulations of their councils and parliaments, we find that parliamentarians assume a major role in preventing corruption, through strengthening the tools of transparency, disclosure, governance and raising awareness of its risks. They also combat corruption through criminalization and prosecution, while performing their basic functions in the areas of legislation and control, which places a great burden on them in the face of this serious scourge.

At the legislative level, parliamentarians assume the primary role of enacting legislation and laws to guarantee and impose effective frameworks and mechanisms for drying up the sources of corruption, and setting necessary penalties and deterrent measures for preventing it. The legislative role of parliamentarians also includes urging governments to join the relevant Arab, regional and international conventions, and working to include the provisions of these conventions in national legislation to ensure individual countries' commitment to them.

As far as their supervisory function is concerned, parliamentarians are responsible for activating the various forms of monitoring and accountability mechanisms for ensuring the proper implementation of anti-corruption laws in line with their enactment purposes. Parliamentarians also have many supervisory tools ranging from requesting briefings to questioning the executive authority, with its various organs, if it fails to fulfill its duties in taking preventive measures for preventing corruption or taking necessary measures for prosecuting the corrupt. In this context, parliamentarians can form special committees to investigate the corruption-related files and issues, as well as periodically discuss the reports of the relevant regulatory bodies and institutions.

In light of the serious worldwide repercussions of the Corona pandemic, the parliamentarians' responsibility in combating the corruption scourge has become greater, particularly in the most affected sectors. They have played a vital role in following up and monitoring implementation of the plans designed for achieving safe recovery from this pandemic, through verifying that the executive authority and all state institutions exercise their functions as per the constitution and law for achieving the citizens' public interest.

In fact, the parliamentarians' performance of their role in this context requires securing the necessary technical support for them, by providing appropriate technical and administrative services to enhance their ability to evaluate the existing legislation and issue new laws. This is because

fighting corruption is a permanent activity and diligent work requiring ceaseless monitoring and evaluation.

Anti-Corruption on the Agenda of the Arab Parliament

In its new strategy, the Arab Parliament attaches great importance to promoting joint Arab action for preventing and combating corruption and supporting transparency, realizing that corruption is no longer a local phenomenon specific to one country. The Arab Parliament is keen on coordinating efforts and enhancing cooperation among Arab countries as well as between them and other countries to exchange the best experiences and practices related to promoting integrity, combating corruption and creating the appropriate environment for work, production and progress.

The Arab Parliament has always stressed the importance of activating implementation of the provisions of the UN Conventions, the Arab Anti-Corruption Convention and the other relevant regional and international conventions. This aims to ensure that Arab countries implement their obligations under these conventions, as well as conduct a regular evaluation of the national legislation, regulations and decisions related to combating and preventing corruption to determine their adequacy and compliance with the relevant Arab and international conventions.

The Arab Parliament has a firm belief in the noble role and appreciated efforts exerted by the institutions and supervisory bodies in the Arab countries for combating corruption and spreading the values of integrity, transparency and governance. This reflects the Arab Parliament's keenness on enhancing cooperation with these bodies and establishing institutional partnerships with them to empower parliamentarians as well as build and strengthen their capacities in the area of governance, transparency, integrity and combating corruption.

Cooperation between Egypt and the Arab Parliament

Egypt is one of the first countries to sign the Arab Anti-Corruption Convention. In addition, Egypt has a strong commitment, legislation and a number of laws for preventing and combating corruption as well as a national anti-corruption strategy listed by the United Nations as one of Egypt's most successful practices in preventing and combating corruption.

In fact, the relationship between Egypt and the Arab Parliament is one of cooperation and partnership, particularly the cooperation between the Arab Parliament and the Administrative Control Authority, the body concerned with preventing and combating corruption in Egypt.

In light of the accumulated national, Arab and international experiences with the Administrative Control Authority in Egypt, and the Egyptian Anti-Corruption Academy (EACA), with its recognized role in qualifying the human cadres working in this field, the cooperation between the Arab Parliament and the Administrative Control Authority aims to enhance the Arab parliamentarians' capabilities for combating Corruption. It also aims to organize joint events based on the mutual technical support, achieving ideal exchange of the various Arab expertise and experiences, as well as building a scientific, academic and research partnership between the two parties to produce work programs, training courses, and study tours for parliamentarians to familiarize them with other parties' experiences.

The cooperation between the Arab Parliament



One of the Arab Parliament's meetings in October 2021

"Anti-Corruption Manual for Arab Parliamentarians" will be the first document of its kind at this level. This manual includes a clear interactive map of the relevant international, regional and Arab agreements, as well as the most prominent national laws, which can be used as effective guiding models in developing the legislative structure for preventing and combating this phenomenon.

and the Administrative Control Authority aims to develop a "Guide for Arab Parliamentarians to Combat Corruption". This guide will be the first document of its kind at this level, including a clear interactive map of the relevant international, regional and Arab agreements, as well as the most prominent national laws, which can be used as effective guiding models in developing the legislative structure for preventing and combating corruption.

It will also provide the ideal frameworks and standards supposed to be available in successful experiences in combating corruption, based on some leading national, regional and international experiences.

This guide represents a qualitative addition, which can strengthen the Arab parliamentarians capabilities and empower them at all levels, as well as familiarize them with the supporting tools to play their role and shoulder their responsibilities in preventing and combating corruption. It will also enable them to follow international, regional and national indicators and set the necessary policies and legislation for implementing them through corresponding to the specificity of Arab societies.

Effective corruption prevention requires an independent parliament capable of exercising its duties and shouldering its responsibilities in legislation, control and accountability. This is the best approach to consolidating the culture of fighting corruption and achieve the growth, prosperity and sustainable development, sought by our Arab peoples. We should also realize that the reasons for corruption proliferation are variable; and they change and vary from place to place and from time to time, which requires constant vigilance and steadfastness. It is also important to emphasize that a major aspect of the war on corruption is linked to increasing societal awareness of its dangers and its devastating repercussions on societies and countries alike. This means that combating corruption is a shared societal responsibility that is not limited to the role played by official authorities; and all individuals, civil society organizations and the media must unite forces to prevent and eradicate it.





His excellency the Chairman of the Administrative Control Authority and the Vice-Chairman in a visit to (EACA)

Development of the Administrative Control Authority's Legislative Competence



Major General: Amr Adel

Vice-Chairman of the Administrative Control Authority

Law No. 54 of 1964 regulated the technical supervisory competence of the Administrative Control Authority; and its elements included researching and investigating the reasons for drawbacks in work and production, including the detection of defects in administrative, technical and financial systems, which impede the regular functioning of public bodies as well as proposing the means of preventing them. They also include following up the enforcement of laws and ensuring that the decisions, regulations and laws in force are adequate as well as detecting the administrative and financial irregularities and criminal offences committed by employees in the course of performing their duties or because of them. Add to these matters the detection and identification of the offences committed by non-civil-servants, aiming to impair the performance of job or public service duties as per the related regulating legal and procedural controls. More competences include investigating complaints and the issues discussed by the media concerning the Authority's work as well as providing the legally designated bodies with data, information and studies.

The Authority has played that role for consecutive decades and has acquired extensive experiences and capabilities through successive practices and the development of its work, while performing its examination and investigation duties in response to the requirements and circumstances of the different cases and issues handled by it.

The Surrounding Local and International Variables

Since the Revolution of 30 June 2013, the State has been interested in combating many crimes of international perspective and concern within the framework of cooperation with numerous international organizations and neighboring countries at the regional and international levels. The United Nations Convention against Transnational Organized Crime, signed in Palermo, Italy, in December 2000 has been considered a declaration of the international political determination and response to face the global challenge resulting from the spread of transnational crime, utilizing conclusive and cross-border law enforcement mechanisms.

Those criminal practices, which have caused international concern, include human trafficking crimes, monetary and human organs trafficking crimes as well as corruption and money-laundering crimes, of international nature, through the attempts of smuggling and legitimizing the involved money proceeds, as defined by the United Nations initiative known as the Stolen Asset Recovery initiative. (1) There is also the concern for combating illegal migration, because Egypt's location can be exploited as a destination or source for illegal migration, making it a transit State for illegal immigrants.

Legislative Development of the Authority's Work

Given the Political Leadership's concern for strengthening the Egyptian regional and international role regarding those practices, it has sought to find available expertise and mechanisms that can prevent them and play an effective role in combating them. The Authority's vision has coincided with this concern. The Authority's work has enabled it to deal with many cases of forgery, counterfeited documents, money-laundering crimes, foreign currency circulation offences and practices of the human and human organs trafficking crimes. The accordance of the two visions has led to mandating the Administrative Control Authority to deal with new types of crimes, through utilizing its investigation and interrogation capabilities as well as its ability to monitor and prosecute individuals and even organized networks. Law No. 207 of 2017, amending the Law of the Authority has been issued and Article 2 provides for the following:

"Detecting and controlling the crimes intended for obtaining or attempting to obtain any profit or benefit through impersonating a civil servant or a public office holder or abusing the name of a civil entity set forth in Article (4) of this Law. This includes the foreign currency crimes set forth in the Central Bank and the Banking and Monetary Law, promulgated by Law No. 88 of 2003 and its provisions; the crimes set forth in Law No. 5 of 2010 on the Regulation of Human Organ Transplantation and the crimes set forth in Law No. 64 of 2010 on combating human trafficking."

In 2017, the year of issuing the law amendment, the Authority handled many cases on committing human trafficking crimes in violation of the Regulation of Human Organ Transplantation Law. In fact, those criminal offences involved a number of incidents that constituted a form of human trafficking, such as exploiting some poor individuals' need and poverty and enticing them with money to give their organs to some patients who sought treatment through illegal organ transplants, constituting a crime of violating the Regulation of Human Organ Transplantation Law.



In addition, there were the criminals' attempts to circulate huge amounts of foreign currency outside the banking system violating the Regulation of Foreign Currency Circulation Law), with some of them constituting a money-laundering crime through trying to legitimize such money.

The Authority's efforts in taking actions regarding one of the cases related to forging official documents for Egyptians and refugees from some countries in the region to facilitate their illegal travel and migration resulted in the Authority's participation in combating illegal migration and seizing a number of gangs in different governorates after committing the crime of illegal foreign currency exchange. The number of those criminals amounted to 41 persons who were referred to the concerned court and were sentenced to imprisonment for periods ranging from three to fifteen years.

Those efforts, which complement the efforts of various concerned bodies and entities of the Egyptian State, contributed to gaining Egypt international recognition from many European countries as one of the positive practices in combating corruption. This recognition was manifested in many tributes in various forums and meetings of international organizations such as the European Council, the European Union and the meeting with Head of the European Border and Coast Guard Agency (Frontex) in the European Union held in Cairo, in June 2018. In addition to the criminal efforts, the National Coordinating Committee for Combating and Preventing Illegal Migration and Trafficking in Persons and the Egyptian Ministry of Foreign Affairs exerted various efforts at the local, regional and international levels. This was done through establishing the National Coordinating Committee for Combating and Preventing Illegal Migration and Trafficking in Persons in addition to activating and engaging in numerous initiatives as well as holding and participating in specialized conferences in the same field.

Role of the Authority in Combating Public Civil Servants

Money laundering crimes have an international nature, through the attempts of smuggling and legitimizing the proceeds of such crimes, as defined by the United Nations initiative known as the Stolen Asset Recovery Initiative.

(1) United Nations - General Assembly - Human Rights Council - Nineteenth session - Agenda Items 2 and 3 - Annual report of the United Nations Office of the High Commissioner for Human Rights and reports of the Office of the High Commissioner and the Secretary-General.



Seizures of corruption cases detected by the Administrative Control Authority

Impersonation

The amendment contained in that Article concerning obtaining or attempting to obtain any profit or benefit by impersonating civil servants or public offices holders in civil bodies, or by abusing the name of any civil entity included in the Law, has been added to handling the widespread impersonation of civil servants or public offices holders and profiteering through it. This crime may be committed by people other than public servants, so this Article has extended the scope of the Authority's competence to cover anyone with whatever capacity who commits such crimes to face anyone who impersonates a civil servant for maintaining the public service reputation.

The Authority's Educational and Training Role

The amendments to Law No. 207 of 2017 contained an important educational dimension that must be highlighted, as per the stipulation of Article 2, paragraph (e), stating:

"Disseminating the values of integrity and transparency and raising societal awareness regarding the dangers of corruption as well as enhancing the means of collaboration to prevent it. In this regard, the Authority cooperates with all concerned bodies and the civil society organizations for this purpose."

Article 55 bis stipulates:

"A specialized body called the (Egyptian Anti-Corruption Academy) shall be established within the Authority, as one of the Authority's sectors and shall be affiliated to the Authority's Chairman."

The subsequent clauses from Article 55 bis (a) to Article 55 bis (h) have regulated the Academy's establishment objective as well as its training role, the way of holding its sessions and other activities, including holding symposiums, conferences and other scientific events as well as sending missions. They also addressed the formation and duties of Academy's board of directors as well as its administration elements, its financial resources and organizing their uses.

Since criminal and administrative responses to corruption represent contemporary temporal confrontation of the commission of corruption offences, the cultural and training role has an extending temporal and spatial impact. In fact, the dissemination of values and raising awareness are the main elements of preventing corruption that can help us to use the term "corruption prevention" duly. The fact that legal amendments include the articles on the establishment

The establishment of the Academy reflects clarity of the vision based on realizing that the criminal jurisdiction development should receive support together with the scientific and awareness aspects. The Administrative Control Authority has adopted this orientation through establishing the Egyptian Anti-Corruption Academy and expanding its activities with various goals and objectives at all levels.

of the Academy means that the development of criminal jurisdiction must be accompanied by awareness because they complete one another. The Administrative Control Authority has adopted this method through creation of the Egyptian Anti-Corruption Academy and expanding its activities with different purposes and goals at all training and cultural levels through holding specialized events. Moreover, the target groups of participants in the training process covered civil servants in the various State agencies as well as free participants who desire to join the Academy's courses such as non-civil-servants and private sector and NGOs affiliates.

Furthermore, the legislative development and its impact on the specialized control competence of the Administrative Control Authority coincided with structural and institutional development to be consistent with achievement of the desired goals.

Thus, supervisory work is based on two bodies for preventing and combating corruption at the central and regional levels, as well as the establishment of an information technology apparatus to benefit from databases and their effective uses in preventing corruption and supervisory units to support investment, competent cadres selection and leaders nomination. This also includes establishment of the Egyptian Anti-Corruption Academy, followed by the Center for Research and Studies and implementation of a postgraduate studies program for awarding (the Master's degree) in the fields of governance and anti-corruption, in addition to other aspects of structural and institutional development in the Authority. Having shouldered previous and current burdens, the Administrative Control Authority seeks to achieve the highest performance rates to fulfill its national duty with dedication, sincerity and complete readiness to assume any additional tasks for the sake of elevating our Nation and its position.

Anti-corruption between Education and Culture:



Studies have proved a direct relationship between the spread of corruption practices and the abandonment of positive values and ethics in societies. The farther the individual departs from positive moral foundations, the greater his tendency to commit corrupt practices with no internal deterrent or conscience to resist those negative thoughts and actions. This is called “the culture of corruption”.



Senior Deputy/ Khaled Abdel Rahman
Assistant to Chairman of the Administrative
Control Authority for the EACA Affairs &
International Cooperation

**«Corruption is unjustifiable
in all its types and forms»**



The United Nations agreement against Corruption did not provide a specific definition of it; it only provides a part on illegal actions and crimes of corruption commonly committed in various countries, such as bribery, embezzlement of property, abuse of power, illicit enrichment, money laundering, concealment of looted funds and obstruction of justice. This agreement gives the member states freedom to define corruption in accordance with their legal system. However, the widely used academic definition of corruption is “the abuse of delegated power for private gain”.

According to this definition, it is easy for a non-specialized to monitor corruption through two factors. The first is position power, as an official may abuse the powers delegated by his job for a certain intended result, or even refrain from performing his job duties. The second factor is achieving personal gain (special interest), whether for himself or others. To discover the act of corruption, the power delegated and the profit gained should be monitored.

Society View of Corruption

Corruption exists in many countries, but in varying degrees and definitions according to the view of society. In some societies, family, social relations and tribal ties are close (such as in our Eastern societies). Social solidarity is misused to the point of tolerance with careless employees, paying them small bribes (what is known as tips), justifying it as a help because of high prices. Others, even, consider it a way to provide alms or zakat. All these actions help spread and legalize petty corruption, or the corruption of the base.

The view of corruption in these societies is based on two main factors: the financial value of the incident and the position of the offender. The higher the value and position are, the more serious the crime is. The less value and position are, the more justifications are provided for the crime; excuses like unintentional mistake, financial pressure, compelling circumstances, etc. This is unquestionably a dire mistake, as corruption is unjustifiable in all its forms.

Corruption of the base (as a form of petty corruption) is committed by corrupt public officials of the lowest levels in the career ladder with small financial values. Indeed it is more serious than top corruption, as it spreads widely and most members of the society are exposed to it. It inevitably contributes to the acceptance of corruption culture. Unlike the top corruption practiced by a minority, whether top officials or persons with high value returns, base corruption has a greater effect on the majority of people that lead to a more corruption tolerant culture. In either case, the two types are undoubtedly a great threat to society

Prevention of Corruption: Education and Culture

To set a clear framework to combat the spreading culture of corruption, many terms should be defined in order to establish the mechanisms of confrontation:

Education: eradicating ignorance in order to learn something new; it is an interactive process of transferring knowledge and information from sender to recipient. It could be optional or compulsory according to the rules and variables of society and its educational system.

The societal view of corruption in these societies is based on two main factors to consider a certain practice a crime of corruption: the financial value of the incident and the position of the offender.



Unified complaint system, a tool in fighting corruption

The higher the value and position are, the more serious the crime is; the less value and position are, the more justifications for the crime: unintended mistake, financial pressure, compelling circumstances, etc. This is unquestionably a dire mistake, as corruption is unjustifiable in all its forms.

Learning: a personal behavior (based on a personal trigger) chosen by the individual to acquire information and experiences and refine skills; it is also a search for knowledge and its tools (educational institution – book – electronic means).

The essential difference between education and learning is that education is an institutionalized process organized in society; it also has a fixed period to eradicate ignorance and receive knowledge from a specialist. On the other hand, learning is a subjective process of acquiring knowledge. The educational process comes before the learning process, as education can be the locomotive and motivator for the acquisition of learning.

Knowledge: learning the truth of things and the accumulation formed over the years, or even in a lifetime.

Culture (community heritage): customs, traditions and behaviors formed and shared within a particular group, that have a profound and decisive impact on their actions. Culture is a set of distinctive features that distinguish a society from another, including the spiritual, legal, ethical, customary, artistic, musical, etc.

These four characteristics are sequential to correct the culture of society in the face of corruption.

The Added Advantage of the Egyptian Society:

The Eastern societies in general and the Egyptian society in particular and -with relative differences regarding the spread of corruption culture are distinguished with common spiritual ideals and traditional values; there is a dire need to restore, revive these ideas and to strongly adhere to them. In contrast, other societies do not have such similar values whether customary, religious etc. They do not have the basis of a road map towards a change of corruption culture. Hence the difference,

between restoring cultural identity (that already exists) and the need to search for a cultural identity (that is already missing), is quite evident to transform from one cultural pattern to another.

Conflict between Values and Corruption:

To provide an example, the “corrupt” is in conflict with two cultural identities; the first (personal) has a limited scope, as he believes he is required to provide personal and family needs that may exceed his financial capabilities in addition to his desire to achieve the consumerist pattern of other rich people. To reach his goals, he justifies accepting commissions and gifts from citizens in return for doing his job duties. As for the second cultural identity (community), it has a broader scope; it starts from the commitment to values , rejection of religiously forbidden and legally criminalized bribes until it ends with a peaceful conscience and a stable psychology.

The conflict here arises between two goals: one is limited and treacherous, the other is broad and patriotic. Are we to achieve personal interest that is socially rejected and legally punished, or realize the public interest of the entire community? The person- in the above-mentioned example- is standing before the two choices; anti-corruption experts at –a common role of several institutions in any integrated strategy – have to develop a set of beliefs and a pattern of perception among members of society to promote higher and wider goals over the narrow ones.

The educational efforts of the Administrative Control Authority in the field of anti-corruption:

In this section, a review of the Authority’s educational efforts will be explored. Many efforts of the Authority were made through addressing a number of strategic objectives. These objectives were met via collaboration with variant entities during the execution of the National Anti-Corruption Strategy (2014-2018-). The efforts of implementing the second version of the strategy (2019-2022) will be discussed in a later issue. The objectives of the first version included:

Second Objective: Setting the rules of transparency and integrity in all elements of the administrative system:

Updating and implementing the Code of Conduct for State Administrative Staff, printing and distributing copies and posters of the code to all ministries and governorates, making it available on the Internet, and training many workers on it.

Conducting several training courses for workers in the units of the state’s administrative apparatus (ministries / governorates / universities) and preparing trainers at the National Academy for Combating Corruption.

Setting up online platforms in some ministries / governorates / universities and providing services on them.

Preparing codes of conduct for diplomats, envoys at the Ministry of Foreign Affairs, and Central Bank employees, a manual for implementing the Integrity Code in the private sector, and an ethical code for university students launched in Feb. 2018 through student competitions.



One of the specialized courses in fighting corruption

Egypt’s Constitution includes a complete section on independent institutions and regulatory entities from Articles 215 to 221. It granted them legal personality and technical, financial and administrative independence in a manner that enhances their role and ensures the necessary protection of their members.

Designing a unified complaints system across the country, linking 1844 ministries / governorates / authorities / agencies and their affiliated entities to the system

Third Objective: Making and updating legislations supporting anti-corruption:

Articles in the 2014 Constitution that include the state’s commitment to combating corruption, integration between agencies to develop and follow up a national anti-corruption strategy, and amending and enacting dozens of special laws that complement anti-corruption legislations.

Issuing the Civil Service Law No. (81) for the year 2016, which contain articles that support integrity, justice, merit, transparency and combating corruption; emphasizing the application of the Code of Conduct for Employees of the State Administrative Apparatus.

The Ministry of Justice has prepared draft laws for the protection of witnesses, whistleblowers and experts, and the availability and freedom of information circulation.





University workshops to educate college student with anti-corruption culture

Preparing codes of conduct for diplomats, envoys at the Ministry of Foreign Affairs, and Central Bank employees, a guide for implementing the Integrity Code in the private sector, and an ethical code for university students launched during Feb. 2018 through student competitions.

Fourth Objective: Developing judicial procedures to achieve prompt justice:

Some judicial and law enforcement agencies have prepared a database of all cases and their documents and archived them electronically to facilitate work and access to documents and information without compromising the rights of citizens.

Preparing codes of conduct for members of Public Prosecution / Administrative Prosecution

Designing websites in most judicial entities that include all the information and services that citizens need

Fifth Objective: Supporting the authorities concerned with combating corruption:

Egypt's Constitution includes a complete section on independent institutions and regulatory entities from Articles 215 to 221 granting them legal personality and technical, financial and administrative independence in a manner that enhances their role and ensures the necessary protection of their members.

Amending the law of the Administrative Control Authority, granting it technical, financial, administrative and legal independence, to give it the ability to prevent and combat corruption and ensure proper performance.

Seventh Objective: Raising the level of public awareness of the dangers of corruption and the importance of combating it, and building citizens' confidence in the State institutions:

Media campaigns to raise awareness of the dangers of corruption in 2016 under the slogan "Egypt is stronger than corruption". In 2017, the second campaign was launched and broadcast on all satellite channels, radio stations and social networking sites. It was developed according to a survey study and away from direct preaching. It included the "Mirror" campaign: "If we look in the mirror, this is the beginning" and "You are the mirror of yourself", to stir the conscience of society, create shared responsibility and encourage citizens to

expose corruption by including the hotline numbers of the regulatory entities. The "Mirror" campaign was also developed and broadcast in 2018.

Successful practices in the field of education indirectly introduced concepts of transparency, integrity and rejection of corruption in the curricula of various educational levels; holding workshops for curriculum developers, citing slogans on the back cover of textbooks; designing training programs for teachers and administrative staff on integrity, transparency, and dangers of corruption.

Eighth and Ninth Objectives: In the field of strengthening local, regional and international cooperation in combating corruption:

Holding a number of training courses at the National Academy for Combating Corruption for members of law enforcement agencies to stimulate coordination and exchange of information in anti-corruption fields

The Information and Decision Support Center, in coordination with the Administrative Control Authority, prepared the Local Corruption Perception Index, issued in 2019/2020-.

Participation of law enforcement agencies in many training courses implemented by the units of the state's administrative apparatus for training on the systems of combating and preventing corruption, most notably the Ministries of Youth and Sports, Foreign Affairs and Local Development.

The establishment of the National Committee for the Prevention and Combating of Corruption headed by the Prime Minister to design general policies; this committee has resulted in the establishment of the Sub-National Coordinating Committee for the Prevention and Combating of Corruption headed by the Minister, Chairman of the Administrative Control Authority to draw up and direct the implementation of the objectives of the national anti-corruption strategy and monitor its implementation

Tenth Objective: Participation of civil society organizations in combating corruption:

Issuance of a law regulating the work of NGOs in the field of civil work; it enforces them to publish their budgets on their websites to achieve transparency and integrity and form a higher committee for civil work organizations.

Workshops were held for some civil society organizations to spread awareness of the dangers of corruption at the level of the governorates and to create a positive role for the citizen in curbing the phenomenon.

Adopting a code conduct for workers in NGOs and circulating it at the level of the Republic.

The Administrative Control Authority, in coordination with the Ministry of Social Solidarity, held training courses for some civil society organizations. The National Academy for Combating Corruption had a distinguished role in spreading awareness of anti-corruption efforts in the past few years by participating in the implementation of the objectives of the two versions of the National Anti-Corruption Strategy; it also participated in the successive annual plans that organized the work of the Academy; a full article will be dedicated to this topic in the forthcoming issue of this cultural periodical .



The Egyptian Anti-Corruption Academy Between the Present and the Future



The Egyptian State seeks to fight corruption with all its forms and types, because it poses a serious challenge to development efforts. In this context, the Administrative Control Authority has established the “Egyptian Anti-Corruption Academy” to achieve the related national goals through promoting the integrity and transparency concepts, providing training for the government, private sector and international cadres as well as conducting research and studies on the causes and effects of corruption and the means of preventing it.



Deputy/ Dr. Hamed Hememy

Director of the Egyptian Anti-Corruption Academy

Since the establishment of the Administrative Control Authority by virtue of Law No. 54 of 1964 and mandating it to assume the tasks of combating and preventing corruption, training has always constituted an essential element and integral part of the success factors of the Authority's successive generations. The Authority has sought to develop this role without limiting it to training its own members and employees. Rather, it has sought to become a training beacon for training the State employees and leaders as well as for qualifying the Egyptian youth cadres to hold important posts in the State. This also includes providing training for members of the regulatory and law enforcement agencies, including workers in the civil society organizations, the private sector and the seekers of “free training” in general.

Establishment of the Egyptian Anti-Corruption Academy

In 2017, Law No. 207 amending Law No. 54 of 1964 was issued. The amended articles of that Law included establishment of the “Egyptian Anti-Corruption Academy” as an institution affiliated with the Administrative Control Authority, reflecting the Authority's desire to develop human resources in an effective, modern and advanced manner. The Academy was intended as a specialized entity for providing training and development activities in the areas of combating and preventing corruption and all related knowledge and sciences. On February 9, 2018, the President of the Republic announced launching the Academy's activity out of His Excellency's belief

in consolidating the principles of integrity and transparency as well as establishing the rules of governance. For achieving its goals, the Academy relied on qualified human cadres from the Authority members, university professors and many experts in the field of anti-corruption and the relevant fields. The Academy also provided the latest equipped laboratories and information networks to provide the necessary knowledge services, in addition to a paper and digital library offering local and global information to beneficiaries in their various specialties.

In the framework of fulfilling its duties, the Academy has realized a number of achievements during the period 2018 - 1 December 2021.

In the field of training and capacity building:

Implementing (1263) training activities (training courses, workshops, symposiums and visits) for (51,998) trainees in corruption combating and prevention and the related fields, with the most significant of them including implementing (223) training activities for (3544) trainees of the Authority's members and employees as well as the law enforcement agencies. They also included implementing (476) training courses for (31642) trainees of the personnel of government universities and the Administrative Control Authority to qualify them to work in the New Administrative Capital besides implementing (63) workshops and lectures in anti-corruption for many government and private agencies for (2614) trainees.

Many implemented training activities covered cadres in

ministries, governorates, Egyptian universities, the civil society organizations, private sector institutions, the citizens seeking free training as well as the Egyptian officers nominated for holding positions in the military diplomatic representation and their wives. The activities included providing training for the private sector cadres in small and medium enterprises as well as activating memoranda of understanding with several bodies, most notably Cairo University and implementing 20 workshops, lectures and external committees on anti-corruption for many cadres in different authorities.

In the field of research and studies conduction:

The Center for Research and Studies on Preventing and Combating Corruption (CRSPCC) in the Academy prepared five studies on various topics, particularly the two studies titled “the impact of law enforcement on achieving the principle of deterrence” and “regulatory agencies between integration and independence” The second is a study on the possibility of achieving balance in the contractual relationship for the units leased by the owner to the public legal persons. The recommendations of this study were presented to the Council of Ministers in its session no. 121 held on December 2020 to activate the implementation of the recommendations.

The Center has also prepared a content analysis for four books, including a book titled: “The Limits of Institutional Reform”. In addition, the Center implemented five workshops on various topics, including the methods of research papers and book summaries evaluation for the Authority’s members joining the high-end training course; and it contributed to preparing the cultural symposium held during celebration of the Authority’s 57th anniversary, with participation of the leaders and representatives of judicial, regulatory and law enforcement agencies.

In the field of postgraduate studies:

A cooperation protocol was signed between the Administrative Control Authority and the Administration Department at the Faculty of Economics and Political Science to implement the Master’s Program in Governance and Anti-Corruption, held at the Egyptian Anti-Corruption Academy headquarters. The Master’s program (first course) was started with the participation of 21 students; and a second group comprising thirty-four students joined the program as per the related conditions.

In the field of international cooperation:

- Participation in the celebration of the International Anti-Corruption Day on December 9, 2020, as well as preparing for hosting of the Conference of the States Parties to the United Nations Convention against Corruption to be held in December 2021;
- Participation in the fourth meeting of the joint program between the European Union and the Council of Europe for supporting the South Mediterranean countries capacities;
- Participating in the international forum for launching the UNODC Strategic Vision for Africa 2030 under sponsorship of the United Nations Office on Drugs and Crime (UNODC);
- Activating memorandums of understanding with several international bodies, the most important of which are the InterEgyptian Anti-Corruption Academy and the National School of Administration in France;
- Coordination with the National Institute for Governance and Sustainable Development to implement training for members of the Authority in the areas of control and anti-corruption in the countries of the United States of America and Portugal; and
- Reception of Ms. Christina Albertine, Regional



The Egyptian Anti-Corruption Academy looks forward to develop an ambitious future vision for expanding its academic activities at both the regional and international levels to become a training, learning and capacity-building center in the anti-corruption field in the Middle East and Africa, in partnership with international institutions.



An example of the workshops organized by EACA in fighting corruption

Representative of the United Nations Office on Drugs and Crime (UNODC) for the Middle East and North Africa for discussing the ways of joint cooperation.

Future Vision

The Egyptian Anti-Corruption Academy looks forward to develop an ambitious future vision for expanding its academic activities at both the regional and international levels to become a training, learning and capacity-building center in the anti-corruption field in the Middle East and Africa, in partnership with international institutions.

These include the United Nations Office on Drugs and Crime (UNODC), the InterEgyptian Anti-Corruption Academy (IACA) and the National School of Administration (ENA) in France. The Academy also participates in implementing the new stages of the national anti-corruption strategy, training the Authority’s members and employees in the modern techniques of combating corruption as well as developing partnerships with the United Nations agencies, particularly the UNDP. These matters increase the resources of the training and educational process, and start implementation of the Academy’s programs to develop the Academy’s postgraduate studies.

Conclusion

The training process requires evaluation and sustainable development of the activities, results and objectives, as well as confirmation of the quality requirements in line with the strategic goals of the Egyptian State and the Authority, in cooperation with partners at the local, regional and international levels.



Towards Better Combating of Corruption in Africa



Honourable Begoto Miarom

Former Chairperson of the African Union Advisory Board on Corruption

As Africa, through its continental organisation, the African Union (AU), is preparing to mark the 18th anniversary of adopting the African Union Convention on Preventing and Combating Corruption on 11 July 2003 in Maputo, Mozambique, it may deem wise not to make an appraisal of the current situation; rather, we should reconsider the implementation of the said convention and wonder whether this battle is achieving any progress.



Child abuse in gold mining

A convention seeking international ratification after eighteen years.

Cameroon, upon depositing the instrument of ratification of the Convention on 6 June 2021, became the forty-fifth state party to the African Union Convention on Preventing and Combating Corruption. Although 10 States have not yet acceded to the convention, there are approximately 49 African countries parties to the UN Convention against Corruption adopted on 31 October, 2003. It is worth noting that neither convention has been ratified by Somalia and Eritrea.

African countries, however, recognizing the dire consequences of corruption on development, declared 2018 the Anti-Corruption Year in the Continent promoted under the theme: "Winning the Fight against Corruption: A Sustainable Path to

Africa's Transformation" and committed themselves to combating this scourge, which has destroyed the economy of most African countries, significantly affecting the ability of leaders to meet their obligations towards their peoples and the credibility of institutions, organizations and governments. If Africa does not find a permanent solution to this problem, it will not be able to fulfil the basic aspirations of achieving the Sustainable Development Goals (SDGs) and the 2063 African Union agenda.

Although not all States of the continent are parties to the Convention, the truth of the matter is that the vast majority have national structures responsible for issues of preventing and combating corruption. This allows for cooperation with the body responsible for monitoring the implementation of the Convention, namely the African Union Advisory Board on Corruption (AUABC). It is, therefore, the existence of these

1- MA in International Human Rights Law (Catholic University of Lyon) and MA in Private Public Law (University of Lyon 2)

2- Until June 6, 2021 the following countries have not deposited their instrument of ratification with the Office of the Legal Advisor of the African Union: Eswatini, Cape Verde, Central African Republic, Djibouti, Eritrea, Morocco, Mauritania, Somalia, South Sudan.

3- See the status of ratification at:

https://treaties.un.org/Pages/ViewDetails.aspx?src=TREATY&mtldsg_no=XVIII-14&chapter=18&clang=_fr

structures at the national level that allows the Continental Body to implement and monitor the developments in States Parties as far as possible, and to organize the annual Anti-Corruption Dialogue at the African level, which is a genuine forum for dialogue and exchange among these structures and all stakeholders working in the governance sector in general and those involved in combating corruption in particular. The dialogue has truly become an annual activity of the Board, yet it must already set out to become a platform for all stakeholders, including the African civil society, to discuss the challenges it faces in preventing and combating corruption.

A battle that requires general mobilization

Corruption is certainly the scourge that is destroying the economic, social and political fabric of African countries, with deleterious consequences, as it impedes the development of our countries. It is a direct result of insecurity and the spread of terrorism in our countries, and the investment in eradicating it remains a model of justice that must be sustained. In order to achieve this goal, it seems an utmost priority to mobilize everyone to meet the challenges of combating corruption, which requires the following:

Reaffirming the need for a genuine political commitment to better combat corruption in Africa.

Mobilizing all resources and synergies to wage a large campaign against corruption, as stipulated in the declaration (Assembly / AU / Decl, 1 (XXXI)) issued by the African Union Conference of Heads of States and Governments on the African Anti-Corruption Year (2018).

Paying more attention to combating corruption in the domains of human rights and development, which particularly requires focusing on reorienting our culture and reshaping our attitude towards corrupt practices, and all stakeholders must adopt joint measures to prevent and raise awareness on the negative effects of corruption on human rights.

Engaging youth in the battle against corruption through civic education training institutions focusing on the interest achieved by protecting the public interest and emphasizing the values of honesty, through primary school, and good governance, transparency and accountability, through tertiary education.

Further enhancing the institutional foundations and linkages between the relevant and competent bodies dealing with these issues, and since the challenges in this regard are comprehensive, so should the solutions be.

Ensuring the independence of the national anti-corruption structures and providing them with the necessary means to carry out their responsibilities.

Encouraging the civil society, particularly the media, to denounce corruption and raise awareness of its harm, as well as to educate the public about the devastating effects of corruption.

Involving clergemen in educating the public.

Devising stronger measures to ensure penalties against corruption practices, where the amended Protocol to the Statute of the African Court of Justice and Human Rights (Malabo Protocol 2014) proposes giving the Court jurisdictions over economic corruption offences (Article 281), money laundering (article 281 bis) and illegal exploitation of natural resources (Article 29 I bis), and focuses in particular on joint criminal liability (Article 46c). A broad advocacy is required to ratify this instrument.

Referring to the Decision (Assembly/AU/Dec, 774 (XXXIII))



Several courses held by the Egyptian Anti-Corruption Academy for Africans in order to promote ways of combating corruption

The African countries, declaring 2018 the Anti-Corruption Year on the Continent adopting the theme: “Winning the Fight against Corruption: A Sustainable Path to Africa's Transformation”, committed themselves to combating this scourge that has destroyed the economies of most African countries and has a tremendous negative effects on the ability of the leaders to fulfill their commitments towards their peoples.



of the Conference of Heads of States and Governments on the Common African Position on Asset Recovery (CAPAR) (2020), it would be wise for all African countries to circulate, adopt and implement it. The permanent cooperation between countries in combating corruption would deter the perpetrators of this detrimental act to the economy and justice, and above all, to the development of these countries.

By the same token, combating corruption cannot be the prerogative of governments alone. Concerted and joint action is crucial to join forces, combine energies and integrate strategies as combating this evil would help restore the rule of law and justice, and would put an end to the evil and to all human rights violations that have been observed here and there.

As current generations of all walks of life - young and old, women and men, girls and boys - we must unite in realizing that the fate of our continent lies in our hands and that we must work together now to create the future we desire - an Africa where good governance, democracy, respect for human rights, justice and the rule of law are made a priority. Africa that directs its development towards the peoples, depends on the potentials of women and youth in particular, and cares about the welfare of children. Africa that is committed to and empowers youth. It seems necessary and vital more than ever to adopt this model of justice as long as combating corruption remains a “A Sustainable Path to Africa's Transformation.”

4- Article 22.1 of the Convention provides for the establishment of an oversight board whose powers are defined by Article 22.5

5- Aspiration items 3 and 6 of the 2063 Agenda

6- The theme of 2018 announced by the Conference of Heads of State and Government of the African Union was : “Eradicating Corruption: A Viable Option for Transformation in Africa”.



Visionary Leader:

AU Frameworks and Mechanisms and Egypt's Membership in the African Peer Review Mechanism



The transformation from the Organisation of African Unity (OAU) to the African Union (AU) represents a quantum leap in the Pan-African joint action: the OAU, ever since its inception in 1963, focused on promoting solidarity and unity among the peoples of Africa to eradicate all forms of colonialism and gain Pan-African political independence. Africa, despite the liberation of all the peoples of the continent, has encountered challenges right after the eradication of colonialism due to the weakness of government institutions, disputes, especially the internal ones, corruption, economic mismanagement and deteriorating social conditions in some countries.



Ambassador/ Ashraf Rashid

Chairman of the National Governance Committee
as part of Egypt's membership in the African Peer
Review Mechanism

The new millennium has witnessed an increase in the African leaders' awareness of the vital role of addressing the serious challenges facing the continent and the pressing need for a common roadmap to overcome them. Africa, thus, has the main responsibility of advancing its potentials, and therefore, the 2063 Agenda: "Africa We Want", as an affirmation of the continental vision on handling the developmental challenges it faces. The Agenda has taken into account various political, economic and social issues and has devoted special attention to governance issues, through Aspiration 3, "An Africa of good governance, democracy, respect for human rights, justice and the rule of law" via building strong institutions and the emergence of development-oriented and visionary leadership, maintaining peace, security and stability, and promoting gender equality

in all spheres and at all levels. Therefore, the African States have embraced a number of frameworks and mechanisms that involve promoting the basic values and principles of good governance and combating corruption – an indispensable criterion for stability and sustainable development.

We shall briefly tackle some of the most important frameworks and mechanisms while surveying the objectives of the African Peer Review Mechanism and Egypt's membership in it, being a unique initiative to monitor, assess and support the States Party with good governance, not only at the African level, but also at the international level.

First: AU Frameworks and Mechanisms for Governance:

The AU, due to the significance of promoting governance, has adopted a number of important initiatives, some of which shall be considered as follows:



Participation of President El- Sisi in one of the Meetings of African Peer Review Mechanism(8 February 2020)

The AU Constitutive Act: It came into effect in 2001 and stipulates the necessity of building partnership between governments and all segments of civil society to promote unity, solidarity and cohesion among the peoples of Africa let alone the need for promoting peace, security and stability as prerequisites for development and integration. It stresses maintaining democracy, and human and peoples' rights, and guaranteeing visionary leadership and rule of law, which has been reflected in various initiatives, treaties and decisions adopted by the AU following its establishment.

The Pan-African Parliament: It is considered a step towards empowering the African peoples to voice their views and encouraging the national and regional parliaments to approve treaties and covenants adopted by the AU and to incorporate them into their legal systems. Its objectives include establishing the democratic practices and the principles of respecting human rights, visionary leadership and the rule of law as well as promoting security, peace and stability in the continent.

The African Court of Justice: It has the jurisdiction of considering the interpretation and application of the Constituent Act of the African Union as well as the AU conventions, legal documents and emanating protocols.

New Partnership for Africa's Development (NEPAD) Initiative: Approved in 2001, Egypt played a major role in drafting and adopting the NEPAD initiative. This partnership has transformed into the AU Development Agency. NEPAD was based on the belief that political stability and development are dependent on security, good governance and proper management of states' resources and public services. Moreover, the initiative has stressed the necessity of democratization, respect of human rights, transparency and accountability. The NEPAD Initiative was adopted by the African leaders out of their convictions that the previous African strategies for development did not fulfil their objectives and that the African leaders must take the responsibility of devising and implementing the reforms necessary for improving the African development within the framework of reform policies that are owned by the continent and not imposed from outside. The African Peer Review Mechanism emerged as a result of this initiative.

AU Convention on Preventing and Combating Corruption: It was adopted in 2003 and stressed the necessity of respect for democracy, peoples' participation, rule of law, good governance, respect for human and peoples' rights, rejecting and condemning corrupt practices and pertinent offences. The States Parties, also, demanded enacting anti-corruption legislations, empowering national anti-corruption bodies,

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ensuring transparency in bidding and in recruiting for public office as well as financing of parties. The Convention stipulated establishment of an eleven-member AU Advisory Board for monitoring the adoption and application of anti-corruption measures on the continent, and for collecting and documenting information on corruption and money laundering offences.

Governance in Africa: It is based on the AU Constitutive Act and its principles and objectives. Moreover, Governance in Africa relies on all relevant treaties, conventions, covenants, protocols and decisions.

Second: The African Peer Review Mechanism:

The Statute for the African Peer Review Mechanism (APRM) was approved on 9 March, 2003 after the adoption of The Declaration on Democracy, Political and Economic Governance and Corporate Governance by AU summit, which included establishing the Mechanism as an innovative and unique instrument for AU State Members to voluntarily self-monitor and self-assess their governance performance in the broad sense of the term. It aims at sharing experiences, promoting best practices, identifying shortcomings and enhancing the African States capabilities in order to adopt the policies and practices conducive to political stability, increasing the rate of economic growth, achieving sustainable development, combating corruption and expediting economic integration. Performance and progress are measured by the Mechanism in four thematic areas:

- democracy and political governance
- economic governance and management
- corporate governance
- socio-economic development.

The AU State Parties accession to the Mechanism is on voluntary basis. The Mechanism comprises 44 State Members, and it is worth noting that the AU summit adopted a decision calling upon all State Parties' accession to the Mechanism by 2023.

Strengthening the relations with the African States has been a top priority for the Egyptian policy, especially since 2014, a period that has been marked by intensive Egyptian activity in the work of the AU and its institutions confirming the leading role of Egypt in the continent. It witnessed numerous top-level participations in various African fora and hosting numerous African conferences and activities in Egypt. Egypt, also, assumed the presidency of the AU in 2019.

Egypt became a State Member in the African Peer Review Mechanism in 2004. As a reflection of the Egyptian State's concern to promote governance over the past years, a delegation from the African Peer Review Mechanism visited Egypt. During the visit, the Egyptian government stressed Egypt's full support of the objectives of the Mechanism, building on the steps it takes establish good governance principles and practices at the national level, and its desire to closely cooperate with the African brothers in this domain. To this end, the Prime Minister issued a decision to form the National Committee as Part of Egypt's Membership in the African Peer Review Mechanism. The Committee comprises 20 members including representative of the Parliament, the civil society, business and academic institutions, media, women and youth, people with disabilities as well as the concerned government institutions.

The National Committee has commissioned experienced and competent research centers to prepare the self-assessment report on governance, which reviews Egypt's performance at the four thematic areas of the Mechanism. The research centers were:

Al Ahram Center for Political and Strategic Studies. It prepared the report on the area of democracy and political governance;

Center for Economic and Financial Research and Studies at the Faculty of Economics and Political Sciences, Cairo University. It prepared the report on the area of economic governance and management;

Public Administration Research and Consultation Center at the Faculty of Economics and Political Sciences, Cairo University. It prepared the report on the area of corporate governance;

Institute of National Planning, which prepared the report in the area of socio-economic development;

and Center for Surveys and Statistical Applications at the Faculty of Economics and Political Sciences, Cairo University. It conducted the survey, data collection and data analysis of the four areas under review in accordance with the questionnaire approved by the Member States of the Mechanism.

After the self-assessment report had been completed by the research centers and approved by the National Committee, it was sent to the Secretary of the Continental Mechanism. A Review Delegation of the Mechanism comprising 19 African experts headed by the former Nigerian Minister of Foreign Affairs, the member of eminent figures in the Mechanism visited Egypt from 1st to 18th December, 2019.

The Review Delegation presented the report in the Summit of the Mechanism on 8 February 2020 in Addis Ababa on the sidelines of the AU Summit in the presence of His Excellency, President, Abdelfattah El-Sisi. The report was approved by the summit to be the first reviewed report of the Arab Republic of Egypt within the Framework of the African Peer Review Mechanism, and included the following main points:

- Paying tribute to the Egyptian civilization and commending its present, highlighting its strengths and achievements, and enumerating the best practices in the country as a model, especially "Transformative



President El-Sisi meets with the Head of the Committee of African Peer Review Mechanism

According to the African Committee of Experts (ACE) report, the Egyptian State was commended for taking many "bold decisions and initiatives to achieve the sustainable development necessary to change the lives of the Egyptians, which demonstrates the strong political will of the Egyptian leadership."

Leadership" of His Excellency, President, Abdelfattah El-Sisi. The report provided a definition of the same as "the visionary leadership that serves as a model, leads to a higher level of collective performance leading to success, and effectively responds to the needs and interests of the people".

- Commending the Egyptian State for adopting many "bold decisions and initiatives to achieve sustainable development necessary for the transformation of the lives of Egyptians, which demonstrates the strong political will of the Egyptian leadership and its commitment not only to reforming the national social and economic landscape through new actions, legislation and policies, but also by implementing them". The report gave some examples in that regard, including empowering women, achieving inclusive development with the participation of women, youth and people with disabilities, developing the infrastructure and implementing major projects, as well as dealing with the challenges of population growth.
- Providing for the best practices, including the roles of the National Training Academy, the African Presidential Leadership and Anti-Corruption Programme, and the Social Solidarity Programme (Takaful wa Karama). It also praised the expansion of social protection measures, the promotion of religious harmony, the merit-based civil service, and Egypt's wise energy policy, its success in generating excess energy and diversifying its sources. The establishment of the Benban Solar Power Plant and the expansion of the Suez Canal as "an achievement that supports the national economy and Egypt's role as a centre for world trade and a key element in Egypt's broader vision for the modernization and advancement of the Egyptian economy", the report indicates. One of the goals behind it is the development of Sinai.

- Stressing the Government's success in implementing macroeconomic and structural reforms within the framework of the sustainable development strategy: Egypt's Vision 2030, laying the foundation for a more dynamic private sector participation in the economy and improving the business climate, as well as the digital transformation of the economy, and praising the Government's support for assisting those most in need through social security networks.
- Praising the Egyptian role in achieving African integration and launching the African Free Trade Zone, and commending Egypt's initiative to providing some African countries with the medicine for hepatitis and non-communicable diseases as well as training its medical staff on conducting medical surveys.
- In relation to democracy and human rights, the report highlighted Egypt's reform of its electoral system to promote voter participation. It also described the Egyptian position based on complete respect for human rights, including the civil, political, economic, social and cultural rights, as stipulated in the Constitution, while affirming Egypt's commitment to all regional and international covenants and treaties to which it is party. In addition to enacting legislations and taking action to implement those obligations at the national level, the Government continues to promote democracy, political practice, the integrity of elections, the equality of citizens, the independence of the judiciary, enhancing the role of civil society and promoting freedom of belief and expression, and the establishment of the "Supreme Standing Committee for Human Rights" as an important step to affirm the Government's determination to further promote these rights and to further integrate international and regional human rights obligations into national laws.
- In relation to terrorism and extremism, the report states that "it is not an option for any Egyptian Government to disregard the threats they pose to peace, stability and development." The Government is working to address this within the framework of a comprehensive approach focusing on security and development, and to deal with the ideology that breeds and incites extremism and violence. The report particularly commended the initiative of the President since 2015 to renew the religious discourse and that Egypt continues to strengthen the counter-terrorism measures to enhance national and regional security while ensuring compliance with regional and international obligations on standards of respect for human rights.

Consequently, the report repeatedly described the Brotherhood as the Terrorist Group that poses a genuine threat referring to its infamous historical records in this regard. It affirms that the change that happened in Egypt in 2013 came as a result of an overwhelming public outcry that was supported by the Armed Forces. The report states "that the Armed Forces is a highly respected national institution and they have supported the people in their various revolutions and political transformations, and maintained the Constitution."

In this context, Egypt has submitted a national programme based on the findings of the self-assessment report within the context of the review process that is based on and consistent with the strategy for sustainable development: Egypt's Vision 2030, Africa's Agenda 2063 and the Government's Programme of Action. The Programme of Action is based on the following national priorities: promoting social justice and



Prime Minister announces the launch of the African Peer Review Mechanism in Egypt

The transformation from the Organisation of African Unity (OAU) to the African Union (AU) represents a quantum leap in the Pan-African joint action: the OAU, ever since its inception in 1963, focused on promoting solidarity and unity among the peoples of Africa to eradicate all forms of colonialism and gain Pan-African political independence. Africa, despite the liberation of all the peoples of the continent, has encountered challenges right after the eradication of colonialism due to the weakness of government institutions, disputes, especially the internal ones, corruption, economic mismanagement and deteriorating social conditions in some countries.



Roads quality projects are a priority in the State's sustainable development strategy 2030

human rights, promoting economic growth, administrative reform, preventing and combating corruption, empowering local governance, improving and protecting the environment, political empowerment and combating terrorism.

The Presidential speech at the summit of the Mechanism that approved the report of the review delegation included that "Egypt's completion of the voluntary audit process is based on the serious steps taken by Egypt to promote good governance and transparency and is in the exclusive interest of Egypt. We look forward to continuing the exchange of experiences with our brothers in Africa in this regard."

The presentation of governance frameworks and mechanisms within the framework of the African Union and Egypt's membership in the African Peer Review Mechanism illustrates the importance of governance in achieving sustainable development and the dire need to promote it in order to build a better future not only at the national level, but also at the continental, regional and international levels. It can be said that Egypt is taking firm steps towards promoting governance and its principles through reforms in various domains.

Africa We Want:

Egyptian Efforts and Anti-Corruption Partnership in the Dark Continent



Judge/ Amal Ammar

Chief of the Court of Appeal - Assistant to Minister of Justice



Member of the African Union Advisory Board on fighting Corruption

The African-Egyptian relations have gone through a new dimension after June 30th, 2013 revolution and the assumption of President Abdelfattah El Sisi of the Presidency in June, 2014, since he paid special attention to combating corruption at both the national and regional levels.

On the sidelines of Addis Ababa summit in June 2017, His Excellency, the President signed the African Union's Convention on Preventing and Combating Corruption, which was ratified in July, 2017. This convention is considered the fundamental legal document in the African continent for combating corruption and promoting transparency and accountability all over the continent. The AU Member States adopted this convention during the second regular session of the Conference of Heads of States and Governments, which was held in Maputo, Mozambique, on 11 July 2003.

The convention came into effect on 5 August 2006 after 30 days of depositing the instrument of ratification by the fifteenth Member State. To date, the Convention has been signed by 49 States and ratified by 45 States, about 80% of the 55 States Member in the African Union.

The Convention aims to promote and encourage the Member States to develop the necessary mechanisms in Africa to prevent, detect, punish and eradicate corruption and all related offenses in the private and public sectors.

Furthermore, it aims to promote and regulate cooperation among the States Parties to ensure the effectiveness of measures and actions to prevent and punish corruption offenses. Another objective of the Convention is to promote socio-economic and cultural by removing obstacles to the enjoyment of the same, let alone the civil and political rights and establishing the necessary conditions to foster transparency and accountability in the management of the public affairs.

The Egyptian Anti-Corruption Academy was established in 2017 as a specialized academy that directly reports to the Chairman of the Administrative Control Authority. It is considered one of the sectors of the Authority that offers knowledge, scientific

and training services to the Egyptian, regional and international communities in preventing and combating corruption domain and the relevant domains via holding training courses, conferences and symposia promoting the values of integrity, transparency and awareness of risks of corruption and the means of preventing it, governance systems, internal audit and other specialized programmes.

As part of Egypt's presidency of the African Union, the Administrative Control Authority held the First African Anti-Corruption Forum in Sharm El Sheikh in 2019 as an Egyptian initiative reflecting the interest in cooperation to share experiences with the African brothers in this domain in which Egypt has attained considerable achievements. It tackled topics relevant to showcasing the Egyptian efforts in combating corruption as well as the national efforts of a number of the African countries in compliance with the continental commitments. It, moreover, presented the continental perspectives



Combating Corruption

A Sustainable Path to Africa's Transformation



The first Anti-Corruption Forum held in Sharm El Sheikh by the Administrative Control Authority

and efforts of combating corruption, developing and enhancing the potentials of the Anti-Corruption workers and the role of media and community awareness of all aspects of combating corruption, the role of combating corruption in achieving the development and the support of the African intergovernmental coordination in this domain.

More than 200 top-level African officials including Ministers of Justice, Ministers of the Interior and Chairpersons of Anti-Corruption Authorities and Central Auditing and Illicit Gains Organizations in African countries as well as the African Union Advisory Board on Corruption. According to Article 22, Paragraph 5(A) of the AU Convention on Preventing and Combating Corruption, the African Union Board of Advisory on Corruption was established, whose rules of procedure mandate it to carry out a number of functions as follows:

- promote and encourage adoption and application of anti-corruption measures on the level continent.
- collect and document information on the nature and scope of offences in Africa.
- developing methodologies for analyzing the nature and extent of corruption in Africa and disseminate and sensitize the public on the negative effects of corruption and related offences;
- advise governments on how to deal with the scourge of corruption and related offences in their domestic jurisdictions.
- collect information and analyze the conduct and behaviour of multinational corporation operating in Africa and disseminate such information to national authorities designated under Article 18 (1) thereof.
- develop and promote the adoption of harmonized code of conduct of public officials.
- build partnerships with the African Commission on Human and Peoples' Rights, African civil society, governmental, intergovernmental and non-governmental organizations to facilitate dialogue in the fight against corruption and related offences.
- submit a report to the Executive Council on a

Under Egypt's presidency of the African Union, the Administrative Control Authority held the First Executive Anti-Corruption Forum in Sharm El Sheikh in 2019 as an Egyptian initiative, which reflects the interest in sharing experiences with the African brothers in this domain in which Egypt has accomplished considerable achievements.

regular basis on the progress made by each State Party in complying with the provisions hereof;

- perform any other task related to corruption and offences that may be assigned to it by the policy members of the African Union. The Board comprises 11 members elected by the Executive Council from among a list of experts proposed by State Parties for two years renewable once upon election. In 2018, Egypt as well as Algeria became members of the Board for North Africa for the first time after winning the election by 54 votes, out of a total of 55 members. In 2019, Egypt was unanimously elected as the Vice-Chairperson of the Board renewable once, which indicates how considerably significant the role of Egypt is in the African Union.

The significance of the year 2018 came due to declaring it as Africa's Anti-Corruption Year, which aimed at the following:

- Assessing the progress made in combating corruption and adopt the best practices since the African Union Convention on Preventing and Combating Corruption entered into effect.
- Increasing space, use of Information and Communication Technology and new forms of communication, for the participation of civil society and the private sector in combating corruption in Africa.

The Egyptian Anti-Corruption Academy offered a traineeship for the honorable members of the AU Advisory Board on Corruption and a number of traineeships for 250 African cadres working in corruption prevention domain from all over the continent.

- Assessing the level of ratification, integration and implementation of relevant regional, continental and international instruments that have a direct impact on combating corruption at the national level and encourage State Parties to develop policies, action plans and programmes to enhance combating corruption in Africa.
- Establishing a common African position on the recovery of African assets in foreign jurisdictions.
- Providing technical support to State Parties in combating corruption, especially those seeking to develop policies, action plans and programmes.
- Contributing to enhancing the implementation of Anti-Corruption policies.
- The Forum concluded with a number of thought-provoking recommendations for all the participating African countries, especially the African Union Advisory Board on Corruption, which considered them a priority for implementation. The recommendations included:

First: Working on preparing a comprehensive strategic plan for preventing and combating corruption on the continent inclusive of education and scientific research, media, judiciary, technical combating and promoting economic and human development via forming a joint committee of relevant organs for monitoring national strategies and experts from African countries.

Second: Concerted efforts to devise an African indicator to measure corruption in Africa that is driven and shaped by the African context, and expresses the unique reality of the situation in the continent taking into consideration the differences among the African countries.

Third: Launching a continental platform via national communication hubs that monitor the development of cases of corruption and the results of combating it to monitor the commitment of the signatory states in taking the necessary measures and actions in accordance with their legal systems and their constitutional principles to guarantee curtailing corruption. They are scheduled to meet annually and to announce the results of their work and their recommendations.

Fourth: Devising a secure electronic mechanism to instantly exchange information on corruption offences, money laundry, financing of terrorism among the states of common interest, while expanding publishing the efforts of anti-corruption organs in combating corruption in African countries to educate the citizens and encourage them to report corruption in all its shapes and forms.

Fifth: Establishing a legal mechanism of cooperation among the African states to recover the proceeds of corruption in the form of a protocol to the Convention on Preventing and Combating Corruption, the decisions of which are abiding to all State Parties.

Sixth: The necessity of continuously reviewing the mechanisms of combating corruption in order to further develop them in line with the specificities of the States in which they are to be implemented, emphasizing the common objectives of African States in order to achieve a high level of transparency.

Seventh: Promoting cooperation with international partners to provide funding, technical funding and to achieve common interests.

Eighth: Expanding in concluding cooperation protocols between the Egyptian Anti-Corruption Academy and training centres in African countries in the areas of preventing and combating corruption and disseminating values of integrity.

Concerted efforts to devise an African indicator to measure corruption in Africa that is driven and shaped by the African context, and expresses the unique reality of the situation in the continent taking into consideration the differences among the African countries.



Ninth: To examine the establishment of a regular mechanism for holding the Forum to periodically present the position of implementing the recommendations of the fora.

Tenth: Improving the potentials of anti-corruption institutions to discover innovative ways in laundering of the proceeds of corruption offences while taking serious measures to identify the reasons behind recovering the money in Africa.

In order to implement these recommendations, the Egyptian Anti-Corruption Academy offered a traineeship for the honorable members of the AU Advisory Board on Corruption and a number of traineeships for 250 African cadres working in corruption prevention domain from all over the continent.

The Academy has also sought to promote cooperation with the Board in the field of training so as to reach as many target groups as possible.

Moreover, the Administrative Control Authority and the Egyptian Anti-Corruption Academy marked the African Anti-Corruption Day on 11/7 each year at the invitation of the African Union Advisory Board while addressing the Forum and using the African Union's slogan in solidarity with the African continent to merge the themes – the 2019 theme being “Towards a Common African Position to Recovering Looted Funds”, and the 2020 theme being “Towards Combating Corruption via Effective Judiciary Systems”.

This celebration had a great impact on the dissemination of anti-corruption culture among all public and private means of visual and audio media. It, similarly, emphasized the African solidarity to combat corruption and to achieve Africa's Agenda 2063, under the theme “Africa We Want,” which serves as a basis for the long-term integrated socio-economic transformation of the African continent in order to achieve sustainable development.

Governance of the Government

Governance of Public Institutions

A Knowledge-based Vision Based on the International and Egyptian Literature



The concept of governance has emerged in the 1980 under the demands of international organizations, especially those working in third world countries, that economic and social development efforts in those and other States should be accompanied by integrated visions of State and social governance or good governance.

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These visions maintain objectives and policies that promote good governance, integrates systems for transparency, accountability and combating corruption along with parallel systems that promote engaging citizens and all segment of the society in governance and setting the general policies. It, consequently, promotes justice, equality, non-discrimination and all kinds of freedom in all societies.

These calls and demands were accompanied by developments and interactive deliberations since 1980s, prompting the development of new types of accountable, educated, responsive and open-minded government organizations in their communities. The term "governance in government institutions" emerged for the first time in the International Bank literature in 1989 as a negative corollary of different forms of corruption and mismanagement and their impact on the development conditions supported by the bank via its projects in many developing countries, especially in Africa.

In 1992, the International Bank directly linked Governance

to Development Management style. Governance or good governance is closely linked to accountability issues, especially in the government sector, and the promotion of decentralisation as well as developing the legislative frameworks that promote the development and improve the mechanisms of providing and exchanging information in the society to promote transparency, combating corruption and achieving the interest.

The International Bank has, moreover, defined Governance as the way through which power in the management of socio-economic resources of the state is exercised. It has set three dimensions for good governance: the form of the political system (the structures and institutions), managing of the political process (taking decisions for exploiting the resources of the country to achieve development), and the State's ability for planning and implementing the right policies. Therefore, promoting governance becomes the direct equivalent of obtaining development assistance or investments from lending agencies, and consequently linking it with adopting new policies by the states.

The International Bank supports the countries it deals with to establish institutions that are capable, efficient, open, inclusive and accountable, which is vital for sustainable development, and occupies a central position of the two goals of the International Bank, i.e. eradicating abject poverty and promoting shared prosperity. Consequently, the States having strong institutions thrive via creating an environment conducive to the development of the private sector, reducing poverty, offering valuable services and earning the trust of their citizens – a trust that exists whenever people can participate in decision making, and know that they will be listened to.

Furthermore, Governance is concerned with engaging individuals and NGOs in general policy making, decision making and assessing the performance of government institutions towards offering high quality public services – a process that allows institutions of all kinds to develop their international impact.

In 1997, the United Nations Development Programme (UNDP) extended the concept of governance to encompass more inclusive and diverse societal dimensions, defining it as: The exercise of political, economic and administrative authority to manage the affairs of a society at all levels. Such definition includes complex mechanisms, such as the instruments and institutions, through which citizens and groups can express their interests, exercise their legal rights, honour their obligations and accept mediation to settle their differences.

Therefore, governance is a management system and style that governs the relationships among the key players that impact the performance in the institution, whether governmental or non-governmental. It also includes the administrative prerequisites for the long-term success and strengthening of the institution and assigning responsibilities while maintain the rights of all stakeholders.

The UNDP provided another up-to-date definition of governance or good governance in 2004 as “the system of values, policies and institutions through which society manages its economic, political and social affairs via the interaction among the State, the civil society and the private sector”. The programme has focused on important dimensions of governance such as broader participation, transparency, decentralisation and the role of women, while linking governance to the goals of development.

The United Nations Development Programme (UNDP) has adopted a more general and broader concept of governance, namely the human development, which focuses on individuals rather than the State. The Programme believes that good governance can be defined as the process of decision-making and decision implementation. It, therefore, includes formal and informal dimensions, and - from a technical perspective – governance is the exercise of economic, political and administrative powers to manage the affairs of the groups, including mechanisms and processes through which individuals and groups can express their interests and preferences, enjoy their legal rights and settle their differences. That is, they are focused on the management of the affairs of the State and the society in all domains.

The United Nations Development Programme stresses the importance of peace-making and effective governance that is based on respecting human rights and the rule of law through

sound institutions that support accountable and accessible institutions implementing the rule of law and human rights, thereby, enhancing the potentials for lasting peace and a sustainable development for all.

The Organisation for Economic Cooperation and Development identifies certain key features for good governance which are related to the performance of responsibilities by various State authorities. It defines them as “performing the political, economic, administrative authorities required to manage the affairs of the State.” Good governance can be identified via inclusion, transparency, accountability, rule of law, efficiency, equality among other things.

The American Society for Auditors, moreover, has defined it as the policies and procedures used to guide the activities of the State institution, ensure achieving its goals and operations in a responsible and ethical manner, and achieve the desired objectives via carrying out the activities that guarantee the credibility of the government and justice in providing the services while maintaining the appropriate and ethical behaviour of government officials to reduce the risks of administrative and financial corruption.

From an institutional perspective, the Information and Decision Center Support defines Good Governance as “good administration of all State’s institutions through policies, procedures and practices that are based on the principles of governance.”

The center emphasises that the principles of Governance are “transparency, inclusion, accountability, rule of law, combating corruption, the pursuit for justice, non-discrimination among citizens and responding to their needs, seeking efficiency to take the policies and services to the highest level of effectiveness and quality towards citizens’ satisfaction.”

The concept of “Governance of the Government” has, therefore, developed from a mere governance of a project financed by the International Bank to the governance of the development administration of the State which was followed by the emergence of accountability issues in the government sector, promoting decentralisation, developing legislative frameworks, improving mechanisms of providing and exchanging information in the society to promote transparency and combat corruption, and achieving the public interest of the society. It, then, was further developed by implementing the inclusion of individuals and NGOs in the general policy and decision making process, and assessing the performance of the government. The definition of governance was further expanded to include more comprehensive and varied social dimensions: the United Nations Development Programme adopted a broader and a more comprehensive definition of Governance represented in the concept of human development that focuses on individuals. The Organisation for Economic Cooperation and Development linked Governance with the performance of different State’s authorities of their responsibilities leading to the emergence of a new style for managing government institutions as the Information and Decision Support Center defines it as good administration of all State’s institutions through policies, procedures and practices that are based on transparency, inclusion, accountability, rule of law, combating corruption, justice, responsiveness, efficiency and effectiveness.

Promoting Governance becomes the direct equivalent of obtaining development assistance or investments from lending agencies, and consequently linking it with adopting new policies by the sates. The International Bank supports the countries it deals with to establish institutions that are capable, efficient, open, inclusive and accountable, which is vital for sustainable development.

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Towards Egyptian Framework for Enhancing Resilient Cities and Villages in Egypt

Resilient and Sustainable Cities



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Cities around the world are witnessing unprecedented growth that brings both opportunities and risks to individuals, institutions, and governments. This growth requires efforts to be exerted by all parties to build smarter and more resilient cities. Cities suffer from many risks due to both natural disasters and man-made catastrophes. Therefore, there is a dire need for a global framework to ensure that cities are resilient and can withstand disasters and crises, providing critical services, a better life for persons who live in these urban agglomerations and raising life quality in those cities.



It is worth noting that three major global frameworks were adopted in 2015 in that regard. They were represented in Sendai Framework for Disaster Risk Reduction 2015-2030, the 2030 Agenda for Sustainable Development containing the 17 SDGs and the Paris Agreement on Climate Change. In 2016, the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) adopted the New Urban Agenda and presented a common vision for a better and more sustainable future for cities and communities around the world.

According to the United Nations reports, for the first time in history, more people live in urban cities than in rural areas. There is an expectation that by 2050, more than 68% of the world's population will live in urban cities. Many of these cities located in coastal areas, so they are threatened by floods, storms, and natural risks, as well as by man-made hazards. Addressing these risks requires proper implementation of disaster risk reduction policies and strategies and enhancing urban cities' resilience level around the world.

Disaster risk reduction is an integral part of social, economic, and environmental development within cities and communities. It is essential for sustainable development. Similarly, the expansion of new cities and associated urban communities can be a powerful means for sustainable development in countries if they are well planned and managed by modern methods. Furthermore, frameworks, policies and strategies should be developed to be consistent with Sendai Framework for Disaster Risk Reduction 2015-2030, the 17 SDGs and the Paris Agreement on Climate Change.

Covid-19 pandemic has demonstrated the importance



of resilient cities and institutions as this concept reflects cities and institutions' ability to ensure sustainability during emergencies, crises, and disasters to ensure rapid reconstruction, and thus to achieve prosperity after a crisis or trouble.

«Resilient Cities 2030» is considered a unique initiative among multi-stakeholders. It aims at improving resilience through networking between multiple governmental levels, partnership-building and developing a clear detailed plan for enhancing resilience-building and enabling access to knowledge.

Resilient Cities: The Concept and Pillars

Resilient Cities can be defined as “the ability of the regime, the community and the society which suffer from risks, to address, absorb, adapt and recover from them quickly and efficiently in order to survive and thrive.”

The Resilient Cities concept has been initiated in line with the 10 pillars of the UNDRR which were included under three core foundations: governance and financial solvency, planning and preparedness, and responsiveness and recovery to be applied on cities worldwide. This aims at ensuring their resilience to disasters and crises and to promote the quality of life. These pillars, according to each component, are as follows:

- Governance and financial solvency;
- Preparation for increasing resilience;
- Defining, understanding and applying current and future risk scenarios;
- Enhancing financial solvency to achieve resilience;
- Planning and preparedness;
- Implementing plans and urban development through which resilience can be achieved;
- Protecting natural barriers to enhance the protective functions of natural ecosystems;
- Enhancing institutional capacities to achieve resilience;
- Understanding and enhancing societal capacities to achieve resilience;
- Increasing the infrastructure capacity to achieve resilience;
- Responsiveness and recovery;
- Ensuring an effective disaster response;
- Accelerating the recovery process and better reconstruction.

The UNDRR has launched, in collaboration with partners and stakeholders, the global campaign “My City is Getting

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Ready” which aims to create resilient and sustainable urban communities. Moreover, it has been called for cooperation with city networks, UN entities and civil society organizations, to maintain local preparedness for disaster risk reduction and build resilience at the local, regional, and international levels.

Making Cities Resilient 2030 (MCR2030): A Roadmap towards Cities’ Resilience

The «Resilient Cities 2030» program is a unique multi-stakeholder initiative which aims at improving resilience by undertaking the linking of multiple governmental levels, building partnerships, as well as by developing a clear roadmap to enhance the resilience of urban areas, enable access to knowledge and monitor the necessary tools for achieving this purpose. Generally, the «Resilient Cities 2030» program supports cities in their journey towards risk reduction and build their resilience and steadfastness.

The program is based on three strategic goals:

Raising cities’ awareness of risks, ensuring their adherence to the disaster risk reduction plans and strengthening local resilience; and

Enhancing cities’ ability to develop local strategies/plans to enhance their resilience.

Supporting cities to implement local strategies/plans to enhance their resilience

The «Resilient Cities 2030» program is centered on a “A Roadmap towards Resilience Enhancement” which consists of three phases to guide cities on how to enhance resilience. Cities can join the «Resilient Cities 2030» program at any phase, through which they can have access to a set of tools and technical advisory contributions provided by various partners, if cities are committed to indicating the progress made during the implementation of the Roadmap towards Resilience Enhancement.

The Roadmap towards Resilience Enhancement is based on three phases:

Phase A: Cities know more

Phase A is centered on raising cities awareness to reduce risks and enhance resilience. Moreover, the cities participating in Phase A are cities at an early stage of the resilience-building process with limited expertise in developing disaster risk reduction/resilience strategies. This phase is centered on raising awareness about disaster risk reduction, the need to enhance resilience and to engaging city-related actors.

Phase B: Cities with Better Planning Skills

Phase B is centered on improving cities’ abilities through strategic planning with the aim of risk reduction and resilience enhancement. During this phase, cities focus on improving assessment and diagnostic skills, enhancing alignment among local, national, and regional strategies, enhancing the disaster risk reduction strategies and policies, and improving the quality of life within these cities.

During this phase, cities must develop a disaster risk reduction strategy, increase, or improve resilience and ensure that development plans are based on a deep understanding of various risks.

Phase C: Cities with Better Execution Capabilities

Phase C is based on providing cities with the necessary support they need to implement action plans related to risks reduction and resilience increase. During this phase, cities work on improving the administrative structure, increasing

opportunities to obtain funding, designing and equipping a flexible infrastructure, developing nature-based solutions, improving integration, implementing disaster risk reduction and resilience increase strategies and mainstreaming them in all sectors and sharing experiences with others.

The primary objective of the «Resilient Cities 2030» initiative is for cities to reach Phase C, in which the reduction of disasters and increase of resilience are integrated with both the achievement of SDGs and the enhancement of life quality in cities.

Currently, the “Decent Life” initiative is working on achieving the 17 sustainable development goals (SDGs), namely No Poverty, Zero Hunger, and Good Health and Well-Being.

According to studies and research, resilient cities can withstand various catastrophes, whether caused by harsh climatic conditions or by the collapse of the global or national economy, in a better and more effective way than cities without risk reduction policies and strategies.

Towards an Egyptian Framework for Enhancing Resilient Cities and Villages in Egypt

COVID-19 pandemic has shown the importance of focusing on enhancing cities resilience and building their disaster resilience capabilities. Given that Egypt’s interest in improving livelihoods in Egyptian cities and villages and building new cities promote investment and keep pace with the accelerated global and regional changes, it is also necessary to focus on developing an Egyptian framework to enhance the resilience of Egyptian cities and villages. This section sheds the light on the importance of building such a framework while focusing on the “Decent Life” initiative and new cities.

«Decent Life» initiative. . Towards building resilient cities and villages

At the beginning of 2019, the President called on the state’s institutions and bodies to unify and coordinate efforts with the civil society organizations to launch a national initiative that ensures the provision of a «Decent Life» for the neediest societal groups. Throughout 2020 up till this year (2021), distinctive efforts have been exerted to achieve this initiative in partnership with ministries, agencies, and civil society organizations towards providing a «Decent Life» for Egyptians



Currently, the «Decent Life» initiative is working on achieving the 17 sustainable development goals (SDGs), namely No Poverty, Zero Hunger, and Good Health and Well-Being.

and enhancing the quality of life in Egypt's villages, towns and cities.

Decent Life initiative efforts are currently exerted in parallel with the seventeen SDGs, especially: Goal 1: Ending Poverty, Goal 2: Zero Hunger, Goal 3: Good Health and Well Being, Goal 8: Decent Work and Economic Growth, Goal 9: Industries and Innovation and Goal 11: Sustainable Cities and Communities.

Due to the global agenda and regional priorities, there is a need to work in parallel with the concept of Resilient Cities within this Decent Life initiative, so that there is a strategic framework to include disaster risk reduction in the initiative and to work on developing guides, policies and means to help villages, towns and cities, not only to solve their current problems, difficulties and challenges, but to get ready for the future to be able to address the various risks, and to develop the future scenarios and solutions necessary to deal with such risks, so that these villages, towns and cities are transformed

It is necessary to work on building an Egyptian inclusive and comprehensive strategy to help new cities face climate challenges, health crises or economic downturns. It is also essential to work on transforming smart villages into sustainable and resilient cities able to overcome crises, emergencies, and other different disasters.

from their current situation to a situation of building resilience and reaching a distinct level of sustainability and resilience, in a way that promotes the best utilization of Decent Life initiative to improve the Egyptians livelihoods in a sustainable and resilient manner.

It is necessary to work on building an Egyptian inclusive and comprehensive strategy to help new cities face climate challenges, health crises or economic downturns. It is also essential to work on transforming smart villages into sustainable and resilient cities able to overcome crises, emergencies, and other different disasters.

Boosting the resilience of Egypt's new cities

Egypt, supported by all its executive bodies, is working on developing and implementing a strategic plan for urban development with the aim of increasing the urbanization and enhancing the infrastructure level in line with international standards. In this regard, Egypt has started to establish and develop 4G cities with a total of 30 smart cities and new urban agglomeration, with investments of EGP 690 billion on an area of 580 thousand acres, and with a targeted population up to 30 million people. Thanks to such expansion, many direct and indirect job opportunities can be provided.

According to the international standards, reaching distinct resilience levels within cities is related with the quality of these cities' infrastructure, the quality of provided services, the existence of institutional mechanisms to deal with various natural/man-made risks as well as the existence of a framework for managing cities according to the foundations of good governance. Moreover, COVID-19 pandemic has shown the importance of integrating these components together to enhance the ability of cities to quickly adapt to and recover from the most challenging crises.

Thus, it is necessary to work on developing an Egyptian inclusive strategy to help new cities face climate change, health crises or economic downturns. It is also essential to work on transforming smart villages into sustainable and resilient cities able to withstand crises, emergencies, and other different disasters.

To combine the foundations of disaster risk reduction and resilience enhancement on the level of Egypt's new cities, it is necessary to work on issuing legislations to include resilience and disaster risk management, as well as developing a national policy to ensure the resilience of smart cities. Moreover, it is critical to work on defining a clear roadmap for cities to promote their capabilities towards resilience, improve the quality of life, develop various risk scenarios, and set the necessary plans to deal with such risks.

Egypt's new cities have an excellent opportunity to align with global initiatives aiming at transforming new cities into resilient and steadfast cities towards building more resilient Egyptian cities and communities on both the infrastructure and economic levels.

Thus, it is necessary for Egypt to direct its various development projects through the presidential initiative Decent Life or in the context of new cities and communities developing, towards the alignment with global trends with the aim of disaster risk reduction, and to include resilience at the levels of cities and communities equally.

It is necessary for all the relevant ministries and agencies to coordinate their efforts to work on developing an Egyptian framework for resilience on the level of cities and to lay down foundations, guides, strategies, roadmap, and implementation tools to build more resilient and smarter Egyptian cities and communities towards a resilient Egyptian community able to withstand crises.



Raising Egypt's Ranking in Governance Indicators



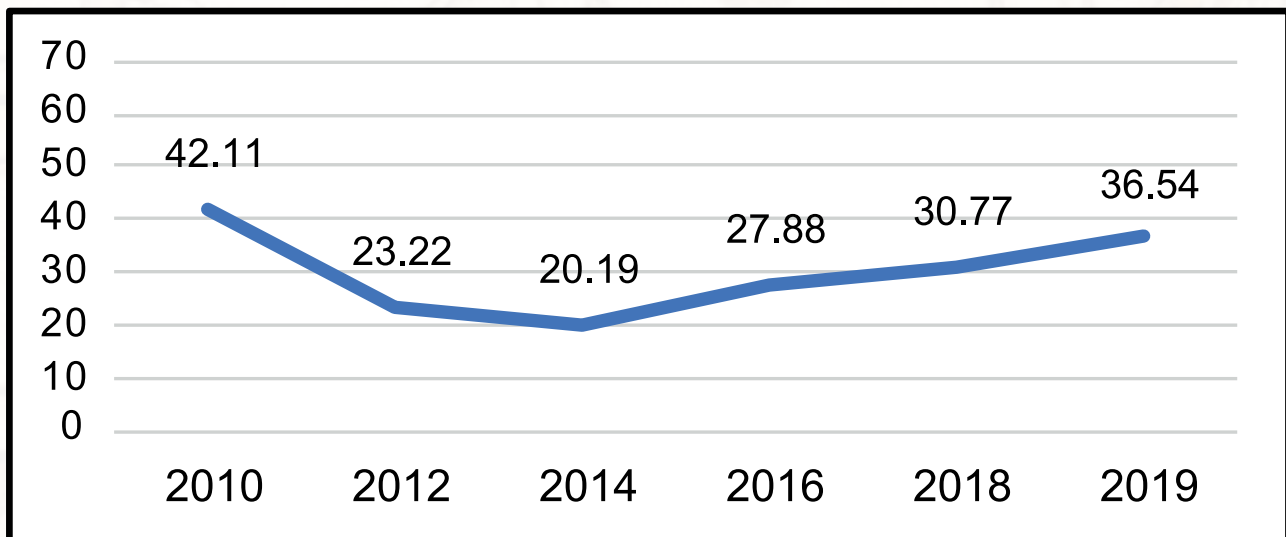
Governance is the cornerstone of the development process; it includes the principles of transparency, participation, accountability, justice, and the rule of law. When applied, they pave the way for achieving comprehensive development. The international development agenda pays special attention to governance; the UN Sustainable Development Goals included the 16th goal on “peace, justice and strong institutions”. This goal reflects the magnitude of governance and the efficiency of institutions in achieving sustainable development.



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**Egypt improved ranking according to government effectiveness index
2019 - 2020**

source:

Worldwide Governance Indicators World Bank (Multiple Years).

Additionally, many empirical studies have shown the positive impact of governance on economic growth (Ahmed and Tarek, 2013; Saidi, et al, 2015). The competency and efficiency of governmental institutions massively contribute to poverty reduction (Henderson, et al, 2013; these institutions are the basis for achieving prosperity and growth. Governance helps promote investment, especially foreign direct investment (Stein and Daude, 2001); it reinforces the investor's sense of security which leads to making positive investment decisions (K.m. and Aysan, 2006) and boosting economic growth rates (Nawo and Njangang, 2018).

Egypt's sustainable development strategy: Egypt's Vision 2030 has reflected the vast importance of governance. Indeed, enhancing "transparency and efficiency of governmental institutions" is the state's main objective. In addition, the state embraced both the vision of administrative reform and the national strategy of combating corruption in its second edition 2019-2022-. Despite these efforts, there are still several challenges facing strengthening governance in Egypt. This paper attempts to review Egypt's position in international and regional indicators of governance; it also seeks to explore the most important recommendations that can contribute to overcoming potential challenges.

First: Egypt's Position in the International Indicators of Governance:

Governance receives wide attention from international and regional organizations. This is reflected in their issuance of many indicators of governance. Despite the criticism to their methodologies, they provide supporting tools for making decisions of investment and

development aids according to their ranking of countries. As a result, countries are working to improve their ranks in these indicators. There are several indicators and reports of governance, such as global indicators of governance, e-government and open budget, and Ibrahim Index of African governance.

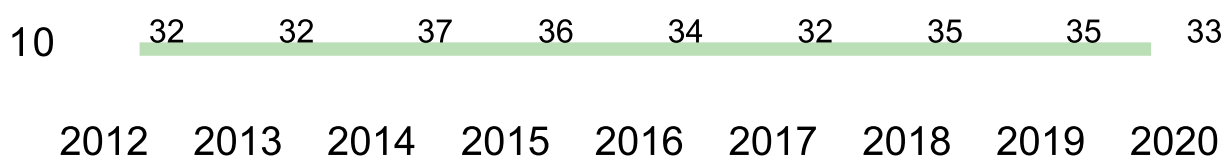
Indicators of Governance and Anti-Corruption:

The global indicators of governance issued by the World Bank include six main indicators: government effectiveness, control of corruption, rule of law, organizational quality, political stability, participation and accountability. The government effectiveness index is concerned with the quality of public services, public officials, the process of preparing and implementing policies and the government's credibility in its commitment

to implementing those policies. The best rank of Egypt was in 2010 when the percentage reached 42.11. In 2014, the rank dropped sharply reaching to 20.19, due to the political conditions of Egyptian state which cast a shadow on the performance of many public and private agencies. Since 2015, Egypt has started to rise again in this indicator until it reached its highest rates in 2019 compared to 2014, bringing the percentage to 36.54, which indicates the Egyptian state's recovery from its sharp decline.

According to Ibrahim Index of African Governance, Egypt has had its lowest rank in 2013, dropping to 42.4 points, due to the political and economic conditions of the state. From 2014 and on, the indicator began to gradually rise until it reached its highest rank with 49.9 points in 2017. However, the index fell again in the last

On a scale from 1 to 100



Egypt improved ranking according to corruption perceptions index, Transparency International

source:

Transparency International (Multiple Years)· Corruption Perception Index

report issued in 2020 to 47.4 points.

Anti-corruption policy is one of the basic principles of governance. The Corruption Control Index of the Global Governance Indicators and the Corruption Perceptions Index of the Transparency International are main indicators of corruption. With regard to the Corruption Control Index, Egypt's highest rank was about 34.13 in 2017, compared to the lowest rank in 2011 with about 25.59. However, there was a drop in 2019 to 27.88, although many policies and procedures were taken to reduce corruption rates. As for the Corruption Perceptions Index issued by Transparency International, Egypt scored its highest points in 2014, with about 37 points while it decreased in 2015, 2016 and 2017, to reach 36, 34 and 32 points, respectively, then began to rise again in 2018 and 2019 to reach 35 in each. However, it dropped again in 2020 to 33 points.

Transparency Indicators:

As for indexes of transparency, the Open Budget Index is one of the main indicators. ;in 2010, Egypt scored its highest rank with about 49 points, then it dropped sharply in 2012 and 2015 to 13 and 16 points, respectively due to the political conditions especially the absence of the Legislative Council which represents a major component of the index. In 2017 and 2019, Egypt achieved a remarkable increase, reaching 41 and 43 points, respectively, due to the implemented reforms with regard to the publication of the general budget data comprehensively and in more details, in addition to the presence of an elected parliament that exercised

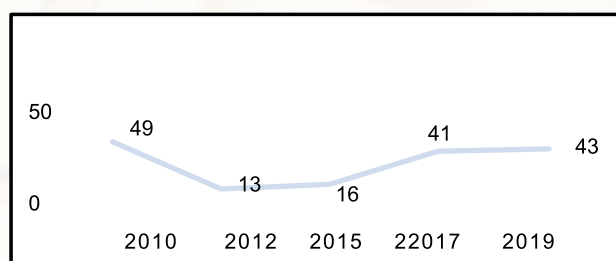
its oversight powers, alongside other agencies led by the Central Auditing Organization.

Digital Transformation Indicators:

The e-government index issued by the United Nations measures the ability of national institutions to use communications and information technology in the provision of public services. The best ranking of Egypt was in 2014 when it reached 80 out of 193 countries, but it declined significantly in 2016 and 2018 to 108 and 114 out of 193 countries, respectively. In 2020, there was a slight improvement, where Egypt reached 111 out of 193 countries.

Second: Recommendations to enhance Governance in Egypt:

According to the above-mentioned review, Egypt's rank in the governance indicators shows that more efforts are required to deal with the challenges in the field of governance. We need to build on the policies taken by



Egypt improved ranking according to Open Budget Index

source:

International Budget Partnership (Multiple Years)· Open Budget Survey

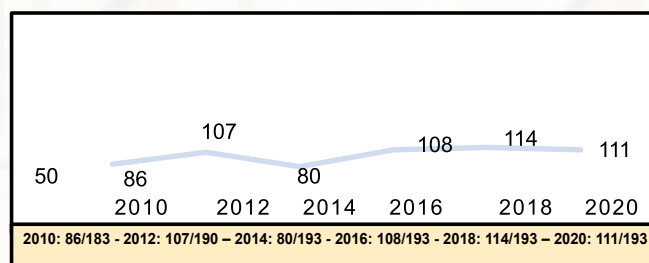
The culture of governance and prevention of corruption is reinforced through spreading the principles of governance, not only in the State's administrative apparatus, but in society as well; this may occur via embracing training and awareness programs in partnership with the civil society and the private sector.

the Egyptian government in this regard such as the Civil Service Law No. 812016/ and its executive regulations which represented a major turning point in the public administration system in Egypt, and the National Anti-Corruption Strategy 20192022- and its implementation plan which contributed greatly to strengthening anti-corruption efforts.

Despite these efforts, there is a need to execute some recommendations that will strongly help to enhance governance:

Issuing laws that support the process of enhancing governance such as the Freedom of Information Law and the Whistleblower and Witness Protection Law which represent vital anti-corruption reforms, in addition to amending the State's general budget law to reflect the adoption of program and performance budget; this also will reinforce governmental effectiveness and amend the general planning law to improve the planning process at the national and local levels

Making necessary reforms to develop the statistical system and its legislation to be in line with recent developments in statistical monitoring and evaluation systems to ensure the effectiveness and efficiency of implementing development programs. On top of the legislation required is the freedom of information



Egypt improved ranking according to e-Government index

source:

**United Nations (Multiple Years)
E-Government Survey**

Cities of the world are witnessing unprecedented growth that brings opportunities and risks to individuals, institutions and governments; this requires efforts from all parties to build smarter and more resilient cities. Cities are exposed to many risks due to natural and man-made disasters. Accordingly, there should be a global framework to ensure they remain steadfast in the face of disasters and crises; their ability to provide vital services at all times should be also checked; finally, there should be a guarantee to both the life of mankind and the proper quality of life within them.

circulation.

Empowering the local administration by granting greater powers to governors and municipal employees so that they can meet local needs, increase investments directed to the governorates to reduce development gaps, and issuing local administration law to elect local councils that work to enhance accountability.

Promoting digital transformation through increasing investment in infrastructure and information technology, adopting supporting laws, ensuring safe use of the Internet, increasing investment in the Internet of Things technologies and artificial intelligence, increasing investment in research and development, and considering digital transformation as part of the larger framework of digital inclusion: the efforts of digital transformation must ensure that all individuals, including those most in need, have the ability to access digital services, and the necessary skills to use them in an easy way to benefit from them.

Increasing partnership between the public and private sectors and working to improve business environment by supporting competitiveness and reducing monopolistic practices, as well as supporting the social responsibility roles of the private sector and NGOs.

Enhancing the culture of governance and combating corruption, by spreading the principles of governance, not only in the State's administrative apparatus but in society as well, by adopting training and awareness programs in partnership with the civil society and the private sector.

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Measuring Corruption between Reality and Perceptions



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Despite the complex nature of corruption and the difficulty of obtaining sufficient information about it, it is quite difficult to avoid gauging it. Failing to measure corruption in any country will make it hard to fight it. In other words, we cannot fix what we cannot see.

Kaufman (2007) contends that gauging corruption is a vital starting point first to fight it and second to assess progress in combating it. He also highlighted the invalid notion that "corruption is immeasurable". In order to achieve a concrete progress in combating corruption in all sectors, we must define and analyze problems on one hand and track results on the other, he added. This proves how measuring corruption is one of the vital steps to counter it. It also helps to assess the effectiveness of adopted strategies in this context. In fact, corruption can be measured through using three main mechanisms:

- 1- By Gathering informed opinions from relevant concerned parties;
- 2- By observing the institutional characteristics of countries; this procedure does not directly measure corruption, but it gives some thoughts about existing corrupt practices and what incite them;
- 3- By conducting accurate audits of specific paths through financial inspection or matching what is spent on projects with their physical output.

It is worth noting that it is not possible to measure







The lack of any agreed definition of corruption has created difficulty in establishing a common measure of corruption. In addition, it is impossible to reach an objective measure of corruption because of its illegal nature. Yet, corruption perceptions measures contribute to gauging corruption and tracking the success of reform programs

corruption, sustainability and other variables in the social sciences in absolute terms, which requires reliance on “perceptions of corruption.” Kaufman explains that due to the non-public nature of corruption, it becomes in the interest of the concerned parties to hide all evidence of corrupt behavior. Therefore, in the absence of documents, the results of opinion polls based on personal experiences of exposure to corruption become an important, and sometimes, the only source available for measuring corruption. One cannot expect 100% accuracy of the results, and thus an accurate measure of corruption; however, these results and measurement methods remain an important source of information.

Many international organizations have been keen on designing indices to measure corruption in countries in an attempt to enhance research and promote comprehensive statistical work on the causes and effects of corruption. Not only does the role of these indices predict many developmental and economic outcomes but studies have shown that changes in these indices affect citizens’ levels of happiness and well-being as well.

This article reviews a set of international indices on measuring governance and corruption, as well as the relationship between changes in governance levels and citizens’ levels of happiness.

Indicators of measuring governance and corruption

1) Worldwide Governance Indicators

In 1996, the World Bank began to develop a long-term research program that uses surveys, based on 30 sources, and covers more than 200 countries to measure six dimensions. These surveys include perceptions of governance in various companies, the household sector, business, and NGOs. They were used to develop six composite indices:

- (a) Right of Expression and Accountability Index
- (b) Political Stability and Absence of Violence Index
- (c) Government Effectiveness Index
- (d) Quality of Regulatory Frameworks Index
- (e) Rule of Law Index
- (f) Controlling Corruption Index

These six composite indices were not separately measured; rather, they were compared across countries. Policy makers and reform advocates also use this index to design and develop anti-corruption mechanisms and policies.

2) Ibrahim Index for African Governance

This index covers 54 African countries. It should be noted that the Index looks at the concept of governance as “the provision of public political, social and economic goods and services to which every citizen is entitled to expect in his or her country; every country is responsible

1. Daniel Kaufmann, Aart Kraay & Massimo Mastruzzi, “Measuring Corruption: Myths and Realities” (2007) Glob Corrupt Rep 2007 Glob Corrupt Rep 2007 Transpar Int ISBN 9780521700702 318.

2. Ibid at 319–320.

3. Daniel Kaufmann, Aart Kraay & Massimo Mastruzzi, Governance matters V: aggregate and individual governance indicators for 1996–2005 (Washington, D.C.: World Bank, Development Research Group, Macroeconomics and Growth Team, and the World Bank Institute, 2006).

4. Daniel Kaufmann, Aart Kraay & Massimo Mastruzzi, “The Worldwide Governance Indicators: Methodology and Analytical Issues” (2011) 3:02 Hague J Rule Law 220.



Kaufman (2007) contends that gauging corruption is a vital starting point first to fight corruption and second to assess progress in combating it. He also highlighted the invalid notion that “corruption is immeasurable”. In order to achieve a concrete progress in combating corruption in all sectors, we must define and analyze problems on one hand and track results on the other, he added.

for providing these services to its citizens”.

Ibrahim Index for African Governance is a composite Index using four types of data: Qualitative assessment, surveys, official data and public surveys derived from 36 sources. To determine the best African countries in terms of good governance, Ibrahim Index for African Governance uses 100 sub-indices divided into four categories:

- (a) Security and the Rule of Law
- (b) Participation and Human Rights
- (c) Sustainable Economic Opportunities
- (d) Human Development

3) Corruption Perceptions Index- Transparency International

Founded in Berlin in 1993, Transparency International Organization is a non-governmental, non-profit, anti-corruption organization. It defines corruption as “Abuse of entrusted power for private gain”. Corruption Perceptions Index is considered highly important; Transparency International Organization derives its data sources from public awareness. For example, conducting surveys among businessmen, and experts, as well as other diverse external sources. This index does not gauge corruption in general, but is restricted to measure administrative and political corruption. It is a composite index that takes advantage of many factors based on a wide range of assessments and surveys performed by

prestigious institutions to measure the level of awareness of corruption in the public sector globally.

On the other hand, researchers: Bo Rothstein and Jean Tyurel provide a new theoretical approach to addressing corruption and how to get it under control; this approach claims neutrality. In other words, it attempts to measure the quality of governance based on the level of neutrality of institutions exercising public power. One of the reasons behind this measure is the researchers’ disapproval of many existing criteria of corruption such as the Corruption Perceptions Index. However, the Neutrality Index showed a correlation of over 0.866 with the Corruption Perceptions Index and 0.874 with the Global Governance Index to control corruption.

Changes in governance levels and their impact on citizens’ Happiness

The World Happiness Report by John F. Helliwell et al showed the relationship between changes in governance and its impact on citizens’ happiness. The researchers have gathered data from 157 countries from 2005-2012-. They used data from the Gallup World Poll and they asked the participants to imagine their lives as a ladder from 0 being the lowest degree of happiness to 10 being the best. The researchers used the World Bank global governance indices to measure the quality of governance over time in the countries under study. The aim of the study was to explore the impact of changes on the level of happiness and its correlation to changes in the level of governance: *ceteris paribus*. The study found that the better the country’s performance in governance indices, the higher the satisfaction and happiness of citizens with their lives in general.

In brief, the absence of an approved definition of corruption has created difficulty in finding a common measure. In addition, it is quite impossible to reach an objective measure of corruption due to its illegal nature. However, measures of corruption perceptions contribute to gauging corruption and monitoring the success of reform programs. Its significance is based on the fact corruption-related cases are not enough to measure levels of corruption in any country because these cases reflect only the effectiveness of the measures used by media, public prosecutors, and courts to detect corruption.

Finally, measuring corruption is a fundamental tool for evaluating various reform policies and overseeing developments performed by countries in this regard. These measures also help governments to prioritize corrective measures at early stages. When government reports show improvements in governance and are supported by measurable standards, they contribute to boosting greater confidence in them. The more the public is involved in evaluating political reforms, the higher confidence in the government’s fight of corruption. This in turn raises citizens’ well-being as they regain trust in the government’s ability to improve its performance according to Helliwell’s research findings.

5 Mo Ibrahim Foundation, “Ibrahim Index of African Governance (IIAG) Data Portal”, online: <<http://iiag.online>>.

6 Transparency International, “Transparency International - What is Corruption?”, online: What Corrupt <<https://www.transparency.org/what-is-corruption>>.

7 Transparency International, “How corrupt is your country?”, online: Corrupt Percept Index 2014 Detail <<http://www.transparency.org/cpi2014/infographic>>.

8 Jan Teorell & Bo Rothstein, “What is Quality of Government: A Theory of Impartial Institutions” (2009) 21:2 Gov Int J Policy Adm Inst, online: <<https://papers.ssrn.com/abstract=1328817>>.

9 Michael Johnston, “The Great Danes: Success and Subtleties of Corruption Control in Denmark” in Jon S T Quah, ed, Differ Paths Curbing Corrupt Lessons Den Finl Hong Kong N Z Singap (Emerald Group Publishing, 2013).

Leadership:

The Comprehensive Quality System and Rational Management of Facilities



Major General Essam Zakaria
Head of the Planning Sector - The
Administrative Control Authority

Competitiveness is a major feature that has led every institution to find a distinguished position for itself among its peers. In the same vein, many researchers have argued that leadership is one of the main elements of the comprehensive quality system in labor market. There were many attempts to define "leadership":

- According to the Business Dictionary, leadership is the person's ability to organize and lead a group of people; it depends on establishing a clear vision and sharing it with others to achieve it on the ground. Other definitions of Leadership are the ability of an individual or a group of individuals to influence and guide followers or other members of an organization. In other words, leadership involves making sound and sometimes-difficult decisions, creating and articulating a clear vision, establishing achievable goals and providing followers with the knowledge and tools necessary to achieve those goals.

- The term leadership means the art of motivating a group of people to act toward achieving a common goal.

Leadership has many different styles; leaders should not be quite similar in their approaches or policies. Best leaders are indeed those who are both familiar with a wide range of leadership styles and who are capable of dealing with any kind of issues. In other words, leader can be defined as the effective one who possesses the ability to encourage, direct and train individuals to achieve goals and accomplish a vision that inspires others and turn a dream into a reality.

In Arabic, the word leadership comes from the verb lead, which means to direct and manage.

The Holy Qur'an has mentioned in several places in various verses some of the leadership features and qualities, including what was mentioned in Surat Al-Kahf for some traits of a successful leader, which we derive from the story of Dhul-Qarnayn. Indeed, it contained more than 20 technical and moral qualities necessary in any successful leader.

Distinguished Leader

A good leader has a wide range of skills; the more these skills are combined,

the greater the chances of a person to be a "distinguished leader"; most important qualities of a leader are::

Communicative: A good leader should possess

Verses from (No. 84 to No. 98) in Surat Al-Kahf from the story of Dhul-Qarnayn included what can be seen as the qualities of the leader and the tools of leadership such as (adopting science- reference - motivating hard work- dynamics of movement - communication and listening to feedback - a sense of responsibility - optimal use of human energies - clarity of instructions and orders issued by the leadership - exploitation of available resources - education and guidance - modeling - achieving the desired in the best way and the least loss - use of force in development and reform - justice - closing the door of graft - modesty and purity -supporting the oppressed - teamwork - humility and giving credit to God)



The following table explains the difference between a leader and a boss

Leader	Boss
May be a boss or may not	May be a leader or may not
Inspire others	May inspire others or may not
A leader innovates and collaborates	Boss administers and dominates
Focuses on vision	Focuses on structure
Works on “we” instead of “me” attitude	Only cares about advancing personal goals and personal connections

effective communication skills, which take several forms such as direct/indirect communication (telephone, e-mail, social networking sites).

Active listener: set visions to employees, formulate the message and send it clearly, use body language skillfully, speak in front of the public (internal - external).

Motivation: A good leader should have the ability to establish a clear vision that motivates work and attracts his subordinates; this skill includes several sub-skills, like allowing the independence of employees, praising their efforts, directing them and receiving feedback.

Positivity: A good leader can create a positive work environment and establish high morale among employees; positivity also means looking for solutions, expecting good results and success from employees, and resolving disputes among them

Trust: a leader rather than a boss can boost a team's performance and guarantee success for the organization. This can be achieved through gaining the trust of employees, and making them feel comfortable in talking and dealing with him.

As previously stated, leadership involves creating and articulating a vision and inspiring others to achieve that vision. Good managers who excel in articulating the steps are required to complete tasks and holding people accountable for achieving their share of assigned work.

There are many different styles of leadership; it is not necessary for all leaders to be the same, but the best leader is the one who is familiar with all methods and is able to deal with the largest possible number of issues in different ways. An effective leader should possess several features: self-confidence, persistence, risk taker, highly communicative and interactive, open-minded, visionary, objective, kind, persistent, and knowledgeable.

Administrative leadership is about orchestrating tasks (and often includes mobilizing people) to develop and sustain an organization. Successful administrative leaders are able to establish systems that protect and sustain essential operational functions to meet the needs of the organization. According to traits theory, there are specific features that some persons are born with such as charisma, fluency, intuition and wit. Other technical skills can help a leader to accomplish other activities like hiring and supporting staff, overseeing budgets, and maintaining a positive workplace climate. In addition, there is also the personal skill, which enhances the leader to be on good terms with the employees. Finally, there is the mental skill, which is divided into two types: the administrative and the political; the former is related to the job distribution ability while the latter is concerned with the prevailing conditions in the state. Situational theory proposes that leader's abilities depend on the area /situation. For example, leaders' response in a civic situation in the government is highly different from the situation of the military leader. Interactive theory assumes that qualities of a leader are not a precondition of success; he should clarify purpose, inspire individuals to pursue a shared vision, and ensure that goals and outcomes are attained in the organization. To sum up, the success of any administrative activity depends on 1- leader's qualities 2- elements of work environment 3- situation of the work environment

Successful leaders demonstrate leadership qualities in their personal and professional lives, inspiring others to take action and set a course for future success. They focus on the big picture, avoid distractions, and do not get bogged down by small, tactical details. Additionally, they encourage strategic thinking, innovation, and action.

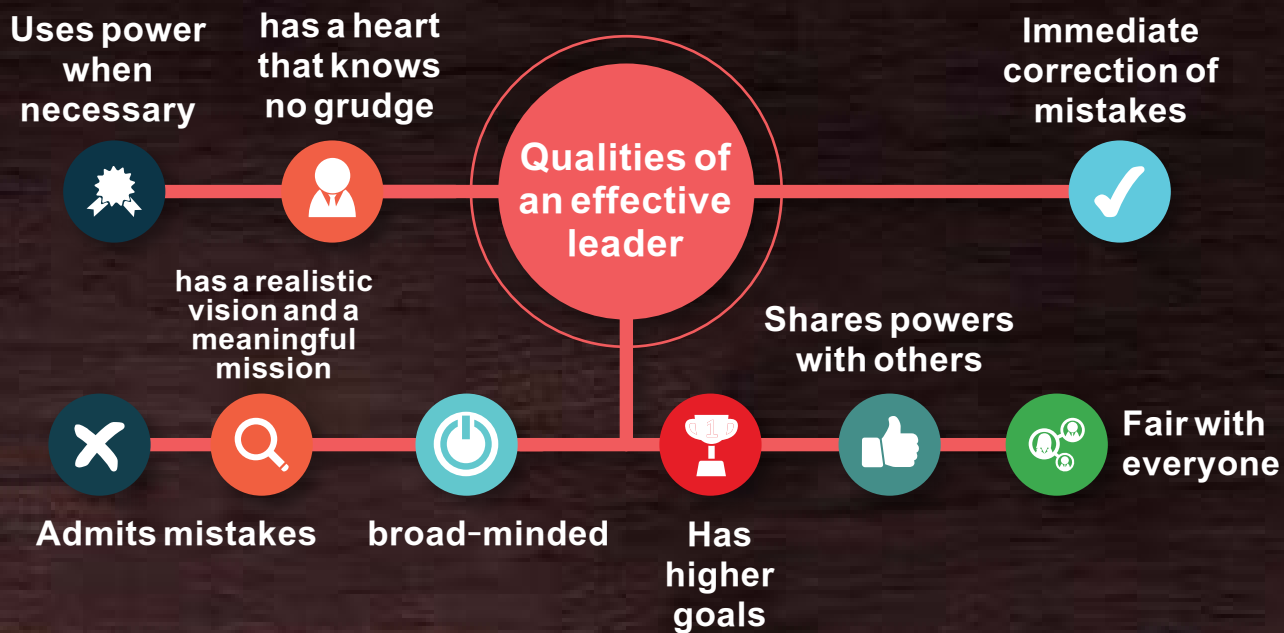


Inspirational leadership, at its core, is about finding ways to enhance the potential of those you lead in a way that works for them, and inspiring others to push themselves, achieve more and reach that potential. In doing so, people will develop a greater confidence in what they can do, and apply this confidence in a way that benefits the organization they work for.

(3) Needs and requirements of individuals and groups

Strategic leadership is a leader's ability to visualize, plan, lead, and make the best out of the resources and to execute strategies efficiently and successfully. Being able to communicate the vision of where the organization should be heading is vital. Strategic leaders must have the social skills necessary to communicate their vision with the team accurately. Besides, time management is invaluable to being a highly effective leader. Highly effective leaders understand the importance of making time for their team. When leaders aren't proactive in scheduling time for their employees, they allow other things to consume their day. Subsequently, they become inconsistently available to their team making them appear unreliable and disconnected. On the other hand, inspirational leadership is the ability to be a positive influence on those around you and motivate others toward success. Employers of any experience level can practice inspirational leadership, whether they are an executive or an entry-level employee. Inspirational leadership offers your employees or colleagues opportunities to develop their ambition based on your actions and attitude.

Other qualities of a successful administrative leader are self-confidence, sense of responsibility, empathy and support of others.



Sieging and Demolishing: Developing the Methods and Policies of Combating Corruption



Surely, criminal thought and corrupt practices have developed. They are no longer limited to individuals and groups confined to a certain geographical area. In the last decade, they have become transnational crimes, casting dark shadows over economies and means of development in defiance of laws and precautionary measures taken by countries to confront them. As a result, it was necessary at the international level to restructure and update systems, controls, and procedures that fight and combat corruption. The General Assembly of the United Nations endorsed an international document on combating corruption by virtue of a resolution issued in 2003: "[The United Nations Convention against Corruption". It entered into force on December 14, 2005 to become the most comprehensive and widespread Convention at the international level in this field.



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Egypt was one of the first countries to accede to the convention, believing in the inevitability of concerted efforts and convergence of legislation aimed at combating corruption. The UN Convention was followed by an international trend towards expanding regional conventions of preventing and combating corruption. The League of Arab States issued and put into force the Arab Anti-Corruption Convention. The African Union issued the African Convention on preventing and combating corruption. There are also networks, gatherings and unions working to besiege and combat corruption, such as the Arab Anti-Corruption Network, the European Network for the Prevention of Corruption, the Egmont Group, and the African Union of Anti-Corruption Bodies.

We all have to realize the real negative impact of corruption at all levels and in all fields. It has negative social consequences which lead to disruption of moral values, feelings of frustration and the spread of indifference and negativity. It gives way to intolerance, extremism in thought and the spread of crime as a reaction to the collapse of values and unequal opportunities, and the sense of injustice and unfairness. Corruption leads also to unprofessionalism, loss of work value, acceptance of the idea of neglecting the standards of performing job duties, declining interest in the public right, the spread of hatred among the segments of society, great imbalance that affects work ethics and community values, and the prevalence of a state of mind among individuals and groups that justifies corruption. This leads to a loss of confidence in the importance of work and its value, as the income gained from corrupt practices exceeds that gained from honest work. Corruption also affects economic development, as it so corruption leads to disinterest of foreign investments, and the flight of local capital, because corruption conflicts with the existence of a competitive environment. All lead to a general weakness in providing job opportunities, and expands unemployment, poverty and waste of resources due to the overlap of personal interests with public development projects and the high cost to the public treasury. It leads to the emigration of economic competencies due to the emergence of nepotism and favoritism in occupying public positions. As for its impact on administrative level, it creates lack of respect for working time and the employee's failure to perform required work (complacency and slackening), failure to comply with the assignments and directives of superiors, fraud in the completion of work and lack of responsibility, issuing orders and instructions that violate the system and functional norms, harming the public

interest and achieving personal interest, failure to maintain the dignity and prestige of the public office, combining two jobs at the same time, misuse of power, mediation, favoritism, unfairness in dealing with the public, financial deviations, non-compliance with the provisions, rules, and public and private financial texts of the organization, extravagance and waste of public money and criminal crimes such as bribery, misappropriation of public money, forgery and damage to public money and all functional excesses.

Egypt has restructured and updated its legislative system of fighting corruption, issuing the Civil Service Law and its Executive Regulations (containing Articles that support justice, integrity, merit, transparency and combating corruption), a law regulating the work of associations and other institutions working in the field of civil work, and an investment law simplifying procedures and eliminating bureaucracy. These procedures had an active role in attracting more foreign investments and increasing investor confidence, as well as a direct impact in modifying Egypt's classification in some international indicators, including the ease of business index issued by the World Bank, and the Law on Contracts concluded by public entities, which replaced the Tenders and Auctions Law to comply with international standards of public procurement. Amendments were also made in some legislations, including the Penal Code, which included articles that criminalize the bribery of a foreign public official or an employee of an international public organization, and the Anti-Money Laundering Law which included articles concerned with expanding the source's crime to include any felony or misdemeanor and increasing the authorities obligated to notify a suspected money laundering crime. Amendments also included the Laws of Illicit Gain and Criminal Procedures, by adding articles concerned with reconciliation with the accused in crimes of aggression against public money and amending the expiration period of the criminal case so that it begins after the public employee leaves the service, as well as preparing some draft laws, including the Law on Protection of Witnesses and Whistleblowers, the Law on the Access and Freedom of Information, and the Law of international judicial cooperation in criminal matters.

With the practical application of the UN Convention, it proved that the controls, rules, precautionary measures and legislative amendments implemented by many countries were not sufficient to curb corruption and limit sinful acts, and that the most effective

treatment is to create a state of societal consensus between individuals, groups and countries aimed at rejecting corruption and highlighting its negative impact on all levels and aspects of life. As Egypt has always been a pioneer and in affirmation of its sincere political will in confronting and combating corruption, the President of the Republic declared that building people and developing their capabilities is one of the most important goals of the next stage, as Egypt has witnessed a growing interest in combating corruption and a remarkable development in the efforts made to enhance the values of integrity and transparency and raise awareness among citizens of its severe effects. Egypt has taken many measures, most notably the establishment of the National Coordinating Committee for Preventing and Combating Corruption and its subcommittee. It launched and implemented a national strategy to combat corruption in two phases from 2014 to 2022. All administrative units, law enforcement agencies, sovereign and religious institutions, and civil society organizations joined forces to implement the objectives and procedures of this strategy, whose vision was to emphasize society's rejection of corruption and strengthen the administrative apparatus to become more efficient and effective. The strategy has become a message to all, emphasizing that integrity, transparency and accountability are priorities of the state in all fields to achieve sustainable development and the well-being of citizens. The Administrative Control Authority has adopted the idea of building the human being, expanding the scope of his knowledge and realizing the negative impact of corruption on his personal capabilities and state gains. It has, in cooperation with the Ministry of Planning, prepared and put into force the Code of Conduct for

Employees of the State's Administrative Apparatus; it developed a modified version of it, distributed it to all units of the state's administrative apparatus and made it available on private websites. Most employees were trained on it, and penalties were imposed in the internal regulations for its violators. In implementing the strategy, the authority monitored the preparation of codes of conduct for many entities, consistent with the nature and functions of their employees. Codes of conduct were issued to members of the Public Prosecution, members of the Administrative Prosecution, diplomats and envoys at the Ministry of Foreign Affairs, and employees of the Central Bank. The authority cooperated with a civil society organization to prepare a guideline for implementing an Integrity Code in the private sector, and cooperated with Cairo University to prepare an ethical Code for the university community, which included a Code for university students and a code for faculty members and their assistants. The authority carried out several media awareness campaigns on the dangers of corruption according to a study in which media experts, psychologists and sociologists participated. The first campaign was launched between 2015 and 2016 under the slogan "Egypt is stronger than corruption" to strengthen the

citizen's confidence in state institutions and to emphasize the will and ability to confront corruption, followed by the 2017-2018 campaign with an idea centered on "mirrors" that carried the slogan "If we look in mirrors, this is the beginning" and the slogan "You are the mirror of yourself". It was broadcasted on all television channels, radio stations and social networking sites to directly influence the trends and behavior of the citizen, stir the conscience of society and affirm the joint responsibility of the citizen and state institutions in fighting corruption. In 2019/2020-, the Authority launched a multi-campaign under the slogan "Know Your Right" to inform citizens of their rights in different laws and raise their awareness of some specific crimes and how to avoid them, such as bribery, forgery, fraud, embezzlement, graft, money laundering, illegal foreign exchange in violation of the Central Bank law and trafficking crimes in humans and human organs. Realizing that today's youngsters are tomorrow's youth and the nation's leaders in the future, the Authority cooperated with the Ministry of Education and formed the "Higher Committee for Consolidating Values". One of its most prominent achievements was the National Standards Document for Kindergarten, on the basis of which the kindergarten curriculum was designed with the aim of supporting the values of Citizenship in children,

including providing the child with the principles of democracy and proper ethics, such as honesty, loyalty and preserving public and private property). Brochures and competitions were prepared for students and teachers to raise their awareness and consolidate their values. Subjects at various educational levels have included concepts related to the values of integrity, transparency and anti-corruption, such as religion, social studies, philosophy,

national education, psychology and Arabic. Covers of school books included some patriotic and moral slogans supporting the rejection of corruption to deepen the values of citizenship and belonging, in accordance to the content of the scientific material and the age of the student.

To sum up, corruption is the biggest obstacle in the way of sustainable development and a great defect that undermines investment opportunities. It is not a problem confined to certain countries, but rather a global phenomenon that affects all societies and economies in varying degrees. Each country deals with it according to its culture, perceptions and the will of its leaders. We are certain that the sincere efforts in the field of preventing and combating corruption, by the Administrative Control Authority in cooperation with law enforcement agencies and all units of the state's administrative apparatus, under the directives of an honest Leader whose will is relentless, keen without complacency on the capabilities of the country and the citizen, will have great impact on undermining and dismantling corruption.

May Allah Bless Egypt!





Combating Corruption in Ancient Egypt



The caveman lived above the trees throughout the day and resorted to caves at night. He was corrupted because he robbed, assaulted, killed, and raped. Since the era of Lousy and Kourdy millions of years ago until the Cro-Magnon era (40 thousand years ago), the anthropoid noticed he dreamt of those who had passed away. This primitive man believed the air, wind or spirit left the dead body to hover over him while sleeping. Trembling with fear, he believed there is a life following this life and there are good and evil gods who can harm with earthquakes, fires, and volcanoes. Therefore, he tried to present sacrifices, humans then animals, seeking to supplicate the gods to stop their anger. It is noteworthy the word "TIRSPS" meaning "NOITARIPSER" indicates breathing. Abo Al-Tayeb Al-Motanabi alludes to this meaning in his poetry says:

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Prof. of Nephrology and Urology
Researcher in Egyptology



"The soul is nothing but from the breath, hey!
The flesh is nothing but from sounding clay"

The primitive man was afraid of these spirits, as they used to take out the dead body from a hole in the wall of the hut and beating around the hut seven times seeking to mislead the body from pinpointing the location of the door. He went to the cemetery, far away from his hut, to bury him. Then he put thorny plants around his grave, so the soul of the dead cannot get back to him while sleeping.

The tribal chief delivered a ceremony to the tribe saying god sees both good and evil deeds and accordingly there is a heaven and hell. Moreover, the chief set an earthly law specifying the punishments and promised to reward those who are benevolent.

Such transformation of the primitive anthropoid to be, quoting Nizar Qabbani, a civilized human being only in the external appearance lacking knowledge from the inner spirit is an absolute ignorance. This transformation was achieved according to a divine law: heaven or hell from one side and an earthly law: freedom, prison or execution from the other.

This era extended from the Cro-Magnon to the dawn of conscience, the first Dynasty – 5619 B.C. Manethon, as James Henry Breasted called it, a «civilization quest», as it was without any historiography. However, the Egyptian Civilization started to record the chronological

history as of 5619 B.C. the so-called the "First Dynasty".

Dr. Mahmoud El-Saqa, Professor of Law at the Faculty of Law, Cairo University, says in his masterpiece book "The Philosophy and History of Ancient Egyptian Law": The Ancient Egyptian law has perfect rules, universal goals, fair provisions, pure principles, and decisive articles, and it astonished historians thanks to its two main pillars:

A. Justice is the basis of ruling which is the bond forged between the ruler and ruled.

B. Social justice: Everyone is equal before the law.

We notice in the Throne Speech recited by the King to the Chief Minister (Prime Minister). You should know: ministry is bitter not sweet, water and air will move to everything you do, do not sustain patronage to a person because they are close to me, and do not arouse aversion to a person because I detest them. Favoritism and banishment should be based on efficiency and not for any other reason. Know! people respect you for nothing but for establishing justice, and never commit the sins the Chief Minister Khety has previously committed. He practiced injustice to be attributed with being righteous.

He wronged his family and granted their own rights to the others as he was afraid of being accused with favoring his family.

Follow Justice Goddess "Maat" as your guiding light. Grant



Egypt fought against corruption by law and ethics and every Egyptian knew, following their death, a Habeas Corpus shall be conducted before 42 judges. Thus, everyone must confess they did not commit 42 sins and did 42 good deeds.

everyone his own right, and do not differentiate between a relative or a stranger.

«James Henry Breasted - Dawn of Conscience»

Bentaur, son of King Ramses III, was accused of treason, and a court was formed from fifteen judges. They sentenced him to death, and the sentence was executed. Then, the court discovered that two of the judges had relations with the rulers in palace. Accordingly, they have been sentenced to death. However, before the execution of the sentence, the two judges committed suicide.

There was no attorneyship profession before the Roman era since all the Egyptians had the right to plea before the court. A woman had the right to claim against her husband if he maltreated her either through insults or beating. He would be warned at the first time, and, if repeated, would be hit at second time and, if repeated, would be divorced at third time in case the wife decided the divorce. Indeed, there was a clause in the marriage contract articulated by the wife says: If I left you as a husband, I will give your dowry back to you in addition to all the wealth we collected together throughout our marriage journey!

Moreover, the most amazing and beautiful point is the youngest daughter, provided that her age must exceed sixteen years old, was the one who distributed wealth equally between siblings in the case of her father's death!

Thus, the rights of youngest girl and daughter not to be usurped by her older siblings and men respectively.

All Egyptians had the right to submit their complaints before the regional governor. The evidence proving that is the story of the eloquent well-spoken farmer and the nine letters he sent to Rensi Ibn Mero the Wadi Natrun Governor, as the thieves stole his goods. The first letter was a wonderful literary masterpiece, it says: "your heart is meant to be an equalizing justice force; your tongue is meant to be the justice scale, so let justice cheer your name." The governor submitted this letter to the king who ordered to arrest all the thieves but without telling the farmer. The king hoped the farmer to continue writing other letters like this wonderful one! The farmer Akhanoub became irritated, so that he wrote, in a strongly worded style, the third and fourth letters!

The farmer says: "Do justice as you are not so! How procrastinated you are in granting my rights! Did the king mandate you as a governor to support thieves and bandits?!"

When the farmer announced he is about to leave Wadi Natrun because Ma'at (the goddess of justice) has left it, the governor told the farmer he purposely did not reply to his letter so that the farmer could write further letters to the king!

Who could believe that Thutmose III, who built the Egyptian Empire reached the Mesopotamia in the north, Cyrenaica in the west and Ethiopia in the south, thought of amending one paragraph in the country's law. However, he Chief Judge refused, saying: "Rulers decisions shall not prevail over the law" and the great emperor apologized accordingly!

Gunnar Myrdal, a Swedish economist and sociologist, wanted to find out the common ground among the weak "or failed" states. He found the absence of the rule of law is the key.



According to the ancient Egyptian law, the punishment was to cut off the hand of anyone who steals, deceives buyers while weighing their goods, takes a bribe or forges documents, and the penalty for adultery was one hundred lashes and cutting the nose tip.

Traitor was punished with their tongue being cut, while rapist was punished by cutting their genitals. In addition, bandit who practice thuggery was punished by cutting their right arm and one of their two ears.

Egypt is the first state to set a law regulating human rights; Horemheb developed this law;

Egypt is the first state to set the first international law; Thoth developed this law;

Egypt is the first state to set a scale of justice

Egypt is the first state to have a female judge in the world (NAFRAIHT)

Egypt is the first state whereas the first queen ruled (Merneith, the ruler of the 1st dynasty)

Egypt is the first state to develop a universal health insurance system

Physicians did not receive any fees from patients due to the decent life provided by the State. Rather, they were obliged to submit any gift they receive from patients to the House of Life (the Faculty of Medicine) where they had graduated.

It is worth mentioning that citizens did not have to pay any court fees as well.

Among the advices given to judges was "O judge who judges among people in this worldly life, know that you will be held accountable before God to be asked about every judge you have made". Moreover, there were officials whose responsibility was mainly to inspect the courts and make sure judgements are follow the applicable law. Moreover, judgements and sentences used to be issued in a swift manner and the state was able to enforce judgements without any delay. This was the reason that pushed people to move away from violence and revenge.

Karin Schubert, Berlin's current mayor, wondered how the world would look like now if the ancient Egyptian civilization was not built. Moreover, Wallace Page, the British Egyptologist said, we need two centuries to reach such supreme level of human civilization.

Egypt fought against corruption by law and ethics and every Egyptian knew, following their death, a Habeas Corpus shall be conducted before 42 judges. Thus, everyone must confess they did not commit 42 sins and did 42 good deeds.

The following are some examples of the Negative Confession:

I have neither made someone cry, nor caused suffer to any animal. I have never forgotten to water a plant. I have never lied, been accused of theft or killed. I have never felt arrogant for being at a rank higher than the others. I have never shouted at any person while talking. I have never gossiped about people behind their backs. I have never felt jealous of anyone. I have never polluted the Nile River. I have never deprived someone from their freedom. I have never let this worldly life delude me.

The following are some examples of the Positive Confession:

I was acting as the eye for the blind, the hand that supports for the paralyzed, the leg for the crippled can stand, and the father of all orphans. I loved all people and used to mention their good deeds. I used to respect the other beliefs and I do not forget to mention God. I once made my mother happy and my father satisfied. I used to provide the needy with bread and fruit cultivated in my land. I was good-hearted and my hands are innocent.

This marvelous moral law, under which every Egyptian man or woman is held accountable before the Divine Court of Justice, was used to eliminate corruption. Plato, who learned philosophy by Egyptian scholars for 13 years, once said: "We have no knowledge except what Egypt has taught us, just as Solon came to Egypt and embraced the doctrine of Amun. Solon, who was taught the law in Egypt, once said: "an Egyptian Priest patted on my shoulder and said: You Greeks are like children if compared to us'. Jean-François Champollion once said: «Imagination falters and falls motionless under the feet of the ancient Egyptian civilization.» Moreover, the Prince of Poets, Ahmed Shawki was totally right when he wrote the following poetic lines:

Thanks to their knowledge, Rome could walk
And even their science studied by Greek.

O Almighty Allah, as if they are magicians

They make rocks talk. Indeed, they are Egyptians!

Egypt: A New Historical Stage



Egypt has achieved important and historical achievements during the past years since the June 30, 2013 Revolution, especially since President Abdel Fattah El Sisi assumed the presidency seven years ago.

There are a number of facts about what happened during this stage of Egypt's history.



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The first is that the stage of “stabilizing” the pillars of the state has succeeded, within a reasonable period of time, after a period of disorder and terrorism.

The second is that the country succeeded in maintaining reasonable rates of growth, even after the world was hit by a pandemic that ravaged the global economy. In its second year, despite the decline, it is still with us.

The third is that Egypt in its difficult region, geopolitically, has achieved successes that cannot be ignored, especially in Libya, Sudan and Gaza. The internal and external changes in Egypt now open the door to a great breakthrough that President Sisi called the Second Republic. In fact, it gives many new opportunities, but before talking about the New Republic, let us take a look at the First Republic, which great men participated in building and sacrificing for it, among whom were the men of this venerable entity that we celebrate today.

The First Republic:

During the seven years of El Sisi Presidency, he has been constantly referring to a deep process of Egypt's transition from a state far from developed countries to being at the forefront of them. In the 2030 vision, it was stipulated that by

the year 2030, Egypt should be located among the thirty first countries in the world. Recently, President El Sisi announced that, with the opening of the new administrative capital, Egypt will witness the birth of a “second republic”.

The transition from the first republic to the second is based on a principle in philosophical thought that says that when “quantitative” changes escalate to higher stages, they become “qualitative” changes representing a radically different stage from the previous one. During the past seven years, Egypt witnessed major changes in its infrastructure and in opening development files that were long overdue to be opened. Egypt also entered into large areas, from education to health, to reforming the state's administrative apparatus and protecting it from corruption. The most important characteristics of the past seven years:

First, changing the Egyptian map of development from centering around the Nile River, which Egypt relied on for thousands of years, to the vast seas and banks surrounding the country.

Second, and simultaneously, there was a penetration of the Egyptian lands from the Sinai to the Western Desert, constructing new cities, tunnels and roads to confirm the connection of the country.

Third, “wealth management, not poverty management”. Over the past decades, the Egyptian state has adopted economic policies that prevent capital accumulation and focus on protecting the poor. The first republic worked on developing “wealth” and maximizing Egypt’s competitive advantages against the outside world in goods, services, and technology.

Fourth, the pursuit of increasing exports, so that development for exporting goes with the policy of substituting importing.

Fifth, focusing on the “software” that ensures the operation and effectiveness of all the above by reviewing legislation and improving policies related to health, education and culture, encompassing all of this with a strategy for digitizing the state to ensure the soundness of its decisions, improve its performance and its entry into the contemporary world.

Sixth, affirming that the elements of Egyptian power are not only “hard” from military power to economic power, but are also soft, represented in its history, geography, thought, media, arts, literature and museums, which have no matching in other countries of the region. Seventh, igniting the spark of renewing Egyptian thought, religious and civil, to be progressive taking Egypt forward, not backward, towards a bright future.

The Second Republic:

The truth is that the new republic was born from the womb of the first one. Historians would find that an important event took place in Egypt, perhaps the date of the Annunciation and the Promise. The most famous magazine in the United States, The People described the event of the transfer of 22 Egyptian mummies from the Egyptian Museum in Tahrir Square as an event that “occurs only once in a person’s lifetime”. The expression in this way records a defining moment that is not repeated often in terms of beauty, perfection and pleasure. In the lives of peoples, it constitutes a defining and luminous moment of major transformation that represents a major transition. For Egypt, it is the dawning of a new republic that does not accept anything less than the wonderful level shown during the process of moving from one museum to another. During two hours on the evening of Saturday, the third of April, 2021, starting at half past six, the moment of sunset in Cairo, Egypt and the world have stood speechless before an exceptional show that surprised many, whether enemies who did not want Egypt well, or friends who anticipated disappointment. What actually happened is that a mighty energy from the great history, the creative arts, and a wonderful alliance of the soft and hard forces of Egypt set out to replace the passing sun with shining suns of power, sweetness and beauty. Egypt was at its best, as if despite thousands of years, it appears young and strong again, with its talented people, determined leadership, and its resolute army in protecting the Parade, supported by the nation who respected the event and the sanctity of its arts. People did not jostle or crowd, but sat speechless, looking at the birth of a new dawn.

It was not a coincidence that President El Sisi announced that the opening of the administrative capital would be the date of the birth of the Second Republic, as the date would

The second republic must include qualitative changes, foremost of which is the redistribution of the population by moving to new cities, Sinai, the New Valley and the northern coast. This will create an unprecedented geographical and demographic map of Egypt.

The elements of Egyptian power are not only “hard”: from military power to economic power, but they are also soft: embodied in its history, geography, thought, media, arts, literature and museums, which have no matching in other countries of the region.

be a kind of announcing the qualitative transformation of the previous quantitative accumulations, not only in expanding urban Egypt, but in the complete upgrading of the infrastructure to withstand coming qualitative updates.

If the new program for the structural reform of the Egyptian economy is in accordance with the agreement with the International Monetary Fund in terms of legislation and incentives to expand the role of the private sector in the national economy and increase the efficiency of the economy in general, then the Second Republic must include qualitative changes.

First, the redistribution of the population by moving to new cities, Sinai, the New Valley and the northern coast, creating unprecedented geographical and demographic map of Egypt, never known before.

Second, a qualitative change in the state’s administrative structure, based on 27 governorates, must constitute a new response, not only in number, but also in the nature of the relationship that exists between the center in the capital and divisions.

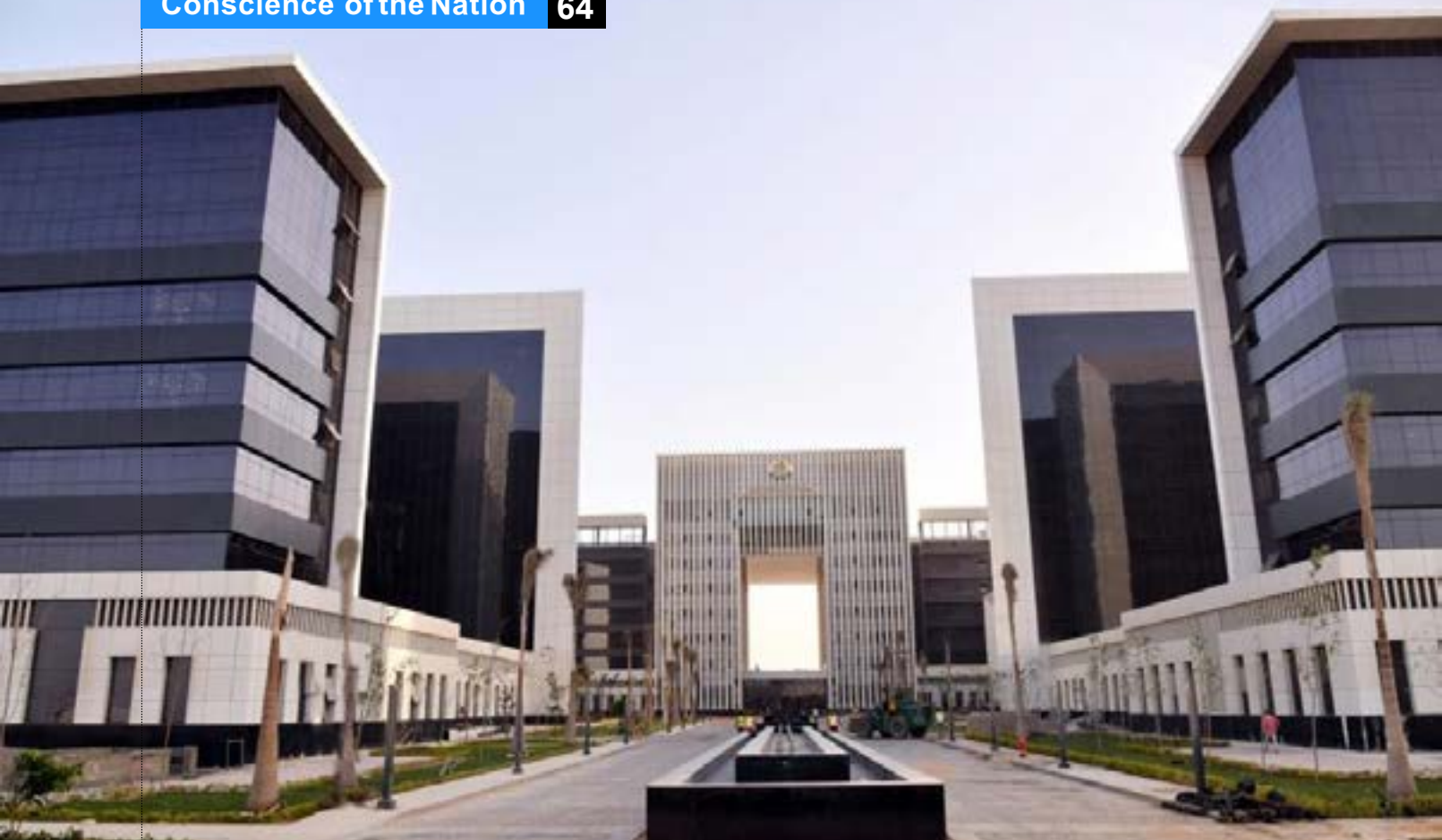
Third, activating Article 248 of the Constitution regarding the development of the political system and the expansion of the democratic scope of the state.

Fourth, responding to the new global technological developments, as it is no longer possible for Egypt to lag behind the major industrial and technological revolutions in the world, as happened before with the previous industrial revolutions.

It remains a final word, as a few months ago we celebrated the fifty-seventh anniversary of this giant institution and its great role in this giant shift in the history of Egypt. The role of the Authority in combating corruption is known and appreciated. Indeed, achieving progress in Egypt’s ranking in the international reports on fighting corruption testifies to the Authority and its leaders. It was common in earlier times to wonder where the state money goes. Now the popular saying is where the money comes from for everything that is achieved on the land of Egypt. The difference between this and that testifies to the Authority’s role in reducing corruption and striking it painful blows that provide the required example, and the desired integrity, in everyone who works and assumes leadership. Dozens of giant projects would not have been completed in record times and at real cost, unless there were the great men of the Authority who struggle and work according to international standards in the fight against corruption.

The Authority is also on top of history when it began preparing for the move to the administrative capital by training 27000 employees who will spearhead the move to the New Republic. The Authority played important roles in preparing Egypt for a coming era through the information infrastructure it provided that Egypt did not have before, and by participating in the great effort in digitizing the state and its entry into the 21st century.

The article is taken from the speech given during the activities of the cultural symposium held at the Administrative Control Authority on the occasion of Day No. 57, June 22, 2021.



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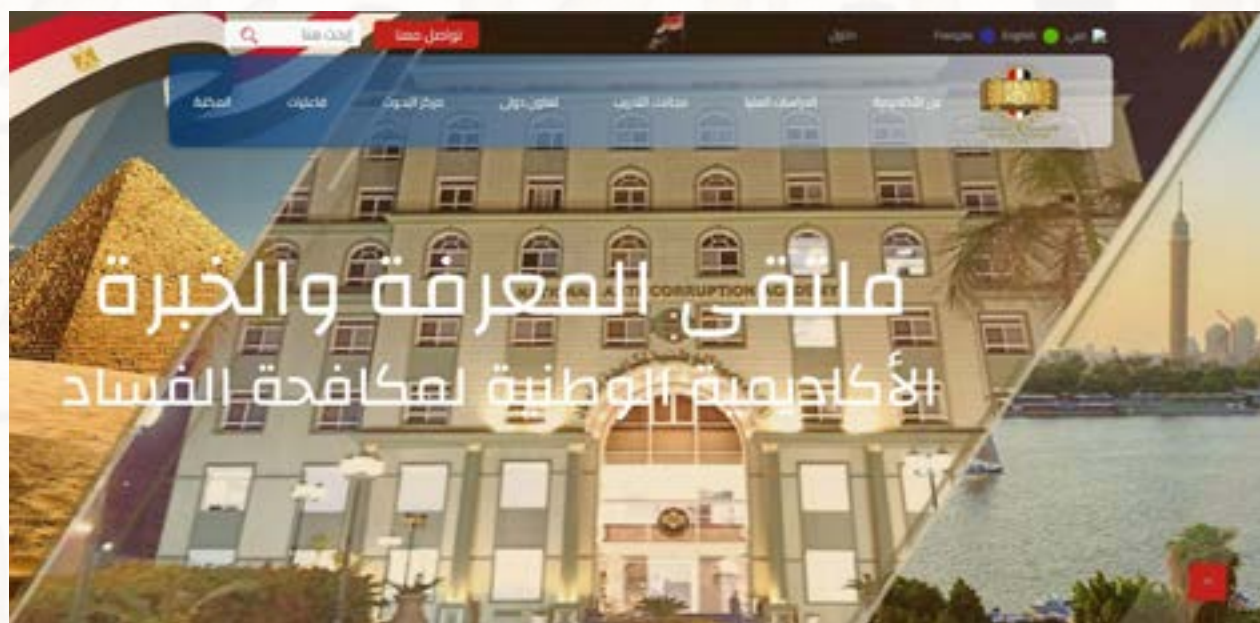
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