



**Final Report on the  
Implementation of  
the National Anti-  
Corruption Strategy  
2019-22  
Executive Summary**



**Final Report on the Implementation  
of the National Anti-Corruption Strategy  
2019-22**

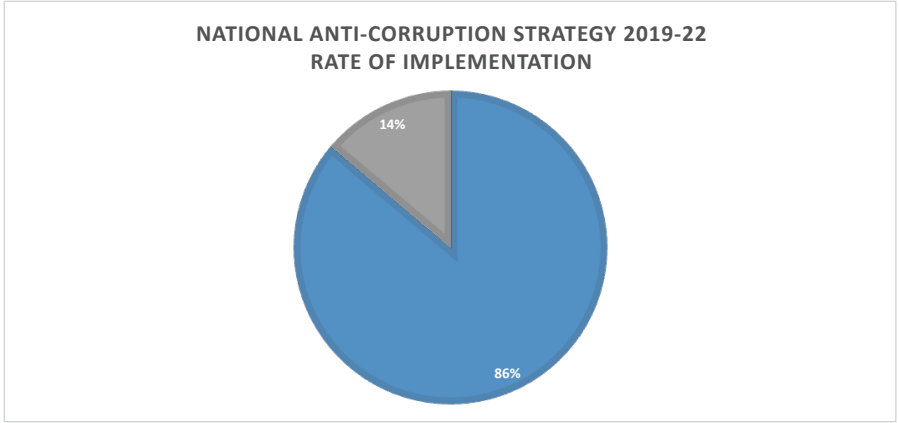
**Executive Summary**



# Executive Summary

Egypt has been committed to preventing and fighting corruption in accordance with the Constitutional requirements, and with conviction that fighting corruption is crucial for fostering the socio-economic development. The implementation of the National Anti-Corruption Strategy 2019-22 faced unprecedented challenges that did not only challenge Egypt but the whole world. The Covid-19 crisis and its serious social and economic repercussions have created a challenge and, nonetheless, an opportunity. They have been a challenge with regards the allocation of resources and keeping pace

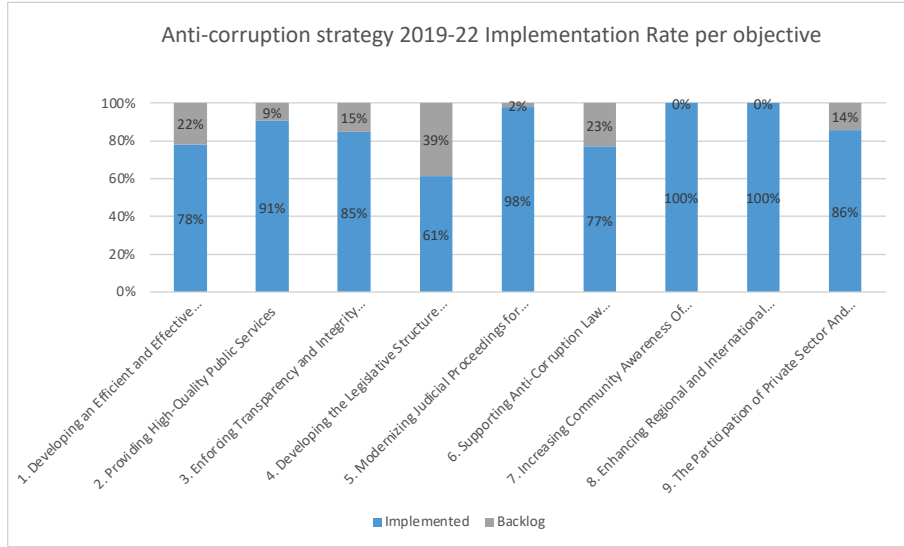
with the consecutive waves of changes. Nevertheless, they created an opportunity to accelerate the path to digital transformation, of which Egypt has reaped benefits over the four years of implementation of the National Anti-Corruption Strategy 2019-2022. Yet the world is still confronted with the Covid-19-borne negative economic repercussions, as well as political tensions, which burdens the governments worldwide. Despite such challenges, Egypt attained to implement 86% of the target of the National Anti-Corruption Strategy 2019-22, against 14% remained unimplemented.



Having considered the implemented proportions of the Strategy against each of the nine strategic goals, we found -as shown in the next chart- that both targets of the seventh and eighth goals on raising the public awareness of the importance of

preventing and combating corruption and the international and regional cooperation in preventing and combating corruption have reached 100 per cent. Meanwhile, the fourth goal on developing the legislative structure supporting the fight against

corruption recorded the lowest percentage, with 61 per cent, followed by the sixth goal on supporting law enforcement agencies to prevent and combat corruption, with 77 per cent.



The next table shows that the first goal on developing an efficient and effective administrative apparatus, the goal with the highest relative weight amongst all nine goals, is implemented by 78.1 per cent, while the fifth goal on modernizing judicial

proceedings for prompt justice, the goal with the lowest relative weight amongst all nine goals, is successfully implemented by 98 per cent. In general, the targets actually achieved of the National Anti-Corruption Strategy account for around 86 per cent.

Objective	Relative weight of objective	Rate of implementation achieved during the four-year-strategy 2019-2022	Success rate
First	16%	12.504%	78.149%
Second	11%	9.97%	90.636%
Third	13%	11%	84.615%
Fourth	11%	6.75%	61.364%

Objective	Relative weight of objective	Rate of implementation achieved during the four-year-strategy 2019-2022	Success rate
Fifth	6%	5.858%	97.633%
Sixth	11%	8.47%	77%
Seventh	15%	15%	100%
Eighth	10%	10%	100%
Ninth	7%	6%	85.714%
Total	100%	85.552%	

As for the first goal on developing an efficient and effective administrative apparatus, we observed differences in the implementation rates of its nine (9) operational procedures: some procedures are 100% implemented, such as the procedures on developing a training plan for the staff of the administrative apparatus in accordance with the development requirements, updating the asset and staff databases of the administrative apparatus units and an linking the accounting units automatically, whereas the operational procedure on the satisfaction rate of citizens dealing with the administrative apparatus units showed zero per cent (0%), owing to the lack of the necessary finance for conducting the survey.

The second objective on providing high quality public services includes seven (7) operational procedures and is deemed one of the objectives where the implementation rate is high, almost amounting to 91 per cent:

it reached 100 per cent in the procedures on activating the payment and electronic signature system; activating the exchange of information between government agencies electronically; simplifying administrative procedures and automating and delivering public services through multiple channels; completing the establishment of technological centers throughout the Republic, bringing services for all citizens, and taking all necessary legal, regulatory and administrative measures to activate them and updating and publishing government service manuals. On the contrary, the operational procedure on developing a system for evaluating the performance of government agencies providing public services is calculated at zero per cent (0%) due to a range of technical issues related to the actual function of the "Evaluate Your Service" website.

In relation to the third objective on activating

transparency and integrity mechanisms in government units, the implementation rate reached nearly 85 per cent, despite that 6 out of 8 operational procedures are 100% implemented, namely the procedures on: activating the codes of conduct for employees in all units of the administrative body of the State; publishing the Citizen Plan and the Citizen Budget including expenses and revenues and the most important new trends; establishing and updating the websites for government agencies; activating the hotline system and developing the anti-corruption complaints system; publishing the government procurement plan and publishing reports on progress in the implementation of the objectives of the Strategy. Meanwhile, the implementation proportions of the procedure on making available data and information on the strategies and plans of the State administrative apparatus and the procedure on the availability of oversight bodies' reports in accordance with the Constitution and the laws governing it reached nearly 50 per cent.

With regard to the fourth objective on the development of the legislative structure in support of the fight against corruption, the implementation rate amounted to 61%, with 4 operational procedures fully implemented (100%), which are: modernizing the legislative structure of the State administrative body to ensure the quality of its performance; updating legislations governing the funds

and special accounts, guaranteeing more transparency and accountability; studying the automation of financial disclosure statements and promulgation of their legislation and amending and updating anti-corruption legislation (including the Code of Criminal Procedure and the Code of Civil and Commercial Procedures), with a view to facilitating the procedures and fulfilling the principle of prompt justice. However, two operational procedures recorded (0%), namely enacting laws (on the protection of witnesses, whistle-blowers, victims and experts; international cooperation in criminal matters and access to and freedom of information) and activating the Conflict of Interest Act. It is worth mentioning that although the said laws are not promulgated yet, there are many measures taken in this regard.

Concerning the fifth objective on the modernization of judicial proceedings for the achievement of prompt justice, it includes 4 operational procedures, 3 of which are 100% implemented, and they are: the development of the communications, information technology and automation structure of the judicial work system; usage of smart applications in the provision of judicial services and supporting the capacity of members and personnel of the judiciary. The remaining procedure on developing the infrastructure of the judicial system is implemented by 85.8%.

As regards the sixth objective on support for law enforcement agencies to prevent and combat corruption, the implementation rate reached 77%. We found that 3 out of 7 operational procedures are 100% implemented, and they are: development of regulatory structures, modernization of the information infrastructure of the regulatory agencies and preparing research and studies in areas related to governance and anti-corruption. However, the second procedure on agreements between the regulatory agencies to activate the exchange of information is 50% implemented because of the failure to sign a cooperation protocol between the regulatory agencies and law enforcement agencies. Moreover, the implementation proportion of the procedure on the development of national indicators on governance and anti-corruption amounted to 75% as the 2021 report on the Corruption Perception Index was not issued owing to the covid-9 situation.

The seventh objective on raising community awareness of the importance of preventing and combating corruption, which includes 8 operational procedures, recorded an implementation rate of 100%. The operational procedures of this objective include: development awareness-raising programs on the seriousness of corruption and the role of citizens in combating it; implementing awareness-raising initiatives to combat corruption in schools and

universities; inclusion of integrity and transparency values in the curricula of pre-university education; enforcing the moral charter for the university student; preparing a moral charter for the faculty members; providing media professionals and journalists with knowledge about the prevention and control of corruption; activating the role of religious institutions in spreading awareness of seriousness of corruption and its negative effects and urging academic bodies and research centers to conduct specialized studies in the areas of prevention and combating corruption and studying the successful international experiences.

In the eighth objective on activating international and regional cooperation in preventing and combating corruption, the implementation rate reached 100%, including 6 operational procedures: developing regional and international cooperation in the fight against corruption and asset recovery; conducting training sessions and conferences to exchange experiences between law enforcement agencies and their regional and international counterparts; concluding and implementing memoranda of understanding between law enforcement agencies and their regional and international counterparts; participating in regional and international events in the field of preventing and combating corruption; exchanging experiences between law enforcement agencies and their counterparts

on the implementation of the objectives of international and regional conventions and considering the accession of law enforcement units to some international and regional groups related to the fight against corruption and money laundering.

The ninth and last objective on the participation of the civil society organizations and the private sector in the prevention of and fight against corruption consists of 4 operational procedures, 3 of which achieved 100% of their target, and they are: activating the codes of conduct for the private sector and civil society organizations; supporting the capacity of the private sector and civil society in the areas of preventing and combating corruption and facilitating access by civil society organizations and the private sector to information that is not in contravention of the law or affects the national security or the public interest. As for the procedure on launching initiatives to prevent and combat corruption in collaboration of the private sector and the civil society, the implementation proportion reached 50%.

### **Most prominent successful practices and challenges in the implementation of the second phase of the National Anti-Corruption Strategy 2019-2022**

#### **I. Most Prominent Successful Practices:**

- Providing 140 services on Egypt's Digital Government Website, including electronic payment and online services.
- Fully equipped 120 mobile technological centers capable of delivering public services to citizens' places of residence.
- The Central Authority for Organization and Administration (CAOA) issued Decree 54 of 2020, governing the work of internal audit units and establishing a new internal control unit in 73 government institutions.
- Full implementation of the Government Financial Management Information System (GFMIS).
- Egypt's Government Excellence Award takes effect.
- Continuous publication of progress reports on the implementation of the National Anti-Corruption Strategy.
- The annual publication of the Citizen's Budget on the Ministry of Planning's website provides simplified information for non-specialists on public spending.
- Enactment of Law 146 of 2019 amending some provisions of Law 120 of 2008 on the Establishment of Economic Courts, Laws 17 of 2020 and 154 of 2022

amending some provisions of the Law on Anti-Money Laundering, Law 15 of 2019 amending some provisions of Law 3 of 2015 on the Protection of Competition and the Prevention of Monopoly, and Law 18 of 2019 regulating the use of electronic payment.

- Digitization of financial disclosure statements submitted by civil servants moving to the New Administrative Capital.
- Signing a Protocol, on 8/8/2021, between the Central Auditing Organization (CAO) and the Ministry of Communications and Information Technology (MCIT) to develop the information infrastructure of the CAO, digitize the work cycle, and submit reports to the decision maker.
- Automatic renewal of the cooperation protocol signed between ACA and CAO, which aims to strengthen the exchange of information between the two institutions.
- Implementation of several initiatives, digitizing judicial work such as the projects on electronic criminal litigation (which includes digitizing misdemeanor and felony courts), virtual judicial review of detention renewal, and virtual civil and economic courts' litigation.
- The Public Prosecution drafted a digital

transformation strategy which included the implementation of electronic justice in all prosecution offices nationwide, the development of an electronic petition system, the launch of an electronic traffic prosecution services, the development of the front digital Prosecution offices, the establishment of a department for statements of case at the Prosecutor's technical office.

- Launching an academic diploma and a master's degree program in Governance and Anti-Corruption at the Faculty of Economics and Political Science, Cairo University, in coordination with the National Anti-Corruption Academy of ACA.
- In cooperation with ACA and the USAID/ Economic Governance Activity, and with the participation of students from different schools and departments, Cairo University carried out a simulation model of the Conference of the States Parties to the United Nations Convention against Corruption.
- As the institution authorized to monitor the implementation of the National Anti-Corruption Strategy, ACA adopted a comprehensive program to raise awareness of the importance of preventing corruption. Embarking on specific measures, ACA, for the first

time, participated in the 53rd edition of the Cairo International Book Fair, where it displayed and distributed its anti-corruption publications, research, and awareness materials. ACA also held a series of seminars and sessions related to preventing and combating corruption.

- Egypt organized the First African Anti-Corruption Forum and put into action Egypt's Presidential training grant devoted to training 250 African professionals specialized in anti-corruption at the National Anti-Corruption Academy in Cairo. The grant was renewed and committed to a three-year training program for 180 African nationals during 2020-23.
- The Chairman of ACA was elected President of the 9th session of the Conference of the States Parties to the United Nations Convention against Corruption 2021-2023.
- During its fifth annual session, the Africa Association of Anti-Corruption Authorities elected ACA to the chairmanship. The Association's General Assembly reviewed and adopted its new strategy 2022-2025.
- Egyptian Advisor / Zahra Ahmed Kamal Khaled was elected member of the African Union Anti-Corruption Advisory Board for the North African Region 2022-

2024.

- Egypt, represented by CAO, was elected to chair the Technical Secretariat of the International Organization of Supreme Audit Institutions (INTOSAI) Working Group to on the Fight against Corruption and Money Laundering.
- Egypt, represented by the Anti-Money Laundering and Terrorist Financing, elected to the membership of the Technical Assistance and Training Working Group of Egmont. This election enables Egypt to gain and refine expertise and communicate with the international anti-corruption active parties.
- Through its chairmanship of both the Arab and African Prosecutors Associations, the Egyptian Public Prosecution connected the Arab and African judicial networks through a memorandum of understanding, thus creating a regional consultation mechanism which helps consider requests of judicial cooperation and overcome money recovery obstacles.
- The Public Prosecution acted on several European and Arab requests for judicial cooperation by opening criminal investigations on money-laundering crimes.
- A civil society services website was

launched where all services provided by non-governmental institutions are listed: [www.ngo.eg](http://www.ngo.eg)

- Several national and international initiatives were carried out and aimed at good governance of preventing corruption in the sports sector. For example, the Ministry of Youth and Sports organized an International Conference on Fighting Corruption in Africa. In cooperation with the United Nations Office on Drugs and Crime (UNODC), the International Olympic Committee, and FIFA, ACA organized a workshop on the protection of sport from corruption. The Ministry of Planning and Economic Development, in cooperation with the Ministry of Youth and Sports, organized the Sports Governance Forum.
  - Helwan University organized 3 virtual meetings to discuss the corruption risk within the higher education institutions with the participation of representatives from the UNODC, the University of Jordan, Martin Luther University in Germany, University of Peshawar in Pakistan, Cavendish University in Uganda, the American University in Cairo, Sanchi University in India, Universum Collage in Kosovo, Kazan Federal University in Russia, University of Islam Malang in Indonesia, National Anti-Corruption Authority in Libya, and the Administrative Control Authority.
- Key Implementation Challenges:
  - Delay in passing some laws (the Law on the Protection of Whistleblowers and Witnesses, the Freedom of Information Law, and the Law on International Cooperation in Criminal Affairs) and the non-activation of the Law on Prohibition of Conflicts of Interest. However, specialized technical committees were formed to perfect the drafts of those laws.
  - No effective mechanism for citizen evaluation of government services was developed.
  - Delay in conducting some public opinion polls which measure both citizens' satisfaction with government services and civil servants' satisfaction with their work environment.
  - Proposed amendments of Law 117 of 1958 on the Reorganization of Administrative Prosecution and Disciplinary Courts were not passed.
  - Local Corruption Perception Indicator of 2021 was not reported due to the COVID-19 outbreak.
  - The number of civil society organizations that incorporated events on fighting and preventing corruption into their core activities remains limited.





**Partners in Protecting the  
Interests of the Homeland**



[www.aca.gov.eg](http://www.aca.gov.eg)