

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)

Issue No.2 July, 2022

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Egypt has made great strides in recent years in the field of combating corruption in all its various forms. In addition, Egypt has been interested in conducting research, studies and questionnaires for tracing the causes of corruption and reaching real measurements regarding it. The Egyptian interest in this context has acquired a special status in light of the constitutional affirmation of the State's commitment to combat corruption, as well as commitment of the competent regulatory bodies and agencies to coordinate their efforts in combating corruption and promoting the values of integrity and transparency. This aims to ensure the protection of public money to achieve its good management and regulate its use for the benefit of the people in the first place. The necessary legislation has been enacted and activated for combating corruption in all its forms, because it is one of the most serious obstacles to achieving the desired sustainable development. Furthermore, both the National Anti-Corruption Coordinating Committee and the Egyptian Anti-Corruption Academy have been established.

President:
Abdel-Fattah El-Sisi

The First African Anti-Corruption Forum
June-2019



Administrative Control Authority Building in the New Capital City


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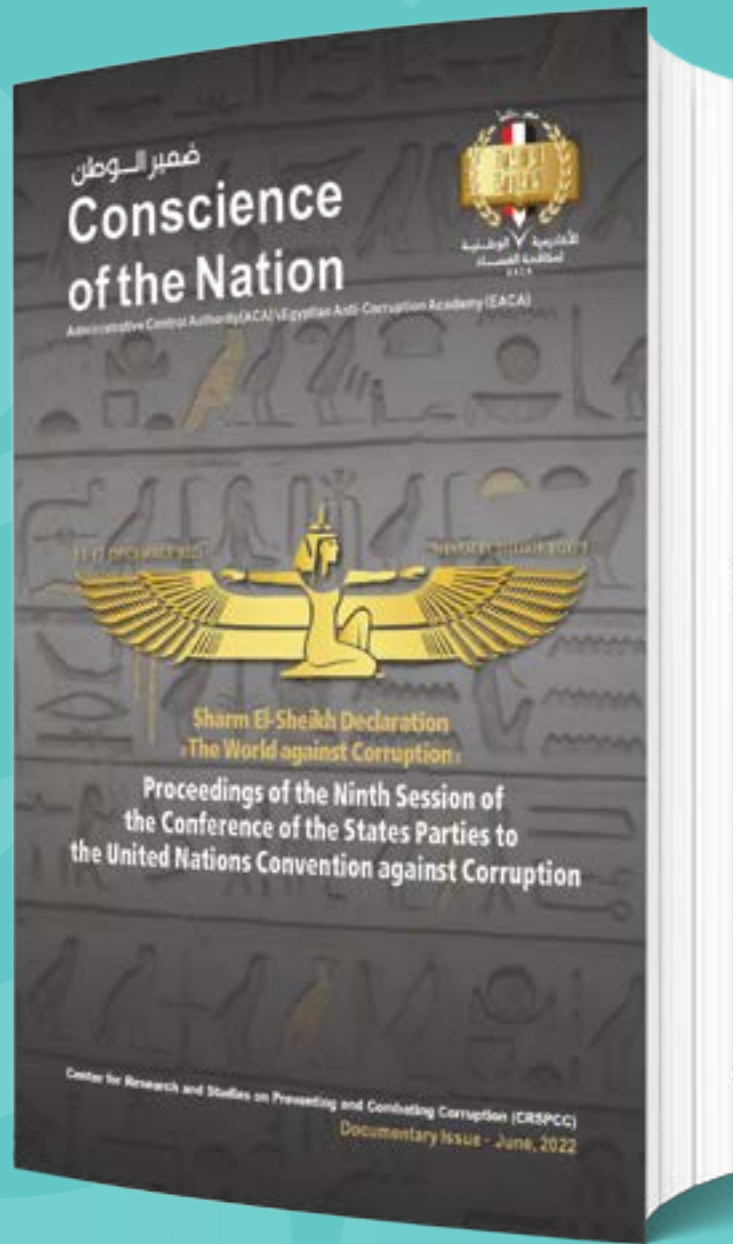
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A Conscience of the Nation's documentary issue of the Proceedings of the Ninth Session of the Conference of the States Parties to the United Nations Convention against Corruption has been released Sharm El Sheikh (City of Peace) December 13-17, 2021



Read the Issue here

You will always find the Egyptian Administrative Control Authority a continuous supporter for all countries ready to coordinate, cooperate and exchange information and expertise. Our Egyptian Anti-Corruption Academy is a highly qualified institution and its training capabilities are willing for cooperation and exchange of experiences and experts and specialists. All capabilities are devoted to serving the agreement of the United Nations Anti-Corruption and the States Parties included in the Convention.

A quote from the closing speech of Minister / Hassan Abdel Shafi
 Chairman of the Administrative Control Authority and Chairman of the Ninth Session of the Conference of the States Parties to the Convention (UNCAC)
 December 13-17, 2021 - Sharm El-Sheikh.





Egyptian Anti-Corruption Academy (EACA) Rising Transition from “Basic Courses” to “PhD Programs”

**Undersecretary/ Dr Mohamed Salama
Editor-in-Chief**

The July 23 Revolution in 1952 realized the inevitability of adopting the methods of achieving progress and prosperity for building the first republic. During the first decade, the July 23 Revolution strengthened the “total state forces”, through utilizing its various hard and soft elements and managed to achieve many political, economic and social goals at the external and internal levels despite the unstable political circumstances and numerous dangers threatening the Arab Region and the African Continent.

During the second decade, the July 23 Revolution was concerned with the creation of many state agencies and bodies and the restructuring of some entities in line with the stage requirements and goals, such as the National Planning Institute in 1960. (1) The year 1964 was a historical year for the first republic, because it witnessed establishing the Central Agency For Organization and Administration (2) to replace the Personnel Headquarters, as well as the Central Auditing Organization (3) to replace the Audit Bureau.

In addition, the Central Agency for Public Mobilization and Statistics (4), the Administrative Control Authority (5) and the Administrative Prosecution Authority were established during the same year.

Introducing training into the Administrative Control Authority

Since its establishment, the Administrative Control Authority has realized the importance of training as one of the most important methods for capacity building, skills development and expertise refinement. The early groups of the Authority members were trained during the establishment process in the sixties of the twentieth century, in accordance with the rules of the creation of investigation and information collection agencies in Egypt responsible for maintaining the Egyptian national security during that period.

With the stability of the organizational structure, a training group was created (6) and was affiliated to the planning sector within the Authority. That was followed by the development of a training regulation, which was fully developed in 1991 to set out the rules, requirements and methods for training of the members and employees of the Administrative Control Authority.

The development of the training role and its impact

With the growing importance of the Authority’s training role, the organizational structure was developed by changing the training group into a central department and then a training sector to achieve inclusion of the educational role vision. Thus, it included the members and workers of the Authority, the law enforcement agencies and other control bodies as well as individuals from some Arab and African countries. This development culminated in the establishment of a training building within the Administrative Control Authority in 2002, which was equipped with all available educational tools to support all forms of training provided by the Authority.

Establishment of the Egyptian Anti-Corruption Academy (EACA)

The Academy was established by virtue of Law No. 207 of 2017, amending the provisions of Law No. 54 of 1964 to restructure administrative control by transforming it from a training unit within the Authority to the Egyptian Anti-Corruption Academy. The Academy’s goals included preparing and training the members of the Authority regarding the modern systems related to the Authority’s field of competence in addition to improving the employees’ performance and enhancing cooperation with the corruption combating bodies and agencies in other countries. The related law also authorized the Academy to hold training courses for the Authority’s members and employees as well as implement educational activities for enhancing the integrity and transparency values. This included cooperating with the corresponding internal and external bodies, sending training missions abroad as well as exchanging experiences with the corresponding bodies in foreign countries and international organizations.

Activities of the Academy:

The basic course..the nucleus of anti-corruption training

The Academy devotes its efforts to two main areas, namely training the Authority’s members and employees to help them perform their control and administrative tasks, develop their expertise and refine their skills. It also provides training courses for the law enforcement agencies working in the same field in support of coordination among the various agencies, using modern methods to assume its role specified by law, as a major stronghold for combating corruption in all its forms and shapes.

In addition, the Academy organizes training courses



The signing of the cooperation protocol between Major General/ Amr Adel, Vice President of the Administrative Control Authority and Prof. Dr./ Muhammad Al-Khasht, President of Cairo University

for personnel in the various state agencies, such as the integrity and job cadres courses, with various courses having been held to prepare the employees moving to the New Administrative Capital and the employees of ministries, governorates, universities and companies. Many other courses were organized by the Academy, which were attended by various segments, particularly women, including courses for women’s cadres in cooperation with the National Council for Women and some courses for the disabled, namely the courses held in cooperation with the National Council for Persons with Disabilities. Other courses were held for youth groups, the private sector affiliates and all individuals who wished to join the Academy’s courses, attending free training courses and creative thinking courses held in cooperation with the American University in Cairo.

The basic corruption combating and prevention course is the main anti-corruption training program, which covers the definition, causes and consequences of corruption and highlights the role of the Administrative Control Authority and the various law enforcement agencies in combating corruption. It also includes introducing the international and regional anti-corruption conventions, as well as reviewing the anti-corruption national strategy since its establishment in 2014 to date along with many rules for the use of data and information technology in the prevention of corruption.

The Masters and PhD Programs

Through its leaders and faculty members, the Academy has realized that it can expand the scope of its role to include awarding recognized academic degrees in the areas of specialization besides holding training and educational courses.

The Academy started this process by concluding a



The Administrative Control Authority’s pavilion at the 53rd edition of the Book Fair

cooperation protocol with Cairo University, the Faculty of Economics and Political Science, which included providing a diploma program and a masters degree in the field of governance and anti-corruption. Two groups of graduates have completed the diploma program to-date while the master’s program is being held for the first group of students (QR code).

In addition, the first group of expatriates has been admitted, as one of the main activities of the Academy at the regional and international levels (QR code).

Finally, an academic committee for postgraduate studies held some meetings attended by a number of experts for adopting and approving the PhD program in preparation for its launch and implementation.

Our Anti-Corruption Academic Values

The Academy works on promoting the values related to spreading the anti-corruption culture in the society through incorporating these values and concepts into the content of its various training courses. We can easily notice that when we review the present issue, Issue no. 1 and the special Issue published for commemorating the Ninth Session of the States Parties to the United Nations Convention against Corruption in Sharm El-Sheikh by the end of 2021. Our most prominent academic values focused on integrity, transparency, large updated and revised databases and data availability.

Today, we include two important values adopted by the Administrative Control Authority and promoted by the Egyptian Anti-Corruption Academy, namely openness and integration.

The Academy sought to materialize them through many seminars and events, most notably participation of the Academy, representing the Administrative Control Authority in the 53rd Cairo International Book Fair in 2022. The Authority’s pavilion in the Book Fair witnessed a massive public presence as well as close and overwhelming interaction, which prompted us to dedicate two pages of this issue for this important event.

Conclusion

The title of Damir Al-Watan Journal constitutes a real desire to seek arousing our collective conscience to combat corruption, which can be achieved with your help and support for promoting the anti-corruption culture in the society.

(1) The Institute of National Planning is affiliated to the Ministry of Planning and it was established by virtue of Law No. 231 of 1960.
 (2) The Central Agency for Organization and Administration was established by virtue of Law No. 118 of 1964.
 (3) The Central Auditing Organization was established by virtue of Law No. 129 of 1964.
 (4) The Central Agency for Public Mobilization and Statistics was established by virtue of Presidential Decree 2915 of 1964.
 (5) The Administrative Control Authority was established by virtue of Law No. 54 of 1964.
 (6) This group is considered the nucleus of regulatory control units within the structure of the Administrative Control Authority.

(1)*

View the registration form of the training courses at the National Anti-Corruption Academy



(2)*

Read about graduate studies programs: Diploma and Master’s Tracks “In Governance and Anti-Corruption”





Political Dialogue: an Instrument to Facilitate the Implementation of the African Union Convention on Preventing and Combating Corruption

Judge / Jean Louis Andriamifidy
Chairman of the African Union Advisory Board on Corruption



The adoption of the African Union Convention on Preventing and Combating Corruption (CUAPLC), on July 11, 2003, clearly recognized the negative effects of corruption and its devastating effects on social, economic and political transformation in the African continent.

Similarly, Article 4(m) of the Constitutive Act of the African Union, and Aspiration 31 of Agenda 2063, illustrate the firm commitment of African leaders to instilling a culture of rule of law and good governance. Aspiration 3 of Agenda 2063 even goes so far as to declare that by 2063 corruption and impunity will be a thing of the past.

The African Union Advisory Board on Corruption is tasked as the main continental body to monitor and ensure that Member States implement anti-corruption measures.

According to Article 20 of the Convention, national anti-corruption agencies are required to cooperate for the purposes of implementing the Convention.

Furthermore, according to Article 22, paragraph 5, point h), national agencies are required to report to the Advisory Board, at least once a year, on the implementation of the Convention.

As part of its efforts to increase and facilitate collaboration among key anti-corruption actors, the African Union Advisory Board on Corruption has initiated "Policy Dialogues" of African anti-corruption agencies. Corruption, in accordance with Article 22.5 (c) of the Convention which recommends to the Council: "to develop methodologies to analyze the nature and extent of corruption in Africa, and to disseminate information and raise public awareness of the negative effects of Corruption and Related Offences", and following Decision EX.CL/Dec.891(XVII) of the Executive Council of the African Union, which encourages the Advisory Board on Corruption "to continue its efforts to relaunch the activities of this organ, in order to promote the effective implementation of the AU Convention on Preventing and Combating Corruption in Africa, to interact and collaborate with all organs and mechanisms concerned with the fight against corruption in AU Member States and at the regional level, with the aim of looking into the devastating effects of corruption and ill-gotten gains on the continent, and submitting a report to Council executive on concrete proposals to fight corruption on the continent".

The Annual Dialogue on Combating Corruption in Africa is thus an annual platform (flagship program of the Council), which brings together all key stakeholders to discuss and reflect on a specific thematic area relating to the fight against corruption.

The aim is to solicit their contributions, in particular on progress, challenges, experience and lessons learned in this area. The Dialogue therefore constitutes a platform for sharing and collecting knowledge and ideas, making it possible to formulate recommendations to be implemented.

The first edition took place in Arusha, Tanzania from November 15 to 17, 2017 and brought together around a hundred participants from across the continent. This meeting was organized in collaboration with the African Development Bank (AfDB) and had the following objectives:

- initiate consultations on the action plan for 2018 in response to the Executive Council Decision cited above;
- obtain support for Project 2018 and the fight against corruption in general;
- engage in consultations on the Strategic Plan in response to the Executive Council Decision to enrich the Plan;
- brainstorm on measuring corruption in Africa, including how to integrate the issue of illicit financial flows into the current questionnaire of the Council on the Implementation

of the Convention (CUALPC).

The 2nd edition of the Dialogue took place from October 2 to 4, 2018 in Arusha and brought together 37 African anti-corruption agencies. The objectives of this second edition were to:

- Provide a platform for collaboration between the CCUAC and national anti-corruption agencies;
- Encourage a dialogue promoting the exchange of ideas and innovative thinking between national anti-corruption agencies on the measurement of corruption;
- Give national anti-corruption agencies the opportunity to disseminate the results of their research and to share information and good practices;

Consult State Parties on accepted measures of corruption and compile any suggestions on possible corruption indicators;

The 3rd edition of the Dialogue was held from 9 to 12 October 2019 in Kigali, Rwanda and had the theme: "Towards a Common African Position on Asset Recovery".

The Dialogue focused on challenges and developments in the asset recovery landscape, with the overall objective of using shared experiences and lessons to inform the development of the African Common Position on Asset Recovery.

It brought together representatives from Member States, International Organizations, National Anti-Corruption Agencies, Civil Society, Academia and other stakeholders to reflect and debate on this topic.

In view of the health crisis, the 4th edition of the Africa Anti-Corruption Dialogue was held virtually from November 22-24, 2020, with the theme "Combating Corruption through Effective and Efficient Justice Systems".

This edition of the Dialogue brought together participants from national anti-corruption agencies, civil society organizations (CSOs), media, academia, international organizations and other interested individuals.

The Annual Dialogue on Combating Corruption in Africa is thus an annual platform (flagship program of the Council), which brings together all key stakeholders to discuss and reflect on a specific thematic area relating to the fight against corruption.

The Dialogue was organized in the form of 4 webinars, the titles of which are:

- Strengthen transparency and accountability in the response to the COVID-19 pandemic;
- Fight against corruption through effective and efficient judicial systems;
- Reflections on the state of the fight against corruption in Africa;
- Non-State Actors Forum.

The 5th edition of the Annual Dialogue of African Anti-Corruption Agencies whose theme "Regional Economic Communities: Key Actors in the Implementation of the African Union Convention on Preventing and Combating Corruption", was held virtually from November 9 to 11, 2021.

She gathered National Anti-Corruption Agencies (NACA), Civil Society Organizations, Universities and other Stakeholders.

Presentations and detailed reports were presented and rich exchanges between the participants took place on the state of the fight against corruption at the level of the Regional Economic Communities (RECs), the mechanisms for the fight against corruption, policies and laws adopted at the level of RECs and member countries.

The National Anti-Corruption Agencies (NACA) exchanged on best practices in the fight against corruption at the national level, and cross-border collaboration at the sub-regional level, and Non-State Actors, jointly reflected with the Council on how to strengthen their cooperation.

The 6th edition of the Annual Dialogue which was still to be held virtually, will take place towards the end of this year 2022, under the theme "Strategies and mechanisms for transparent management of funds intended for Covid-19", in response to the various concerns raised in this area by civil society organizations and donor countries and organizations.

It will above all be an opportunity for the Advisory Council to make an assessment of the measures that have been taken by each State Party, to comply with the directives given to them, for a transparent management of the funds allocated for fight the Covid-19 pandemic. Guidelines aimed at strengthening transparency and accountability in the management of resources used in the fight against COVID-19 during the period of the pandemic, and which make it possible to verify that the management of resources allocated to COVID 19 complies with the provisions of the African Union Convention on Preventing and Combating Corruption, and national anti-corruption laws.

The 6th edition of the Annual Dialogue which was still to be held virtually, will take place towards the end of this year 2022, under the theme "Strategies and mechanisms for transparent management of funds intended for Covid-19", in response to the various concerns raised in this area by civil society organizations and donor countries and organizations.

In this sense, the States were invited to:

- Set up or plan an online platform to provide information to the public and shareholders, on the resources received and their use;
- Establish or plan an online platform to provide information on public procurement and calls for tenders in order to reduce the opacity of calls for tenders and contract awards;
- Ensure that the names of the beneficial owners and shareholders of the companies to which contracts have been awarded are accessible to the public;
- Audit COVID -19 resources every quarter, and make the corresponding audit reports public;
- Develop/review/strengthen the participation of stakeholders, such as civil society organizations, and the private sector in the management of COVID -19 resources;
- Provide a mechanism for citizen involvement in monitoring COVID -19 resource management during the pandemic, and to set up hotlines to report cases of corruption and misconduct;
- and to enforce the laws, and bring actions against corrupt persons and ensure the protection of whistleblowers and witnesses.

This 6th edition would be another opportunity for an exchange of experiences between the States and the Advisory Council, to feed the Council's documentation on good practices within the framework of this theme.

Ultimately, the main objective of the policy dialogue is to provide a platform to create synergies between the implementing body and the various institutions, regional and continental actors, and other stakeholders in the fight against corruption.

The policy dialogue will also provide a platform for building consensus on strengthening coordination and harmonization of efforts among all stakeholders, and minimizing duplication through a common understanding of the Convention.

It also makes it possible to identify policy frameworks and propose strategies to create a political and financial environment conducive to the engagement of the private sector and civil society.

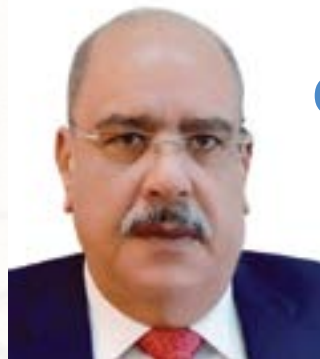
As such, on the sidelines of the political dialogue, the Council has organized since the 3rd edition organized in Kigali in 2019, the forum of civil organizations in order to involve them fully in the fight against corruption and similar offenses, as well as in the popularization of this Convention, in accordance with Article 12 of the Convention.

Finally, the Political Dialogue creates an informal framework for judicial cooperation in the prosecution of corruption offenses between States Parties to the Convention.

In short, the Political Dialogue is proving to be an important working instrument of the Advisory Council in the implementation of the AU Convention on the Prevention and Fight against Corruption, and that the participation of national authorities and agencies for the fight against Corruption of States Parties, to this continental forum on the fight against corruption, is of paramount importance for the future of the African continent.



Role of the Central Auditing Organization in Combating Corruption within the International and National Frameworks



Judge/ Hesham Badawi
Chairman of the Central Auditing Organization

Articles 215219- of the Egyptian Constitution define the general framework for the Central Auditing Organization work as being one of the technically, financially and administratively independent audit bodies entrusted with the duties of monitoring funds of the state, the public legal persons and other bodies specified by its law. It is also entrusted with monitoring the implementation of the state general budget and independent budgets and auditing their accounts, as well as submitting annual audit reports to the President of the Republic, the House of Representatives and the Prime Minister as soon as they are issued. Moreover, it informs the competent investigation authorities of the discovered evidence of violations or crimes in accordance with the provisions of law. It determines its obligations as one of the monitoring bodies concerned with combating corruption in coordination with other independent and related bodies and strengthening the values of integrity, transparency and partnership in implementing the National Anti-Corruption Strategy as regulated by law. This happens within the legally prescribed powers of the Organization regarding the functions of financial control, performance control, monitoring and implementation of the plan and legal supervision of the decisions issued regarding financial violations.

The general constitutional and legislative framework for the Organization work in implementing its national control and anti-corruption obligations is consistent with the implementation of its international obligations under the articles of the "United Nations Convention against Corruption", approved by the United Nations General Assembly Resolution No. 584/ dated 102003/31/ to which the Egyptian government acceded on 92003/12/. This was regulated by Presidential Approval Decree No. 3072004/ on 112004/09/, and ratified by the Egyptian House of Representatives on 202004/12/ (provision of Article 151 of the Constitution). The Convention entered into force on 142005/12/, through which the Organization undertook implementation of the decisions of the conferences of the States Parties to the UN Convention. The latest were the decisions of the Conference of the States Parties in its ninth session, held in Sharm El-Sheikh, Egypt, during the period 1317- December 2021, chaired by Egypt, represented by the Administrative Control

Authority. This Convention is the first comprehensive international legal instrument whose application is binding to the States Parties to the UN Convention against Corruption without prejudice to the provisions of Article 4 of the Convention on the "preservation of sovereignty" of the States Parties to the Convention.

The good practices of the Egyptian state in promoting the Organization's role as defined by the constitution and legislation, and in implementing its obligations under the terms of the UN Convention against Corruption and the decisions of the regular conferences of the States Parties to it, include the following:

- Enhancing coordination between the Administrative Control Authority, law enforcement agencies and the Organization in the areas of combating corruption and promoting the values of integrity and transparency to ensure proper performance of the public function and the preservation of public money through cooperation in developing and monitoring implementation of the

National Anti-Corruption Strategy as regulated by law.

- Membership of the Organization in both the "National Coordination Committee for Combating Corruption" whose powers include activating the effective implementation of the provisions of the UN Convention against Corruption, and the "Coordinating Sub-Committee for the Prevention and Combating of Corruption". Its competencies include preparing the necessary study for the development and implementation of the National Anti-Corruption Strategy and monitoring its implementation.

- Proceeding with achievement of the sixth goal of the second phase of the National Anti-Corruption Strategy, which is related to supporting law enforcement agencies to prevent and combat corruption through participation of the Organization in taking executive measures that include:

- Completing the development of the organizational structure of the Organization in preparation for its approval, and concluding a draft of an expanded cooperation protocol between the Administrative Control Authority, the law enforcement agencies and the Organization". This includes concluding a bilateral protocol between the Authority and the Organization regarding the mechanism of cooperation and exchange of information in combating corruption, corruption crimes and the crimes of laundering corruption proceeds as prescribed by law as well as updating the informational structure of the regulatory agencies.

- In addition, the state should pay due attention to the audit reports issued by the Organization and should take the initiative to implement its recommendations.

The good practices implemented by the Organization in fulfilling its national and international obligations also include the following:

- Performing its duties within a legal framework that enhances transparency and accountability, guided by Standard No. 20 on transparency and accountability issued by the International Organization of Supreme Audit Institutions and Accountability (INTOSAI). This aims to achieve the third goal of the second phase of the National Anti-Corruption Strategy (activating the mechanisms of transparency and integrity) in a manner consistent with the fulfillment of its constitutional obligations, the national legislature and its international commitments and in a professional and effective manner within the international and regional bodies, organizations and forums. These are seen as basic requirements for a democracy based on the rule of law to achieve leadership through embodying ideals and enhancing its credibility. In fact, transparency and accountability are two important components of good governance because transparency can fight corruption, improve governance and enhance accountability.

Updating the information structure of the Organization and its employees.

- Enhancing the human and logistic capabilities of the Organization, including what was mentioned in Article 60 of the Convention (training and technical assistance) to enhance confidence in the Organization and its members and the use of information and communication technology to implement the Convention. In addition, the members of the Organization should possess the expertise necessary for analyzing data and information to guide the process of developing audit plans and programs, including training, education and the exchange of knowledge in line with national, regional and international programs to enhance the Organization's local and international position among the supreme control bodies of other countries. These matters include supporting and encouraging continuing professional education and effective training plans on an annual basis to spread awareness among the Organization members regarding corruption and its crimes, including

the crimes of proceeds laundering, through registration for training in specialized courses in the relevant authorities, such as the National Anti-Corruption Academy and the Egyptian Financial Supervisory Authority. It is also essential to strengthen the policy of retaining competent human resources in the appropriate places according to their practical and professional experiences as well as improving capabilities and technological needs and restructuring wages and salaries in line with constitutional and legislative requirements. This will help consolidate the principles of impartiality, integrity, independence and accountability for the Organization's members, and the provision of financial allocations to finance its local and international obligations as a member of international organizations and bodies and the working groups emanating from them.

- Working to fulfill its international obligations under the Articles of Chapter Two "Preventive Measures" of the aforementioned UN Convention (Articles 714-) and the rest of the relevant Convention articles regarding its role in combating and preventing corruption.

This can be done by defining these obligations and the current practices of the Organization to meet them as well as defining the aspects and mechanism of their development and the challenges of implementation as per its terms of reference defined by the constitution and legislation and its role in the work of relevant local and international organizations and bodies.

- Participating in preparing the practical guide to enhance cooperation between the supreme institutions of financial control and accountability and the anti-corruption agencies in preventing

and combating corruption as regulated by the United Nations Office on Drugs and Crime in implementation of Decision No. 813/ during the Eighth Session of the Conference of the States Parties to the Convention held in Abu Dhabi on December 19, 2019.

- Membership of the Organization in various work teams to achieve the strategic goals of INTOSAI and the consequent exchange, refinement and transfer of experiences and good practices among members of the Organization and their counterparts in other supreme control bodies in other countries in the organization. This will be reflected positively on achieving the goals of the Organization, including the exchange of expertise and experiences in the field of good management of affairs and public property.

- The Organization's presidency of the technical secretariat of the INTOSAI working groups concerned with combating corruption and money laundering and its positive impact on enhancing the capabilities of the Organization in this field through becoming familiar with the good practices of the supreme audit institutions in other countries, and exchanging knowledge regarding the following topics:

(1) Strengthening controls over public funds, (2) Recovery of Stolen Assets, (3) Corruption Prevention Auditing in Public Procurements, (4) Anti-Money Laundering and (5) the guide on "Public-Private Partnership Projects".

- Determining the extent to which public procurement systems achieve transparency, competitiveness and objectivity by reviewing the existing controls, and control measures and the methods of developing them to ensure transparency and accountability. This includes their management through electronic means incorporating anti-corruption guarantees and means of developing and promoting the use of documented, high-quality, timely and effective electronic communication channels. This will help ensure transparency, control and accountability at the times of emergency, crisis response and recovery and will facilitate the rapid and timely exchange of information at the national and international levels through the existing mechanisms.

The good practices of the Egyptian state in promoting the Organization's role as defined by the constitution and legislation, and in implementing its obligations under the terms of the UN Convention against Corruption and the decisions of the regular conferences of the States Parties to it, include the following:

- Enhancing coordination between the Administrative Control Authority, law enforcement agencies and the Organization in the areas of combating corruption and promoting the values of integrity and transparency to ensure proper performance of the public function and the preservation of public money

Determining the extent to which public procurement systems achieve transparency, competitiveness and objectivity by reviewing the existing controls, and control measures and the methods of developing them to ensure transparency and accountability. This includes their management through electronic means incorporating anti-corruption guarantees and means of developing and promoting the use of documented, high-quality, timely and effective electronic communication channels. This will help ensure transparency, control and accountability.



Administrative Reform in Egypt: Realities and Aspirations

Prof. Dr. Saleh Al Sheikh

HEAD OF THE CENTRAL AGENCY FOR ORGANIZATION AND ADMINISTRATION

The world witnesses a new phase of rapid developments and changes, which have prompted the Egyptian State to make essential changes to the public administration system, for improving the performance levels, enhancing the current systems efficiency, coping with the latest technological development and facing the social and economic challenges. These developments stress the importance of making a qualitative leap in providing governmental services through more flexible techniques. Thus, administrative reform has become a priority because it is the cornerstone of sustainable development.

It could be argued with assurance that an efficient and active administrative apparatus is essential for achieving economic, political and human progress. In addition, the average citizen does not distinguish between the government and the administrative apparatus in terms of efficiency. Therefore, enhancing the administrative system's performance plays a central role in judging the efficiency of governments and increasing confidence in their public policies.

Based on the above-mentioned matters, the administrative reform plan has been launched by the Egyptian State in 2014, and it has been included in the sustainable development strategy of Egypt's Vision 2030 announced in 2015. The government has made great efforts in implementing this strategy, which has recently produced good results and better results can be achieved through continuous work and sustainable efforts. However, there are major challenges represented in reaping the benefits of reform immaturely, deferring the reform process and discouraging the implementation of its frames.

Administrative reform in Egypt's Vision 2030:

The Vision aims to build an effective, transparent, responsive and accountable government administrative apparatus. It also aims to provide premium services, enhance the citizens' satisfaction and strongly contribute to accomplishment of the State's developmental goals and elevation of the Egyptian Nation. Thus, the administrative reform vision is represented in building an efficient, active and governance-based administrative apparatus capable of playing a developmental role and achieving the citizens' satisfaction, which represents its main goal.

Egypt aims to achieve efficiency of public service by improving the state's performance. Thus, to gain citizens' confidence by implementing transparency and accountability, maximizing returns and spending cuts, and providing services more rapidly with lower cost.

Frames of the Administrative Reform Plan:

The reform vision and plan are based on several frames, including legislative reform, institutional development, capacity building and development, developing a modern data and information system as well as facilitating and automating government services. In addition, it enhances the relationship between the citizens and the administrative apparatus to gain their trust.

It is noteworthy to state that these frames are designed according to the challenges identified under the public administration, including complexity of the State's administrative organization and legislation as well as the need for capacity building and development. The following represents a review of the steps taken under those five frames:

First: Legislative Reform:

Civil Servant Law no. 47 of 1978 remained in force until the issuance of Law no. 81 of 2016 with many reforms having been made in this context regarding the creation of a flexible and disciplined legal framework for public administration. The most significant achievements are:

Issuance of the Civil Service Law no. 81 of 2016 and its executive regulations by Prime Minister's decree no. 1216 of 2017, amended by decree No. 714 of 2019.

Issuance of a number of ministerial decrees for forming the Civil Service Council, as stipulated by law.

Issuance of Prime Minister's decree no. 612 of 2017 on the selection of assistants to ministers, amended by decree no. 422 of 2020.

Issuance of Prime Minister's decree no. 1167 of 2019, regarding the budget of programs and performance.

Issuance of the Central Agency for Organization and Administration's Law no. 118 of 1964, amended by Law no. 6 of 2021.

Issuance of the required ministerial decrees to implement the Civil Service Law no. 81 of 2016 and its executive regulation, namely:

Ministerial decree no. 95 of 2017 regarding the system and rules of applying for leading positions in the State's administrative apparatus.

Ministerial decree no. 96 of 2017 regarding the system and rules of hiring experts in the State's administrative apparatus.

Ministerial decree no. 97 of 2017, as amended by decree no. 5 of 2019 regarding the system and rules of training the Egyptian youth to benefit from the experience of the administrative apparatus, acquire skills and connect education with the labor market.

Ministerial decree no. 63 of 2019 regarding the guidelines of performance evaluation.

President of the Agency's decree no. 35 of 2019 regarding the job description and evaluation criteria, issued 42 years after the preceding

decree.

President of the Agency's decrees no. 65 of 2019, 101 of 2020 and 265 of 2021 regarding the promotion process for promoting the employees addressed by the provisions of the Civil Service Law.

Issuance of a number of instructions and circulars by President of the Central Agency for Organization and Administration, the most significant of which are:

Circular no. 1 of 2019 regarding the executive rules of decree no. 65 of 2019.

Circular no. 1 of 2019 for various units to proceed with the requests of reappointment according to the higher qualifications (settlement) given the imminent expiration of the legally prescribed deadline.

Circular no. 3 of 2019 regarding the procedures and laws of reappointment of employees with higher qualifications during their service and those addressed by the provisions of the Civil Service Law.

Circular no. 1 of 2020 regarding the identification of procedures and documents to be submitted to the Agency to execute court judgments against units of the State's administrative apparatus.

Circular no. 2 of 2020 regarding the executive rules of decree no. 101 of 2020.

Circular no. 2 of 2021 regarding the executive rules of decree no. 265 of 2021.

Second: Institutional development:

Since 2014, the Egyptian successive governments have sought to achieve efficient institutional development and started to create a comprehensive vision of institutional development, as follows:

- Institutionalizing administrative reform through formation of the Higher Committee for Administrative Reform, chaired by the Prime Minister, and comprising the concerned ministers and a number of non-government experts. The Prime Minister's decree no. 1146 of 2018 was issued regarding the creation of new organizational divisions within the State's administrative apparatus units. In this regard, a number of decrees were issued by the President of the Central Agency for Organization and Administration, as follows:

From mid-2018 to the end of 2022, the following has been implemented:

400 top management and 260 middle management programs

246 specialized and office programs

Training around 76 thousand and potential candidates to move to the New administrative capital

The Center for Capacity Assessment and Competitions has also evaluated roughly 75,000 applicants, since its opening on July 9, 2019 Until the end of May 2022



President of the Agency's decree no. 22 of 2019 regarding human resources. This division includes four subdivisions, which are institutional development, talent management and development, entitlements and benefits and human resources operations.

President of the Agency's decree no. 86 of 2019 regarding strategic management. This division includes four subdivisions, namely Strategic Planning and Policy, Monitoring and Evaluation, Project Management (if any) in addition to Crisis and Disaster Management and Risk Mitigation.

President of the Agency's decree no. 87 of 2019 regarding information systems and digital transformation. It includes three sub-organizational divisions, namely Infrastructure and Information Security, Systems, Applications as well as Technical Support and Statistics, Reports and e-Publications.

President of the Agency's decree no. 54 of 2020, as amended by decree no. 205 of 2021 regarding internal audit and governance, which includes several sub-organizational divisions, namely Internal audit and technical governance as well as internal audit and administrative governance and internal audit and financial governance.

The first draft of the government's circular was completed and the draft of each ministry was submitted to the responsible ministers. It included all the old and new body of legislation regulating the State units and was used in determining the terms of reference of the various administrative units.

The process of developing the draft for restructuring the offices of all ministries was completed through 125 interviews and meetings with ministers and ministry officials. The new structure of the offices includes three frames of organizational divisions, namely standard organizational divisions of the Minister's office as well as standard organizational divisions with common tasks managed by a permanent Undersecretary and various technical organizational divisions for ministries. A number of decrees were also issued by President of the Agency regarding the job table of each ministry, where 26 decrees have been issued for implementing the new structures.

The process of developing the draft of enhancing the efficiency of the administrative organization of the Egyptian State has been completed, including a vision of the approval of various authorities, bodies, agencies and centers. Moreover, a vision of the processes of incorporation, merging and cancellation has been presented.

The Prime Minister's decree no. 1147 of 2020 regarding the establishment of the Public Administration Center (formerly known as the Center of Qualifying Business Leaders which was affiliated to the Ministry of Public Business Sector). Thus, merging the Public Administration Center with the Government Administration Center (which was affiliated to the Central Agency for Organization and Administration).

The Ministry of Planning and Economic Development has created the Egypt Award for Government Excellence ceremony annually to promote institutional development.

Third: Capacity Building and Development:

The Egyptian State aims to develop the administrative apparatus employees' skills to enhance their job experience and develop the performance of various units within the administrative apparatus. Accordingly, the State's strategy for enhancing the administrative apparatus employees' capabilities is based on three tracks:

First Track: Creating centralized and automated contests to select new employees of the administrative apparatus. Therefore, the State has established the Government Jobs



The administrative reform file is not the responsibility of one given party; rather it is a responsibility shared by all parties, including the government, the private and public authorities, the civil society and the citizens. All should work shoulder to shoulder to make reform a success.

Portal, which includes all job vacancies available in the government and applications can be submitted online. Furthermore, the State also established the Capabilities Assessment and Competitions Center affiliated to the Central Agency for Organization and Administration. In this regard, job applicants could be tested for approval online through the portal.

Second Track: Developing a national training plan that includes five packages of training programs. They are 'Bedaya' package for new employees of the administrative apparatus as a career track program package attuned to specialty in addition to a middle management supervisory package for the senior level and 'Bedaya Jadeda' program package for the people approaching the legal retirement age and planning for post-retirement.

Third Track: Qualifying and training the candidates moving to the New Administrative Capital. Four packages of training programs have been designed after assessing the employees' capabilities and training requirements and setting up training cards for them, as follows:

The Foundations Package: All candidates moving to the New Administrative Capital have been trained regarding the basics of public office, including national security, the Egyptian State institutions, sustainable development strategy, major national projects, anti-corruption strategy

and change management. This package was implemented by the Egyptian Anti-Corruption Academy.

Competency Enhancement Package: The Egyptian employee should be qualified with 13 general competencies identified by a group of sociology experts. Moreover, measuring batteries were prepared by a group of psychologists to evaluate the competencies of the employees moving to the New Administrative Capital and the employees were trained accordingly.

Career Track Package: All employees in all specialty fields were trained in cooperation with the authority responsible for each file. For example, the employees in the departments of contracting and financial affairs were trained in cooperation with the Ministry of Finance and the employees in the departments of strategic planning, policy, follow-up and evaluation were trained in cooperation with the Ministry of Planning. In addition,

Normally, there are many challenges faced by those in charge of reform, namely change resistance, reaping the reform fruits immaturely, the cost of reform as well as disinterest in reform on the part of the target group. There are many people, who would like to maintain the status quo and who resist any update, progress or change to business automation. In addition, the long history preceding the reform process has created a group of beneficiaries who would disrupt the reform efforts, underestimate its benefits and spread disinformation and fallacies to maintain their interests.

the employees in the technical and executive secretary offices were trained in cooperation with the Institute of Diplomatic Studies affiliated to the Ministry of Foreign Affairs.

Applications Package: All employees moving to the New Administrative Capital in all relevant authorities have received training regarding the common applications such as the automated human resources system or human capital management, e-mail etc.

In this context, a training plan draft for 538 units has been approved by the Agency from mid-2018 until May 2022 throughout Egypt. This includes ministries, bodies, local units and directorates. The related budgets were allocated and the training plan was approved by the Agency, including 964 entities. In addition, the plan of updating 38 training regulations for the administrative apparatus units was approved and 216 training centers in the private, government and civil sectors were approved to deal with government units. The Agency is currently reforming the approval system for private training centers.

The Agency also issued circulars no. 5 of 2018 and no. 2 of 2019 regarding the rules regulating the training activity in various government agencies. In addition, the Civil Service Law stipulates providing training for youth in various government authorities to qualify them for the labor market. In addition, great efforts have been exerted for training and qualifying employees by various government authorities such as the Egyptian Anti-Corruption Academy, the National Youth Training Academy etc.

Fourth: Database Integration and Structure: Regarding this track, the State aims to digitize the

administrative apparatus business so that it could be more effective and faster. Given the importance of the constant updating of accurate information for decision-making, Presidential Decree no. 501 of 2017 was issued to establish the Supreme Council for Digital Society. In addition, the Egyptian institutions experience a new phase of digital transformation, in which the Central Agency for Organization and Administration has established several databases, which are updated instantly, as follows:

The Job File Update Database: It includes data of the employees from various government authorities, with the data of 3,221,355 employees having been updated so far.

The "Takat" database created by the Central Agency for Organization and Administration, which includes the data of human resources in the State authorities such as experts, consultants, and professional trainers.

The database of contracting with experts: An application has been designed by the Agency to include the data of contracting experts as per the related ministerial decree. Thus, the data of all contracting experts in the various units of the administrative apparatus are registered on the application.

The database of deputies and assistants to ministers, which includes the data of these employees in the various ministries to inform the Agency to register their data on the database.

The database of court judgments, including the ones issued in favor of current or former state employees. For the purpose of governance, a judicial department has been established by the Agency to review and audit judgments in cooperation with the State Justice Agency. This department includes the data and study documents of 151,325 court judgments.

The institutional memory database implemented by the Agency, comprising the files and documents converted into electronic versions. The project aims to convert the current and archival files into electronic versions within the digital transformation process, where business would be automated to cancel paperwork. The Agency has digitized 13 million documents.

The seconded employees' database established by the Agency to facilitate the procedures for the employees moving to various authorities within the administrative apparatus by allowing their registration on <https://seconded.caoa.gov.eg/>. They have been registered by the Agency and 1129 have moved to the specified entities.

Database of the candidates moving to the New Administrative Capital to facilitate reviewing and editing their data. In addition, an application has been created by the Agency to survey the needs of those candidates regarding their preferences with respect to receiving allowances or housing units, the schools of their children and membership of the "Club" Club.

Fifth: Public Service Improvement:

Egypt aims to achieve efficiency of the public service through improving the government's performance to gain the citizens' trust through establishing transparency and accountability, maximizing returns, reducing expenditure and providing services more rapidly for a lower cost. The Agency has worked on enhancing the government performance and facilitating the procedures of online services. The most prominent of those services are:

The website of employee promotion as per the Civil Service Law, launched by the Agency to allow all employees to access it to settle their correct job levels that should have been settled on November 2, 2016, at the time of issuing the law based on the intervals. The website <http://promotion.caoa.gov.eg> has received more than five million queries within one week of its launch in June 2019. Later on, it was used when decrees of the President of the Central Agency for Organization and Administration were issued regarding the promotion of



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employees in 2020 and 2021.

The Government Jobs Portal <https://jobs.caoa.gov.eg/>, whose upgraded version was launched on July 1, 2021, by the Agency to publish the job vacancies available within the units of the State administrative apparatus as per the regulating rules to achieve transparency, equality and equal opportunities for all applicants. The portal aims to help job seekers by posting the terms and conditions of each job vacancy according to each agency in addition to the schedule of the related online and oral examinations. Since July 2021, 20,181 job vacancies have been published for 275 government agencies under 540 different job titles and the portal recorded 54,739,629 registrations until May 30, 2022.

The Automated Business Procedures System, which is an electronic system created by the Agency to replace all paper documents online and establish a paperless system. In the framework of moving to the New Administrative Capital, more than 13 million documents were converted into searchable and analytical digital versions.

The digital institutional system established by the Agency to provide electronic communication among government authorities. The Agency has updated the job files through implementing the national digitization project. The involved employees were trained and provided with

a laptop, scanner and a flash (for secured connection with the Agency) to enable online communication among various government authorities and the Central Agency for Organization and Administration.

The monthly report launched by the Agency in July 2020, including the achievements of the administrative authorities during the elapsing month. Furthermore, it allows employees who work within these various authorities to search for the related subjects through this link <https://www.caoa.gov.eg/WireFrames/achivments.aspx>.

A chatbot (the smart robot – Kemet) is an application launched by the Central Agency for Organization and Administration, using the artificial intelligence technology for enhancing communication between the Agency and various authorities or individuals. During the first stage, Kemet will respond to inquiries from citizens and employees regarding the Civil Service Law no. 81 of 2016 and its executive regulation. Later on, the application will be provided with more information about their subjects of interest in the Agency. Kemet will also be available on the Agency's official website, Facebook page, and WhatsApp. The communication with Kemet will be through chatting in the beginning, but it is planned to

A chatbot (the smart robot – Kemet) is an application launched by the Central Agency for Organization and Administration, using the artificial intelligence technology for enhancing communication between the Agency and various authorities or individuals. During the first stage, Kemet will respond to inquiries from citizens and employees regarding the Civil Service Law

enable oral communication with it later.

The Agency has produced a series of videos to explain the Civil Service Law and its executive regulation to simplify the legal information and the articles of the Law. These videos were produced by the Agency's employees in terms of script writing, proofreading, legal audit, acting, audio performance, direction and sign language. They were implemented using the animation technology and were broadcast on the Agency's website and its official pages on Facebook and YouTube.

Conclusion:

Normally, there are many challenges faced by those in charge of reform, namely change resistance, reaping the reform fruits immaturely, the cost of reform as well as disinterest in reform on the part of the target group. There are many people, who would like to maintain the status quo and who resist any update, progress or change to business automation. In addition, the long history preceding the reform process has created a group of beneficiaries who would disrupt the reform efforts, underestimate its benefits and spread disinformation and fallacies to maintain their interests.

The administrative reform file is not the responsibility of one given party; rather it is a responsibility shared by all parties, including the government, the private and public authorities, the civil society and the citizens. All should work shoulder to shoulder to make reform a success. Indeed, the support of the political leadership to the administrative file as one of the government's priorities is considered one of the basic and vital aspects of the reform process. Moreover, the reform process is in progress for the benefit of Egyptian organizations. God bless Egypt and its great people.



Efforts and Activities of the National Anti-Corruption Academy





The Minister / Chairman of the Administrative Control Authority and the work team for the establishment of the Administrative Control Authority pavilion at the International Book Fair

Administrative Control Authority Participates in 53rd Edition of Cairo International Book Fair



The Administrative Control Authority (ACA) took part in the 53rd edition of the Cairo International Book Fair with the rallying call "Egypt's identity, culture and the question of future."



Editorial Staff

This was the first participation by the ACA through its pavilion that included a number of events and publications. The ACA and National Anti-Corruption Academy actively engaged in awareness campaigns to urge citizens to participate in the efforts to prevent and combat corruption and promote the integrity and transparency values. The Fair represented an excellent opportunity to reach a wide range of citizens and visitors from across Egypt, thus showcasing the Egypt's efforts on this arena.

The ACA pavilion showcased the Authority's activities in preventing and combating corruption and clearly presented its efforts to promote investment and export and support the pool of national capacities. Furthermore, the pavilion shed light on Egypt's infrastructure project and the campaigns launched by the Authority to spread awareness about the risks of corruption. It also demonstrated the international cooperation efforts in preventing and combating corruption. Publications on national and international anti-corruption activities were also made available amongst the visitors interested in this field.

The Authority pavilion also presented the Egyptian Anti-Corruption Academy (EACA) activities and academic programs, and registration requirements. In addition, it provided publications for some academic papers and research related to the Authority's activities, with available editions of "Nation Conscience" magazine issued by the EACA's research center.

The National Institute for Governance and Sustainable Development also effectively participated in the Authority's pavilion, by displaying some publications of the Institute, including the professional codes of conduct, governance, competitiveness and anti-corruption indicators, and "Be Ambassador" initiative.

Believing in the ACA's motto "Partners in Protecting Our Country's Interests", the Authority's pavilion at the Cairo International Book Fair, surveyed the present participants' opinions on the efforts of preventing and combating corruption, and discussed their suggestions to maximize the anti-corruption strategy.

Promoting the importance of effective communication and exchanging viewpoints, the EACA organized two symposiums on the sideline of its participation in the proceedings of the Fair. The first symposium was held on Sunday 30/2022/01/ at the main hall under the title of "Egypt's Strategy for Preventing Corruption: Towards the New Republic". The symposium discussed the development of corruption prevention mechanisms and the strategic vision that could fulfill the State goals in this file. Also, the symposium reviewed the EACA's role in building the Egyptian personality.

The second symposium was convened on Thursday 03/2022/02/ at Guest Honor Hall under the title of "Digital Governance : Future Vision". A presentation was given on how to keep pace with the technological development and Egypt's information infrastructure as one of the means for building the new republic and its role in the integration of databases to support the decision making, achieve digital governance and promote the quality of the governmental services provided to citizens.



Prime Minister Mostafa Madbouly inaugurates the Administrative Control Authority's pavilion at the Cairo International Book Fair



Minister Hassan Abdel-Shafi, the president of the Administrative Control Authority, stressed that the Authority is keen on participating in the proceedings of the 53rd edition of Cairo International Book Fair. It was the first-time participation of the Authority in the Fair, by which the Authority aims at maximizing the culture of combatting and preventing corruption, raising awareness about its risks, promoting the values of integrity and transparency, reaching out to all the strata of society as partner with its awareness and positive action in maintaining the wealth of the Egyptian State.

President of the Administrative Control Authority pointed out that the Authority's participation at the Cairo International Book Fair was not merely limited to the achievements made in preventing and combating corruption; rather, it extended to holding discussions on this topic with the visitors of the Fair through two symposiums organized by the ACA Egyptian Anti-Corruption Academy (EACA). He highlighted the Authority's keen concern in effective communication with the society, where the Authority pavilion surveys the opinions of the visitors and participants of the Fair within the framework of the efforts for combating corruption, thus helping to develop the strategies of combating and preventing corruption.

Statements of Minister Hassan Abdel-Shafi

President of the Administrative Control Authority
On the sidelines of launching the proceedings of ACA pavilion while opening the 53rd edition of Cairo International Book Fair.



Book Fair visitors in the Administrative Control Authority's pavilion at the exhibition



View our video on the Administrative Control Authority's pavilion at the Cairo International Book Fair



Visit of the head of the French Anti-Corruption Authority to ACA

Egyptian Anti-Corruption Academy April-June News Digest



The Egyptian Anti-Corruption Academy continues to foster national capacities in the fight against corruption across all sectors.



Editorial Staff

The Administrative Control Authority deems enhanced training that utilizes modern methods key to fostering national capacities in the fight against corruption across all sectors. With the firm belief that such endeavors are facilitated through continuous training and awareness promoted through modern methods.

The Egyptian Anti-Corruption Academy, entrusted with promoting anti-corruption training, has always been the ACA's gateway to promulgate integrity and transparency; provide anti-corruption training, and bolster capacities to combat corruption. EACA's efforts have also extended to cover regional and international spheres, making it a trusted source for those who wish to be equipped with anti-corruption knowledge and methods to prevent its spread. Hence, the EACA works relentlessly to provide a wide array of services in that regard, including top-notch training and research through an integrated and advanced system.

The period from April to June witnessed a number of activities in the Academy, namely the reception of Judge Charles Duchaine, Head of the French Anti-Corruption Agency, at the headquarters of the Academy, where First Secretary Khaled Abdul Rahman, Assistant to the Chairman of Administrative Control Authority for the Egyptian Anti-Corruption Academy Affairs and International Cooperation received the Judge and the accompanying delegation in the presence of Undersecretary Dr. Mohamed Salama.

The meeting reviewed the role of the Academy in raising

community awareness; promoting the culture of preventing and combating corruption; as well as holding training courses in various fields. They also discussed coordination between the two sides through practical steps to exchange experiences pertinent to community awareness to reduce corrupt practices across all segments of society, including the private sector. This, in addition to discussing the potential for joint bilateral cooperation.

In light of the ACA's actions against corruption, namely Aligning with National Bodies, the EACA held a training course for Military



Members of the training course for students of determination



Members of the training course for students of determination



Signing the electronic payment protocol between the Academy and Al-Ahly Bank



Training Course for foreign officers attached to the military diplomatic representation and their wives

Attachés and their spouses, in coordination with the General Intelligence Service represented by the Military Attachés Service. The course tackled the Administrative Control Authority's frameworks in preventing and combating corruption and shed light on some of the cases in the field of combating corruption and human trafficking.

In an effort to raise awareness of the dangers of corruption and nurture rejection of corrupt practices in society, the EACA, in collaboration with the National Council for Persons with Disabilities, held two training sessions on the fight against corruption. The courses addressed the ACA's anti-corruption

frameworks in preventing, and combating corruption, and touched on digital transformation; Egypt's information infrastructure; and the impact of anti-corruption efforts and the fourth and fifth-generation warfare on national security. Sharing Egypt's experience in preventing and combating corruption with partners from different countries, First Secretary Khaled Abdul Rahman, Assistant to the Chairman of ACA for the Egyptian Anti-Corruption Academy Affairs and International Cooperation, received the French police delegation in the presence of the Director of the Academy and members of the Administrative Control Authority from different oversight units. The meeting included an overview of the Administrative Control Authority and the EACA and their role in preventing and combating corruption and providing relevant training. The meeting delved into one of the cases the ACA handled, and further discussed prospects for future cooperation in areas of mutual concern.

As the EACA works tirelessly to develop its services, it signed a contract with the National Bank of Egypt to facilitate electronic payments for the training and educational services provided to its trainees. The contract was signed by First Secretary Khaled Abdel Rahman, Assistant to the Chairman of ACA for the EACA Affairs and International Cooperation, and Mr. Yahya About Fotouh, Deputy Chairman of the National Bank of Egypt. The payment system will be made available through the Academy's official website using the bank's electronic payment portal.

These efforts are but a glimpse of the EACA's agenda to instill integrity and transparency into Egypt's administrative bodies, in order to preempt the forces of corruption that seek to undermine the development of the nation.





**Strategy,
National Security
and Crisis Management**

Rumors and Fourth-generation Warfare "Definition, Impact and Response"



**Air Force Major General
Dr. Hisham Al Halabi**
Consultant at Nasser High Military Academy

In this era, war changed and took a new form that relies on the strategy of destroying and undermining a state from the inside, targeting all the components of the civil sectors as the main goal rather than targeting the armed forces of such state. This form of war is known as the Fourth-Generation Warfare (4GW), which use the psychological operations to a great extent. Psychological operations are implemented by trained individuals and groups to create unrest and disturbances in the target state citizens and attempt to culturally invade them in such manner adversely impacting them to destroy their morale.

Difference between Psychological Operations and Psychological Warfare

Some people confuse "psychological operations" for "psychological warfare" and use them interchangeably. Psychological operations mean "planning for the operations of disseminating information using the selected methods for the target societies to influence their feelings, motives and objective logic for the purpose of changing the behavior of such societies as well as the target organizations and governments". Psychological operations denote a planned and methodological use of propaganda and different psychological techniques to affect the opinions, feelings and behaviors of the target addressee; they are launched at the time of peace and war alike¹. On the other hand, psychological warfare is waged against the armed forces of the hostile state during war time only at the battlefield. Psychological warfare focuses on attacking the mind and heart of the adversary's fighters to get them to reach a state of despair and surrender, convincing them that it is futile to be involved in war because they are unable to understand or comprehend the series of fast-moving events and psychological pressures that outdo the level of their thinking; thus, such fighters lose the willingness

Psychological operations have become independent of the military conflict to an extent that the latter has become one of its elements

or enthusiasm to fight at the war.

As for the goal, psychological operations aim at affecting the opinions, feelings and behaviors of individuals and groups at economic, social and military levels. On the other hand, psychological warfare aims at breaking the morale of the hostile armed forces to reduce their efficient capability to fight at war. Regarding the element of continuity, psychological operations continue at all times including peace, tension and war. Psychological warfare is limited to the times of tension and armed conflict only. Hence, psychological operations are no longer a means used during war time only; rather, psychological operations have become independent of the military conflict to an extent that the latter has become one of its elements.³

Technological advancement provided psychological operations with resources that never existed before through three main dimensions: (1) ability to establish network connections that allow instant communication with societies and individuals; (2) multitude of means of influence on societies and individuals; and (3) the development of social sciences that focus on identifying the stimuli influencing the human behavior. Mass media have become one of the key tools to deliver the messages of psychological operations to the recipient anywhere and

Mass media has become one of the key tools to deliver the messages of psychological operations to the recipient anywhere and at any level. Conventional and unconventional mass media, of all forms and types, plays an instrumental role in the light of scientific and technological advancements since mass media is always available and instantly accessible during any event in real time.

at any level. Conventional and unconventional mass media, of all forms and types, plays an instrumental role in the light of scientific and technological advancements since mass media is always available and instantly accessible during any event in real time. They cover a large sector of the target addressees. Psychological operations are the means through which the objectives of the media messages are determined and through which the public are guided to achieve a certain goal within a specific timing, serving the interests of the aggressor states.

Rumors as the Most Important Methods of Psychological Operations

A rumor is a term given to a certain point of view or plausible statement that is disseminated from one person to another whether orally or through any means of online and offline communication. It is usually circulated by people without verifying it against a reliable source. Rumors are dedicated towards influencing a person's thinking and imagination in such a manner causing them to believe something that does not exist, and the target addressee also adds to its content, making it be quickly circulated and widely spread.⁴

Rumors are the most seriously influential psychological operations because they could rest on a source that confirms they are true. As a result, they are rapidly and widely circulated; rumors are the most frequently used and influential techniques of psychological operations due to their characteristics and features, causing the target addressee to lose confidence in their leaders and their strength as well as lose their confidence in gaining victory and in their ability to overcome trials and tribulations. Rumors are carefully and meticulously planned and developed, and the methods of publicizing rumors are selected by the relevant bodies in charge of psychological operations. They are then disseminated through psychological campaigns to adversely affect the target state.

Rumors need a fertile soil for growth and expansion. Therefore, the planners of rumors seek to identify the vulnerabilities of the target state citizens to carefully select the themes of rumors. The more the content of rumors is away from direct insult and offense, the easier the rumors could fulfill their goal; they could be widely received and become more popular in the target society. The main components of the rumor include the following:

Content of the rumor;

Psychological attitudes of the individuals towards this rumor;

Motives driving the individuals to make up and circulate the rumor.

Most Significant Goals of Rumors:

Sowing the seeds of despair among the target state citizens and underestimating their capacities and capabilities.



Overestimating the faults of leaders at different levels, to cause citizens to lose confidence in their leaders.

Debilitating the internal front and creating loopholes by encouraging defections among the opponent groups and sects, and the opposition to the ruling regime as a result of causing the citizens to distrust the ruling regime in the target state. Consequently, the morale of the morale of the target state citizens is undermined.

One of the most important goals of rumors is to distrust the integrity of the state institutions, attempt to show the state regulatory and administrative authorities as unable to implement the legal and behavioral rules to minimize the violations and breaches of the law and minimize the abuse of influence. This adversely affects the overall investment atmosphere and, in turn, exerts pressures on the citizens.

Continuously casting doubt on the political, economic, military and social data announced by the institutions of the target state. This causes the citizens to lose confidence in the transparency and credibility of these institutions and creates an environment of anxiety and distrust inside the target state, which adversely impacts the citizens' positive behavior.

Examples for Types of Rumors:

Slow Rumor: It is publicized slowly, in whisper and in a confidential fashion. This reticence causes the recipient to believe it is true. It is circulated under a shroud of secrecy. This includes, for example, the hostile rumors that attack the reputation of prominent figures.

Fast Rumor: It is a rapidly spread and also rapidly disappearing rumor. It is often launched with sudden events.

Recurrent Rumor: It is a rumor that is publicized and then disappears. It reappears if there are favorable circumstances or at the times determined by the person who launched the rumor.

Attack Rumor: It is a rumor that is launched to target a certain person or category to disparage and diminish

Most Significant Goal of Rumors is to sow the seeds of despair among the target state citizens and underestimating their capacities and capabilities.

their standing.

Bogie or Fear Rumor: It aims at arousing anxiety, fear and horror in the society. It relies, in its dissemination, on people's fear from the future especially during wars, and economic and political crises.

Rancor and Hatred Rumors: These rumors are issued as an expression of hatred and grudge feelings, and destructive motives that some people could have. It is not necessary for a person who creates this type of rumors to be aware of what he/she really does; rather, he/she unconsciously issues them to let out negative feelings towards a certain situation. A rancor and hatred rumor is the most serious type of rumors because it fuels dissension among people.

Exploratory Rumor: Rumors may be spread for identifying the extent to which the public opinion or its attitudes are mobilized (as a trial balloon to take the temperature of the public opinion) towards a certain issue, or as an attempt to explore the reaction of the public street towards a certain event.

Types of Rumors by Source:

Personal rumors: The rumor-monger aims to achieve personal gains.

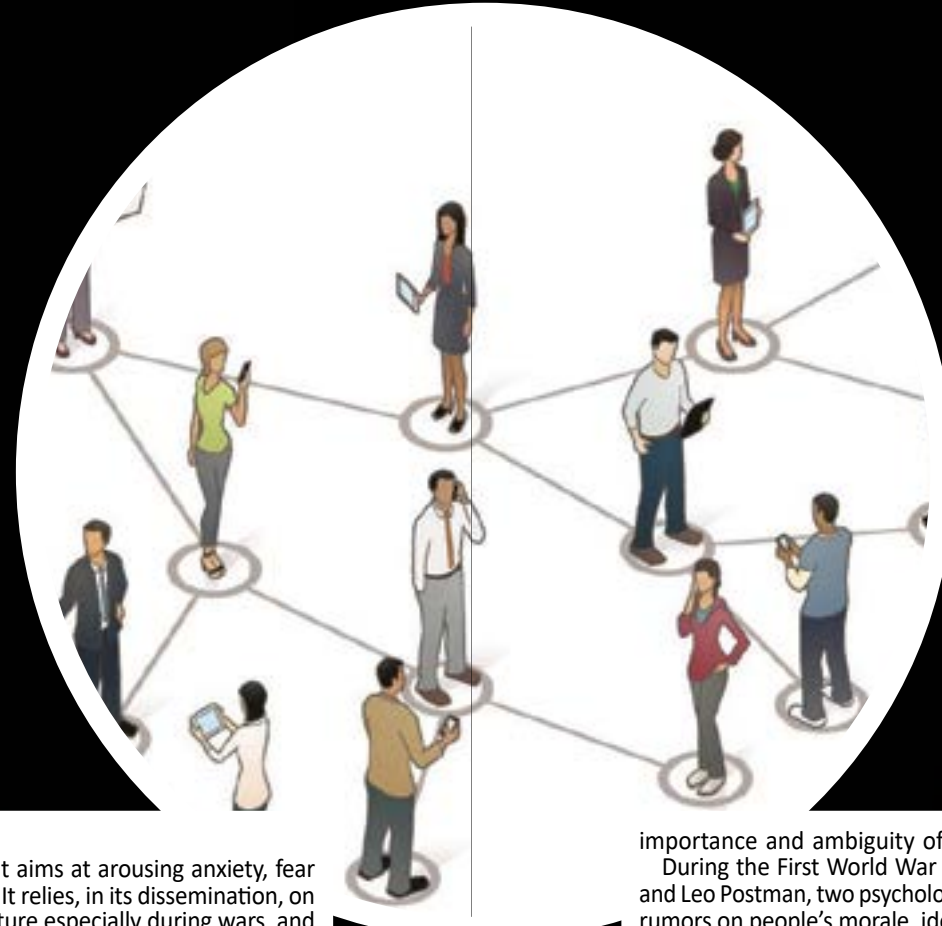
Local rumors: These rumors revolve around an issue of a certain town or society.

National rumors: These rumors revolve around public national issues and crises encountered by the state, weaknesses or strengths to encounter them.

International rumors: These rumors are spread in case of international crises, during the spread of epidemics or disasters.

Scientific Method for Addressing Rumors:

Rumors about a certain issue are spread according to the importance of such issue as well as its ambiguity. The more a certain issue is considerably ambiguous and highly important, the more highly influential the rumor is about it. Noticeably, ambiguity results from the poor performance of mass media or the lack of reliable news. Therefore, the strength of a rumor relies on the



importance and ambiguity of the issue.

During the First World War (WWI), Gordon W. Allport and Leo Postman, two psychologists, noticed the impact of rumors on people's morale, ideas, attitudes, feelings and behavior. They also noticed that rumors are quickly circulated at pressure-exerting circumstances or at worrisome ones such as accidents, wars, calamities and crises of different types. They also noticed that rumors are more rapidly circulated when there is a media blackout or ambiguity. In addition, they conducted numerous experiments in 1945 and their scientific efforts were culminated by the publication of a book entitled "Psychology of Rumor" and put down the following formula in their book:⁵

Rumor Intensity (R) = Importance of the issue (I) X degree of its Ambiguity (A)

With view to this formula, when ambiguity or importance reaches zero, the rumor intensity becomes zero. Therefore, the best way to put out rumors is by disseminating true information about the issue the rumors revolve around. Also, through identifying the future interests of people, it is possible to expect the subject of a rumor.

Rumors could take other forms other than that of a written text or a familiar narrative text. Other methods may be used, such as a propaganda and a joke, where the latter is the most serious form of spreading rumors. A

joke significantly influences the public opinion, particularly in low cultural and social level settings, which may be easily affected by humor and jokes. Caricature may be used for disseminating rumors because absorbing, attractive and of a long-lasting influence; it may also be spread among the different cultural levels. Its influence might exceed the local or national scale to a larger scale, where individuals use multiple languages with whom the dissemination of the written or oral rumor would not fit. Therefore, the

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multiple forms of rumors must be taken into account to address them efficiently and influentially.⁶

Conclusion

Psychological operations are a combat that targets morale and an intellectual conflict that involves concepts and thoughts, leading to the destruction of the opponent by undermining the intellectual cohesion. They are flexible and developing operations in which all the legitimate and illegitimate means are used. Rumors are the most influential psychological operations because they considerably affect the communication between the government and its citizens and affect the immaterial and intellectual connection between them. They also influence social values and national satisfaction. Also, rumors help spread corruption and complicate the process of combating corruption. They shift a society from a state of powerful cohesion to a state of absolute weakness and wreck, causing the society to lose resistance and survival, thus facilitating to impose dependence on it.

It is of paramount importance to comprehend and understand rumors within their wider and more comprehensive context as one of the influential methods of psychological operations. Scientific methods must be adopted by professionals to encounter and

pursue rumors. The most appropriate method for encountering rumors is by creating mechanisms for monitoring and awareness-raising, then conducting periodical measurements to determine the extent of psychological impact and identify the rumors that became deeply instilled within the minds of the recipients. However, such mechanisms must be adopted in all the civilian sectors where mass media of all types would take part.



Crisis Management and the Prevention of Corruption



Major General Mamdouh Zeidan

Expert in Crisis Management and Human Development

Since its foundation in 1962, the methods of applying the science of crisis and disaster management have evolved greatly. Today, it has a basic relationship with the strategic planning in each institution in terms of planning to learn from the past and present lessons and consider their effects. If any institution does not have strategic thought or is unable to implement such thought, it may become vulnerable to crises and may be incapable of achieving any planned goals.

The crisis and disaster management team monitors the performance of the institution on a daily basis to help speed up handling errors to prevent their turning into difficult situations and their subsequent escalation into untreatable crises, through the early prediction of potential crises, preparing treatment plans and scenarios for facing them and providing training for the scenarios implementation.

The crisis and disaster management team is assisted by the modern technological monitoring systems represented in the electronic balanced scorecard (BSC), which contains the key performance indicators (KPIs) for each department/section within the organizational structure of the institution.

During the stage of designing the balanced scorecard for each department/section, the planned goals, the performance evaluation criteria, the formulation of key performance indicators and measurement methods and the determination of calculation and evaluation equations are recorded. When the work team in each department/section records the executive daily works successfully completed on the registration screen in the special card of the department/section according to what is provided in the work plan, the key performance indicators appear on the screen. They express the extent of achievement or deviation from the planned goals, because the percentages of the extent of success achieved appear on the screen, showing the business results (outputs).

Therefore, by analyzing and comparing the planned goals and the criteria for achieving them and by reading the key performance indicators, we can detect the error or default in the work in all its forms, which must be addressed early.

The key performance indicators, with their three colors that appear on the screen, express the extent of success or failure in achieving the planned goals. The green color indicates a high success rate in achieving the planned goal, while the yellow color is a warning sign indicating that there is an error in need of correction. Moreover, the red color is a severe warning of negligence or difficulties whose causes need to be identified and addressed, which helps in the early combating and prevention of corruption.

All this effectively contributes to the implementation of the preventive strategy that relies on the early handling of all potential crises before they escalate and get out of control for the prevention of corruption in all economic, social, political, security and cultural fields.

Thus, it is necessary to have a crisis and disaster management system connected to the balanced scorecard system in every institution, which is connected to a similar system in

the ministry/its affiliated authority. Such center should be connected to the crisis management rooms of the branches of this institution/company according to its geographical locations to achieve integration, coordination and cooperation among them when planning to prevent crises and combat and prevent corruption.

It is also important to link the crisis and disaster management centers in various institutions to the governorate system in which the institution, company or branch is based. This achieves organized collective work in facing crises and preventing corruption under a unified vision and plan, where the role, tasks and duties of all elements of the organizational structure of the institution or company are precisely defined.

This shows the importance of creating a national system for crisis and disaster management represented in the National Center for Crisis and Disaster Management, which is linked to the crisis and disaster management system and the balanced scorecard system for all ministries and governorates. This achieves comprehensive coordination among them in light of a national vision that regulates relations, responsibilities and cooperation, particularly in the case of potential strategic crises.

One of the important factors in the success of applying modern thought to crisis and disaster management is the formation of working groups within the organizational structure of the crisis and disaster management center. These are the leadership, experts and assistants group, the planning group, the information and analysis group, the media and translation group and the human sciences group. These five groups are the basic groups in all crisis and disaster management centers; and other groups may be included depending on the work nature and risks in each institution, such as the administrative and information systems group required for the Center's administrative and technical work. These groups or departments work together as one unit for achieving the success of the crisis and disaster management center in accomplishing its tasks while facing crises and preventing corruption.

The leadership, experts and assistants group whose members are the most experienced and knowledgeable undertake



managing the work system within the crisis and disaster management center and coordinating with the leadership of the institution in cooperation with the parties involved in handling crises and preventing corruption. This can be achieved through communication and coordination with all elements of the National System for Crisis and Disaster Management managed by the National Center for Crisis and Disaster Management and risk reduction.

The planning group works in cooperation and coordination with the rest of groups/departments to prepare crisis and disaster management plans and define their goals and handling scenarios as well as in coordination with all cooperating parties participating in the plan and the measures of corruption prevention.

The information and analysis group works in cooperation and coordination with the rest of groups/departments through analyzing the information and making comparisons between the planned and achieved goals using the data of the balanced scorecard system whose indicators show the real situation regarding the success or failure rates, the detection of corruption and identification of the handling method. This must be done through coordination with all concerned parties participating in the plan and the measures of corruption prevention.

The media and translation group monitors all media, analyzes the content and risks of news and their impact on public opinion as well as prepares and implements an awareness-raising plan for the public. It also responds to rumors to educate the public opinion within the institution itself and at the national level as well as prepares scientific materials such as films or documentary videos that explain the facts to the public opinion. In addition, it makes use of the social media in raising awareness and measuring the potential public opinion reactions in cooperation with the human sciences group and in coordination with the national media.

The human sciences group contributes to studying human behavior and reactions to present and discuss them in the stage of preparing a crisis response plan and the methods of corruption prevention.

The administrative and information systems group implements the necessary administrative and technical procedures to ensure the continuity of providing the work needs of the crisis and disaster management center 24 hours a day and maintenance plans for the devices and equipment of the Center. Special attention is given to the networks of information exchange between the center and other cooperating bodies of the National Crisis and Disaster Management System, particularly securing information from penetration or attacks, because the information in the crisis and disaster management centers is very important; and the

enemies of our homeland seek to obtain it.

Success of the crisis and disaster management system requires a strong team whose members are carefully chosen. They should possess the spirit and will of challenge and success, in addition to distinguished mental abilities, particularly in the field of analysis and conclusion. They should also have a belief in the importance of integrated teamwork together with a high reaction speed without recklessness, in addition to good planning and time management skills, self-confidence and stress tolerance with appropriate health condition and fitness.

The members of this team must also be dedicated to their work in the crisis and disaster management center in each institution. Their career should be recognized by the Central Agency for Organization and Administration and should be promoted to higher posts in the National Crisis and Disaster Management System according to its needs. They are also qualified in the areas of strategic and executive planning, designing and preparing of balanced scorecards and the key performance indicators and standards as well as in the field of crisis management, human resources management, skills development, media and human sciences, governance, anti-corruption, information security, the presentation and reporting skills and the scientific research methods.

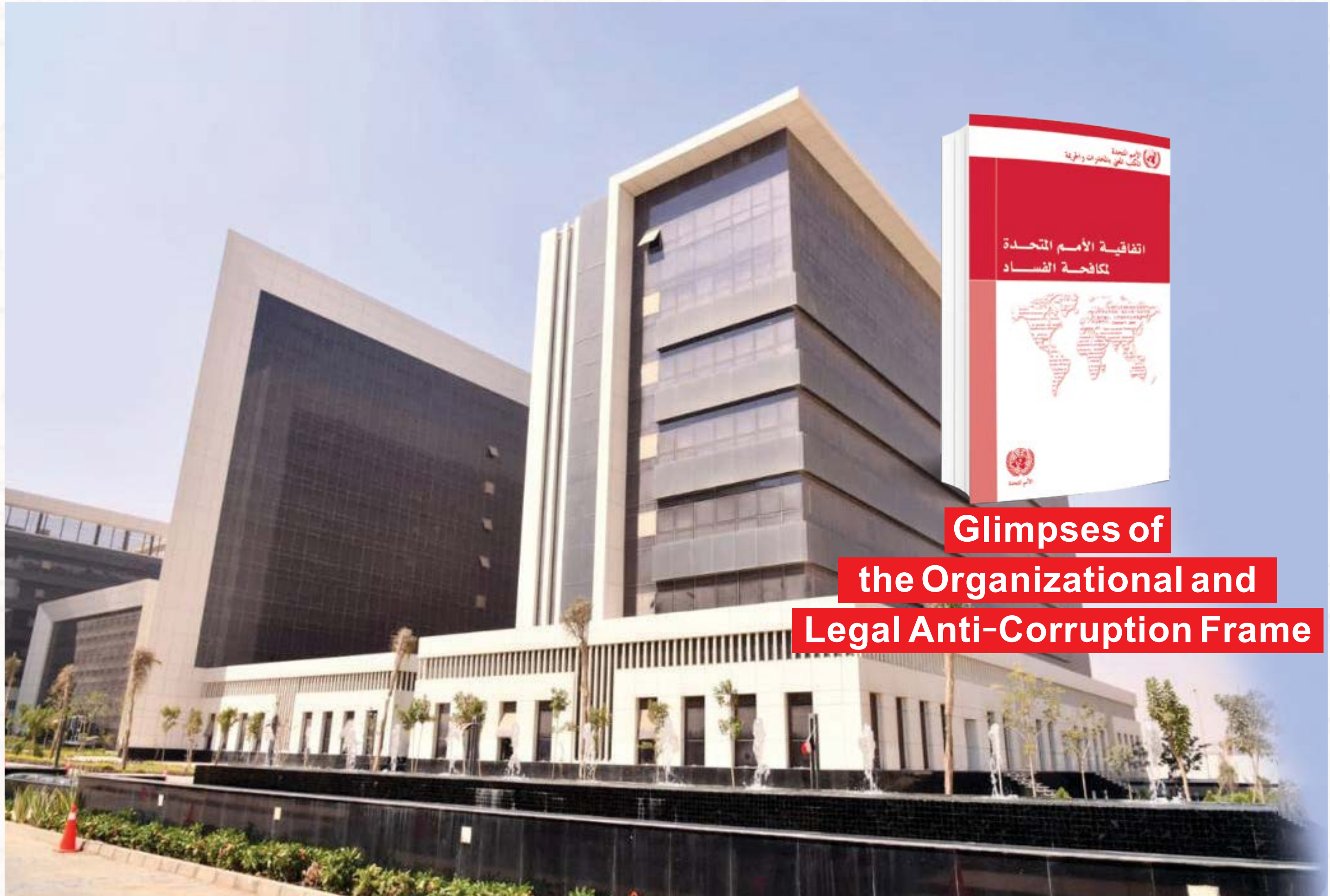
Moreover, they should have an appropriate level in the English language to achieve integration among the team members through specialized training courses.

It is quite important when selecting the members of this team to investigate their security status, to ensure their national belonging, particularly those working in the field of information systems networks and the related security methods.

The crisis and disaster management center should also have a documentary library (films, reports and references) to help the work team in analyzing the past and anticipating future requirements.

Based on the above-mentioned matters, we must all be convinced of the importance of having an integrated crises and disaster management system for reducing risks and evaluating performance because of its important role in protecting the nation's achievements from potential crises and in combating negligence and corruption. We should also cancel the method of crisis management through crisis committees, which are usually formed for handling the crisis after the crisis occurrence. This method is not in line with the modern science of crisis and disaster management, which depends on proactive work and early response rather than reactionary work through employing the two working methods, namely, handling crises and preventing corruption.

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**Glimpses of
the Organizational and
Legal Anti-Corruption Frame**



International Legislation, Treaties and Regional Conferences The Egyptian Mission to Combat Corruption

**Minister Plenipotentiary
Dr. Muhammad Abd al-Salam Al-Shahed**
Director of the Anti-Corruption Unit at the Ministry of Foreign Affairs

Fighting corruption is of great importance in the context of all nations' quest to build a state of law that adopts democracy and good governance as an indispensable approach to achieving development and prosperity. Many countries have realized the significance of addressing the corruption phenomenon as one of the priorities of their national policies, so they have enacted legislation for combating corruption in its various forms through concluding bilateral and multilateral agreements for this purpose. At the national level, Egypt was not isolated from these trends and it built the modern national state, with combating corruption and maintaining public money representing an integral part of its constitutional and legal system. Egypt also joined the regional and international agreement frameworks related to combating corruption, and made remarkable efforts and initiatives which reflected its strong will to combat corruption.

Realizing the importance of combating corruption within the framework of the comprehensive development process and building the state can be fully achieved by looking at the areas of fighting corruption and its role in the various development aspects. From an economic point of view, fighting corruption is one of the most important means used by all countries to protect public funds and utilize them in achieving sustainable development. In terms of politics, the fight against corruption is one of the most important pillars of the rule of law and good governance, as it consolidates the principles of equality before the law and forbids using public office for obtaining unlawful rights. It also promotes accountability, transparency and the sanctity of public funds to support good governance. Concerning the social aspect, combating corruption contributes to providing equal opportunities to the society members and raising the spirit of honest competition among them to enable them achieve their aspirations through facilitating the means of promotion, opening the channels of social mobility and providing the channels of honest competition.

Given this background of the growing awareness of the importance of combating corruption in the context of the development efforts, many countries have taken the initiative to enact legislation that would enable them to address the corruption phenomenon in an effective manner. They have also developed awareness plans to educate the various segments of the society and familiarize them with the harmful effects of corruption on development, social welfare and national stability as well as the ways of resisting it and instilling aversion to it in all citizens.

In addition, many countries have concluded regional and international treaties aimed at strengthening cooperation among them for combating corruption. These treaties include the United Nations Convention against Corruption, as the only legally binding

global instrument against corruption, which was adopted by the United Nations General Assembly on October 31, 2003 through resolution No. 584/, and which entered into force on December 14, 2005. This Convention covers the main areas of preventive measures, criminalization and law enforcement, international cooperation, asset recovery, technical assistance and information exchange. It covers many different forms of corruption, such as bribery, abuse of power, abuse of position and various acts of corruption in the private sector. One of the most prominent features of this Convention is the inclusion of a special chapter on asset recovery, with the aim of returning assets to their rightful owners, including the countries from which they were illegally taken. The majority of UN member states (189 countries) have acceded to this Convention. At the regional level, there is the African Union Convention to Prevent and Combat Corruption, which entered into force on August 5, 2006, with 45 African states being parties to it and the Arab Anti-Corruption Convention ratified by more than 12 Arab countries to date. It should be noted that Riyadh, capital of the Kingdom of Saudi Arabia, hosted the fourth conference of the Arab Anti-Corruption Convention in March 2022. One of the most important resolutions of the conference was the adoption of a mechanism for reviewing implementation of the Arab Anti-Corruption Convention to establish a participatory approach in the Convention implementation efforts, based on collective follow-up by the states parties at the country level to enhance those efforts.

At the national level, the Egyptian legislative and institutional structure reflected the Egyptian determination to combat corruption in all its forms. Article 218 of the 2014 Constitution of Egypt stipulates: The state is committed to combating corruption, and the law identifies the competent supervisory bodies and

agencies, which shall coordinate with one another to combat corruption and promote the values of integrity and transparency. This aims to ensure the proper performance of public office, the protection of public funds as well as developing and following up implementation of the national anti-corruption strategy in partnership with other relevant bodies and agencies, in the manner regulated by law. In application of this stipulation, the Egyptian legislator has set some laws for regulating the work of bodies and agencies specialized in the field of preventing and combating corruption and developed a legislative system, identifying many of the corruption crimes stated in the United Nations Convention against Corruption. The most important laws are the Penal Code promulgated by Law No. 58 of year 1937 and its amendments, Law No. 54 of 1964 on regulating the Administrative Control Authority and its amendments stated in Law No. 207 of 2017 as well as the Central Agency for Organization and Administration Law No. 118 of 1964 and its amendments. More laws include the Illicit Profit Law No. 11 of 1968 amended by Law No. 62 of 1975, the Central Auditing Organization Law No. 144 of 1988 and its amendments and the Money Laundering Law No. 80 of 2002 and its amendments by Law No. 36 of 2014. Many other laws cover the offenses under the United Nations Convention against Corruption based on the protection of public funds and the public office against corruption as well as monitoring and tracking the money obtained from criminal acts.

At the institutional level, the most important law enforcement and anti-corruption agencies in Egypt are the Administrative Control Authority, the Central Auditing Organization, the Public Prosecution, the Ministry of Interior, the Anti-Money Laundering and Terrorist Financing Combating Unit, the General Authority for Financial Control and the General Organization for Export and Import Control. The National Coordination Committee for Combating Corruption was established by Prime Minister's Decision No. 2890 of 2010 as amended by Decision no. 493 of 2014, chaired by the Prime Minister and comprising a number of ministers as members. They include the Minister of Local and Administrative Development, the Minister of Justice, President of the Administrative Prosecution Authority, President of the Administrative Control Authority, and representatives from the Ministry of Interior, the Ministry of Foreign Affairs, General Intelligence, the Central Auditing Organization, the Anti-Money Laundering Unit and the Public Prosecution. The Anti-Corruption Coordination Subcommittee of the National Coordination Committee for Combating Corruption was established by virtue of Prime Minister's Decision No. 1022 of 2014, headed by Chairman of the Administrative Control Authority. It also comprises representatives from the Ministry of Interior, the Ministry of Local and Administrative Development, the Ministry of Foreign Affairs, the Ministry of Justice, the Public Prosecution, the General Intelligence, the Administrative Control Authority, the Central Auditing Organization, the Administrative Prosecution Authority and the Anti-Money Laundering Unit.

At the executive level, the competent authorities have jointly developed the Egyptian National Anti-Corruption Strategy, after extensive coordination and consultation. Its first phase was previously implemented during the period 2014 - 2018; while its second phase covered the period 2019 - 2022. The strategy addresses laying foundations for understanding the dangers of corruption and facing them by the society, with the support of an administrative body that upholds the values of transparency, integrity and effectiveness. The strategy detailed the objectives, executive procedures, programs and mechanisms that ensure achieving its goals, including supporting the capabilities and independence of anti-corruption agencies as well as promoting the transparency and integrity values in the various state institutions. This aims to achieve Egypt's Vision 2030 and to implement the international and regional conventions including the UN Convention against Corruption and both the Arab and African Anti-Corruption Conventions to which Egypt has acceded.

Out of its belief in the importance of training and capacity building for forming fully qualified and efficient cadres to enable

them to perform the anti-corruption tasks assigned to them, the Administrative Control Authority established the Egyptian Anti-Corruption Academy. The Academy serves as the main academic institute specialized in spreading knowledge, raising awareness and providing training in the field of anti-corruption as well as the formation of human cadres specialized in this field at the national, regional and international levels. The Egyptian Anti-Corruption Academy performs its great mission diligently to make a remarkable contribution to strengthening the national efforts of combating corruption as well as to impart Egypt's great experiences in this field to the Arab and African countries. In addition, the Academy represents an important addition to the Egyptian external role in one of the most serious areas for all developing countries, topped by African countries.

Within the multilateral frameworks, Egypt took the initiative to join the international and regional agreement frameworks aiming to combat corruption, particularly the United Nations Convention against Corruption and both the Arab and African Anti-Corruption Conventions, and Egypt assumed a remarkable role in enhancing cooperation in those frameworks. These tireless Egyptian efforts culminated in hosting the ninth session of the Conference of the States Parties to the United Nations Convention against Corruption, held in

Sharm El-Sheikh in December 2021. This conference embodied international consensus on the importance of Egypt's position in the international arena in general and its role in the fight against corruption in particular. The conference issued the Sharm El-Sheikh Declaration entitled "Strengthening Multilateral International Cooperation in the Field of Combating Corruption during Emergencies, Times of Crisis and Recovery." It also adopted some resolutions aimed at strengthening international cooperation in the fight against corruption, including the resolution on following up implementation of the political statement entitled: "Preventing and Combating Corruption and Strengthening International Cooperation: Follow-up on the Special Session of the United Nations General Assembly on Corruption" presented to the conference by Egypt, the UAE, Peru and Colombia. There is also the resolution entitled "Strengthening implementation of the United Nations Convention against Corruption at the regional level" presented by Egypt and other countries.

At the African level, Egypt hosted the fourth annual general assembly of the Africa Association of Anti-Corruption Authorities and the first Forum of African Anti-Corruption Authorities in June 2019 in Sharm El-Sheikh. Finally, the Administrative Control Authority was elected president of the Africa Association of Anti-Corruption Authorities in the elections that took place on the sidelines of the Fifth Annual General Assembly of the Association, held in Burundi in June this year. This embodied the belief of African countries in the leading role assumed by Egypt at the level of strengthening African cooperation in the field of combating corruption, and the great experiences in this field imparted by Egypt to African countries.

At the Arab level, Egypt actively participated in the successive sessions of the Conference of the States Parties to the Arab Anti-Corruption Convention, the last of which was the fourth session held in Riyadh, Saudi Arabia in March this year. One of its most important resolutions was the adoption of a mechanism for reviewing implementation of the Arab Anti-Corruption Convention to establish a participatory approach in the Convention implementation efforts, based on collective follow-up by the states parties at the country level to enhance those efforts.

The world countries will not be able to achieve their development goals in their various aspects without establishing the principles of integrity, transparency and the rule of law, which is only realizable through exerting great efforts at the country level to combat corruption and enhance international cooperation in combating corruption. There is no doubt that Egypt with its position, role and accumulated experiences in this important field has a lot to offer to all countries in its region and the whole world.

Combating corruption contributes to providing equal opportunities to the society members and raising the spirit of honest competition among them to enable them achieve their aspirations through facilitating the means of success, opening the channels of social mobility and providing the channels of honest competition

The Egyptian Anti-Corruption Academy performs its great mission diligently to make a major contribution to strengthening the national efforts of combating corruption as well as to impart Egypt's great experiences in this field to the Arab and African countries. In addition, the Academy represents an important addition to the Egyptian external role in one of the most serious areas for all developing countries, topped by African countries



Training from an Anti-Corruption Perspective

Major General/ Dr. Nabil Hassan

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Faculty Member of the Egyptian Anti-Corruption Academy (EACA)

Corruption in all its moral, financial and functional forms constitutes a dilemma that troubles societies at the security, social and economic levels because most societies, regardless of their degree of progress are negatively affected by it. Corruption is contrary to the values and ethics of civilized societies and to all divine laws, because the related crimes are the most dangerous to individuals and institutions in any country. The public office corruption crimes are particularly dangerous because they cause loss of the individuals' confidence in their administrative and governmental apparatus. In addition to being an obstacle to implementing economic reform policies, administrative corruption usually leads to breach of the balance of justice and equal opportunities and an increase in disagreement among the society segments. The term corruption does not mean a specific crime in the legal sense, but its description covers what has been termed as corruption crimes.

Therefore, the Egyptian legislator has devoted the second book of the penal code to those crimes and specified the felonies and misdemeanors harmful to the public interest and their penalties in the third and fourth chapters of this book. The Egyptian legislator also stated many provisions in special legislation complementing the penal code to curb those crimes and achieve protection of the public office from the danger of exploitation and infringement by those in charge. However, the legislator in any country cannot block all doors before deviant public officials and the perpetrators of corruption crimes because of the multiple ways and modern means used as tools for committing such crimes. In fact, such officials cover or escape their crimes, taking advantage of their occupational powers and the secret nature of such crimes.

Corruption crimes have become as diverse as the fields of human activity because they are not limited to the government context only, as they exist in many sectors and activities. Many corruption crimes have a transnational nature crossing the borders between countries, constituting an international phenomenon that affects the stability of all societies. This makes their prevention an urgent necessity to maintain the values of transparency and integrity and reduce the size of their negative effects. Although the prevention and control strategies are numerous and various according to the circumstances of each society, the most important of these strategies is training, which has multiple concepts and methods in the context of combating and preventing corruption. Those concepts are related to its content, duration, mechanisms and the involved human elements, including trainers and trainees to help training achieve its positive goals regardless of its formal dimensions.

Before we discuss the modern concepts of training, let us state that the developed countries that have achieved their goals in various fields have given training and scientific research great attention and allocated large budgets for them. This helped them make industrial and technological

revolutions that made them on the top of the ranks of great countries. Today, no development in any aspect of life can be achieved except through modern knowledge and methodological and purposeful scientific research in addition to planned training regarding its content, implementation and results. Concerning its content, training must be developed by specialists according to the nature of the trainee's work and the skills to be acquired by him/her; and its programs must be realistically implemented with their output being monitored and re-evaluated from time to time until the required development is achieved.

The ultimate goal of training is always to activate the learning process and acquire new skills with the aim of making use of the acquired knowledge and skills in reality.

Concerning the trainer, s/he should use more than one method for imparting knowledge and refining skills. In addition, s/he should take into account the trainees' psychological aspects and their cognitive and emotional dimensions to attract their attention to the content, to avoid their reluctance to pay due attention during the training process. The trainer should possess these skills because of the significance of his/her role in the training system.

Education is an actual response to information and

a goal that makes interactive training important, so the trainer should make use of the communication with the trainee in a way that achieves the training goals.

A good trainer is always required to observe the participants' explanations, respond to them and refine them while expressing them, instead of responding with arrogance, inattention or indifference during the participation process, because such matters may cause the trainee to lose confidence and affect the training system negatively.

Good training leads to the creation of systems and practices, which the employees dealing with the public can use to achieve transparency and integrity in their jobs performance. These good practices may lead to

facilitating some complicated procedures and regulations that sometimes force the citizens to resort to a mediator or pay a bribe to have their transactions completed. Therefore, simplified procedures and rules reduce government interference and make it easier for the public to receive services smoothly and complete their transactions.

The use of the case study method is one of the effective methods in education and training for the trainees who are in charge of enforcing the laws that combat corruption and curb the ways of committing its crimes. If the trainer is studying a crime involving illicit gain, money laundering or bribery, then it is more useful for the trainee to participate virtually in an applied case in all its stages of the crime, starting from collecting evidence and preparing reports, including investigations, the related ruling and following up the ruling until it becomes final. In fact, education and training are a continuous and integrated process that does not end with the delivery of information, so instruction is no longer significant in modern training, which is based on the acquisition and development of skills. The trainees often acquire theoretical and basic knowledge during the university or pre-university stage. However, they should continue to acquire knowledge and skills to develop their performance, through the problems they encounter in practical life, and should receive systematic training consistent with their jobs status to achieve realistic goals. This leads to automatic development in the trainees' performance, whose fruits appear during performing their work in the field of preventing and combating corruption for eliminating its negative effects.

From the perspective of corruption prevention, training must include the selection of preliminary plans based on the content, periods and the trainee's job. Today, the Egyptian Anti-Corruption Academy is the most important institution providing training in the anti-corruption field through its role based on positive awareness raising. In fact, the state is committed to provide services to its citizens, through its public utilities, in a proper manner, within a reasonable time, without any consideration other than the related taxes and fees paid by them. This helps prevent the prevalence of the corruption culture, and the spread of a state of mind among citizens justifying corruption and creating excuses for corrupt practices, a state which appeared and spread because of the mechanisms of economic globalization. In fact, the current Egyptian

constitution dictates that the Egyptian State should combat corruption and reduce its negative effects to benefit the Egyptian citizen by providing its services without hindrances from the officials responsible for providing them.

Because of the importance of awareness-raising and knowledge dissemination, the International Convention against Corruption stated in Article VI, paragraph (b),

that each state party should increase and disseminate the knowledge related to preventing corruption, because awareness-raising helps in spreading the values of transparency and integrity. Therefore, the Egyptian Anti-Corruption Academy developed a systematic training program, through which it provided training to nearly thirty thousand employees who moved to the New Administrative Capital and who are affiliates of all ministries, authorities and public institutions. This will have a great impact on these employees in the performance of their jobs with transparency and integrity, as a practical application of the effective results of the provided good training.

The traditional training methods are no longer significant as they were before. The modern training methods and tools include the use of modern technology and the concept of training as conceived by those in charge of it and by the trainers and trainees. In fact, the modern concept of training has become a system for improving and developing performance, because it leads to the creation of new skills and allows the trainees to show their creative and innovative abilities.

Training is no longer a formal activity. Rather, it has become a complete system

with specific objectives, which is no longer a means for breaking boredom or avoiding work burdens. Training aims to achieve development, the acquisition of knowledge and creativity, particularly when it becomes a condition for promotion for the public officials subject to the modern Civil Service Law No. 81 of 2016 AD. Therefore, its importance has become evident for employees and their leaders, and employees seek to receive it rather than avoid it as they used to do in the past. However, training can achieve the highest levels of positivity in performance if it is built on sound methodological foundations, followed by serious monitoring after its completion through making statistical comparisons of the employees' performance to evaluate their performance before and after training. Thus, training performs its role in preparing new cadres capable of bearing the consequences and burdens of fighting corruption, facing its various challenges, eliminating the structures that cause it, and creating

a culture that resists its spread. This will benefit the society by allowing the values of transparency, integrity, justice and equal opportunities to prevail, as the Egyptian State has started a new era, in which the administrative body plays an important role in all areas of development and economic

progress sought by Egypt.

The approvals and requirements related to the major projects undertaken by the Egyptian state in the current era are only made available through an administrative body whose performance is characterized by transparency, integrity and elimination of corruption and the related crimes.

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let us state that the developed countries that have achieved their goals in various fields have given training and scientific research great attention and allocated large budgets for them. This helped them make industrial and technological revolutions that made them on the top of the ranks of great countries



State Contracts

Dr. Mostafa Farag*

Director of the Legal Department at the General Authority for Government Services

A contract is an agreement between two parties to create a legal effect; it is the only legal means available for individuals to satisfy their needs.

The State participates with individuals in satisfying all its needs and administering the public utilities through the contracts which the State enters into. However, the State sometimes uses administrative decisions to satisfy its needs and administer the public utilities.

Contracts concluded by the State in respect of the administrative decisions as a means for administering the utilities and meeting its needs are of a consensual nature; the definition of State contracts does not deviate from that of the contract, which is quoted at the beginning of this article. State contracts are crucial since they are the means through which comprehensive development and evolution can take place. Such development and evolution shift the State to an advanced stage through infrastructures that act as organizational structures to give an impetus to economic and social life. This is the case with several contracts whose implementation results in changing the geographical features inside the State through the constructions and developmental projects;

contracts concluded by the State are not limited in nature.

Two Types of Contracts

It is worth mentioning that the State contracts are not only one type of contract; the State enters into two types of contract: State private contracts and State administrative contracts.

As for State private contracts, they are a category of contracts concluded by the State in the same way as individuals conclude them. They are objectively subject to the system of the Civil Code. The ordinary judiciary has the exclusive jurisdiction to settle any disputes between the parties to the contract, without the State having any privilege or advantage over individuals.

On the other hand, State administrative contracts are contracts in the full sense of the word "contracts" and their effects. However, they are, objectively speaking, subject to the provisions of the Administrative Law in their narrower sense as a general rule. The administrative judiciary has exclusive jurisdiction to settle the disputes between the parties to the contract. The State does not stand on equal footing with the other contracting party; instead,

the State has the powers a public authority has.

Differentiation between Two Types of Contract

For these essential differences, objectively and procedurally, between both types of contract, case law sets the criterion based on which State administrative contracts are differentiated from the State private contracts. It is established under case law that an administrative contract is:

"A contract concluded by a public legal person for administering or regulating a public utility. Administration intent evidently appears in abiding by the provisions of the general law, where the contract includes exceptional provision(s) not commonly stipulated in a special law."

This includes, for example and without limitation, the Supreme Constitutional Court ruling passed in Cassation No. (7) of 1st Judicial Year dated 191980/01/ -Part 1, Page 244.

This also includes the Supreme Constitutional Court ruling passed in Cassation No. 7 of 12th Judicial Year, hearing dated 071992/03/, Part 1, Page 450; Supreme Administrative Court

ruling in Cassation No. 27402 of 55th Judicial Year, Third Division, hearing dated 242015/03/, Set of Legal Principles prescribed by Supreme Administrative Court in the Year (Technical Office), Part One, Page 730.

Based on the preceding points, it was established under case law that the criterion differentiating State administrative contracts from State civil contracts is that a State administrative contract meets three conditions.

First Condition: Administration shall be a party to the contract.

This condition is intuitive since the rules of Administrative Law and the Administrative Judiciary System were created to govern the administration's activity. A contract may be administrative, but its parties are private persons when either party enters into the contract in favor and for the account of the administration.

Second Condition: The contract must be connected with the activity of a public utility.

This condition is of overriding importance since the importance of public utilities, and their vital role in meeting the needs of citizens confirms the privileges the administrative authorities have against the other contracting party.

It is enough for a contract to be connected with the public utility, whether for organizing, exploiting or assisting in the administration of the utility by supply and services.

Third Condition: The contract shall include exceptional conditions.

A contract that includes exceptional conditions, or unfamiliar conditions, as termed by jurisprudence scholars and previous rulings, discloses the intent of the parties to the contract to follow the public law. This denotes that the concluded contract is an administrative contract in nature. Though the judiciary in all its rulings and jurisprudence in its entirety necessarily require this condition, there is no consensus on a specific definition of exceptional conditions. It can be said that such conditions are derived with view to the contract provisions in the aggregate. We can give some examples of exceptional conditions for clarification.

* A contract must include giving advantages to the party contracting with the administration, being a private person, against third parties. Such advantages constitute the powers the administrative body has against third parties, such as the authority of compulsory appropriation of movables owned by third parties.

* The contract must include the authority to amend some provisions of the contract at the sole discretion of the administrative body without referring to the other contracting party.

* The contract must include the authority to terminate the contract prior to the date agreed upon for the end of the contract term.

* The contract must include the authority an administrative body has to apply the penalties to the other contracting party directly without referring to the judicial authority.

Most Significant Forms of Contracts concluded by the State:

There are numerous forms of contracts the State concludes, including, most importantly, the following:

Obligation Contract:

The obligation contract of a public utility is prominent among the different types of administrative contracts. Meanwhile, it is one of the methods of managing the public utilities. Under this contract, the administration entrusts the obligee, whether an individual or a company, to manage a public economic utility and exploit it at such obligee's risk against fees received by the obligee from the beneficiaries. The obligee is subject to the main rules regulating the administration of public utilities as well as to the conditions the administration prescribes in the obligation contract.

This type of contract is distinctive because it is of a compound nature since it contains two types of conditions. Regulatory conditions by which the contracting party abides to achieve the public interest and the interest of the beneficiaries receiving the services of the utility managed by a franchise. Under these conditions, the administration assumes control of the utility

subject of the franchise contract.

The second type of condition is the contractual conditions that cause the franchiser to bear contractual obligations that are similar in nature to any contractual bond.

BOT Contract

The Industrial Manual issued the United Nations Industrial Development Organization (UNID) defines a BOT Contract as follows: "A contractual regulation whereby one of the private sector persons constructs one of the key utilities in the State, including the design and finance process, operation and maintenance of such utility. This private-sector person manages and operates the utility and collects the service charges from the beneficiaries who use this utility along with any other fees, provided that such charges and fees must not exceed the amount proposed in the bid. Charges and fees may not exceed what is stated in the content of the project agreement to enable the private sector person to recover the funds invested and operation and maintenance charges as well as yield a proper return on investment. At the end of the specified term, the private sector person is committed to return the utility to the government or to any new private sector person through public tender."

Public Works Contract

Administrative Judiciary Court in Egypt defines public works contract as follows: "A contracting agreement between a public legal person and an individual or company whereby the contractor undertakes to carry out building, demolition,

excavation, restoration, repair or maintenance works in a real estate property for the interest of the public legal person and to achieve a public interest in consideration for a price determined by such contractor in the contract." (Set of Legal Principles approved by Administrative Judiciary Court, 11th Year, Page 104.)

Supply Contract:

Administrative Judiciary Court in Egypt defines the supply contract as follows:

"an agreement between a public legal person and an individual or company whereby such individual

or company undertakes to supply certain articles to the public legal person as necessary for a public utility in consideration for a certain price."

Set of State Council Orders, Seventh Year, First Volume, Page 76.

Public-Private Partnership Contracts:

According to the World Bank, a public-private partnership contract is "a long-term contract between a private person and a government agency to provide public assets or services, whereby the private person is considerably responsible for risks and management. Also, partnership refers to the arrangements, always in the medium to long term, between the public and private sectors whereby some services are provided, which are within the responsibilities of the public sector, by the private sector, with a clear agreement on the common objectives for providing the public services."

Services Contracts

It is a type of contract concluded by the State to receive services from a natural person or a legal person without having any functional relationship.

Such services could be material services such as cleaning, beautification or guarding services.

They could be consulting services, such as financial, legal, engineering or medical services.

Privacy of State Contracts:

Contracts concluded by the State are undoubtedly significant due to their value and importance in terms of the subject matter of the contract or the financial value of the contract. Several contracts concluded by the State exceed billions in their financial value. This high financial value is a binding motive for all the states, including Egypt, to surround the governmental contracts system with governing rules that guarantee transparency, free competition, equality and equal opportunities. It determines methods for concluding such contracts and dedicates such amount of attention during all stages, starting from the pre-contract procedures, followed by the offering and contract conclusion stages, and ending with the implementation.

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Ethics and Skills of Leadership





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Ethics and the Heavenly Religions

All nations seek to develop and overcome challenges in pursuit of perfection to ensure the welfare of their people, so they work and strive to establish the foundations of morals, ideals, conscience and great values known to humanity since the dawn of history and promoted by civilizations and heavenly religions.

Essentially, the heavenly religions came to propagate positive values and good morals, and to establish the pillars of virtue and transcendence above forbidden desires.

In general, ethics mean a set of good deeds and sayings that aim to build a virtuous human society. Ethics are the basis of all civilizations, because they always seek to change reality to the better, through upgrading the morals and ethical system.

Therefore, the missions of prophets since Adam (Father of Prophets) through to Prophet Muhammad, the last prophet, aimed to establish and consolidate the foundations of morality, virtue and outstanding values among human beings. God Almighty described Prophet Muhammad in the Qur'an, saying, "Indeed, you have great morals." In addition, Prophet Muhammad, summed up his mission in his saying, "Indeed, I was given the mission to make good morals perfect." God gave him noble manners, such as wisdom, chastity, courage, honesty, justice, modesty and tolerance.

Many thinkers and philosophers paid great attention to the importance of ethics in building advanced civilizations and societies. This meaning was referred to

by Egyptian Poet Ahmed Shawki in a line of verse from his poem, establishing the connection between ethics and civilization, reading, "I wake up with my good nature inhibiting me through good manners and denying me pleasures and joy."

The great Egyptian Poet Ahmed Shawki starts his famous poem urging people to adopt good morals and values, stating that his soul stays away from pleasures and joy.

He also concludes his poem by stating:

Sincerity is the loftiest thing by which men are shaken.
And the best thing for a father to impart to his children.
Indeed, nations remain as long as their morals remain.
And if their morals are gone, they are gone.

It may be appropriate at the outset to standardize some concepts related to manners and ethics.

Ethics are the principles and values that govern human conduct in terms of right, wrong, good and evil, and which ensure the stability of societies and the common pursuit of goodness.

Of course, morals have changed over time based on the place and in accordance with the moral standards and values prevailing in societies, cultures and civilizations in the different times and places.

Scholars and researchers have agreed that there are seven branches of ethics that transcend the temporal and spatial boundaries of different societies and civilizations, namely:

First: Courage and boldness: Studies have proven that these two traits determine the hierarchy of power, because whoever shows courage and boldness can assume leadership and control over others.

Second: Justice, fairness and impartiality: The people who adopt these traits and accept the alternation of power gain the support of their societies over time.

Third: Submission to the authority, laws and instructions that protect the public and individual interests.

Fourth: Helping the group, which aims to stimulate the spirit of loyalty, belonging and altruism.

Fifth: Love for family, which develops family affiliation and commitment, leading to good upbringing of children and preparing a good citizen with a high degree of morals for the society.

Sixth: Repayment of favor, which encourages the spirit of altruism rather than egoism.

Seven: Respect for the property of others, which encourages love, justice and impartiality.

Thus, "ethics" is a term that focuses on societal values as a set of morals adopted by the society.

In general, ethics are guiding rules for individuals, while they are guiding signs for societies.

Business Ethics

Business ethics or work ethics are usually included in a document developed for defining the professional ethical and behavioral standards required to be followed by the members of a professional group.

Usually, every profession has general ethics and morals set by its own laws and regulations. Business ethics and manners mean a set of specific rules and principles known to the people of the same profession; and their observance means protecting the profession and its values, principles and customs.

Effective institutions are keen to have a professional ethics charter to guarantee protection of the employees' individual interests as well as to protect the interests and

Both heavenly religions and non-heavenly religions, including Buddhism have some common recommendations that promote good morals, including "Do not kill; do not steal; do not tell a lie; do not drink .intoxicants and do not commit adultery



goals of the institution, facilitate interaction between the institution and stakeholders and provide moral rules, including the code of conduct. As life develops, such rules must be flexible in the face of new situations and crises to deal with them with agility & flexibility.

In order to ensure the success of its ethical charter, the institution should create a mechanism for following up and investigating facts and violations, if any, namely the code of ethics.

The concept of profession

A profession is a form of business that requires special training or a specific skill for practicing it. All professions require specific knowledge and skills that can be acquired through education and experience, such as medicine, engineering, teaching etc. In general, a profession has ethics and principles that everyone who belongs to it must observe; and they can be summarized in seven principles:

1. Uprightness, which includes trust, honesty and credibility;
2. Sense of responsibility;
3. Integrity, independence, objectivity, and impartiality;
4. Commitment to working time;
5. Maintaining professional confidentiality;
6. Good treatment and kindness; and
7. Treatment of the negative aspects of the job (avoiding harm).

Adhering to business ethics achieves several goals, most notably:

1. Understanding the work behavior and its importance in compliance with labor laws;
2. Understanding the business ethics and taking into account the moral aspects;

Islam came to propagate good morals and save humanity from the clutches of ignorance and slavery. Islam maintained the good morals practiced by people, praised good manners and urged people to adopt them because of their great importance to the individual and the society. It also forbade bad manners.

Effective institutions are usually keen to develop a professional ethics charter to guarantee protection of the employees' individual interests as well as to protect the interests and goals of the institution and facilitate interaction between the institution and stakeholders

3. Determining the methods of self-development;
4. Befitting from learning and training to deal with work pressures;
5. Receiving regular and continuous education and training; and
6. Receiving behavioral skills training to identify the correct behavior of employees as well as to understand the behavior of others and distinguish between ethical and unethical behavior.

Ethics and religions

Ethics represent one of the most important components and basic elements for the construction, survival, growth and advancement of societies throughout ages. Therefore, it is necessary to identify a set of values, principles, standards, laws and rules that organize and rationalize relationships and behavior for individuals and groups, as well as promote virtue and correct behavior to achieve happiness and contentment.

Most religions advocated morals throughout ages to regulate the relationship between man and his Lord, and among all beings to achieve bliss in this world and in the hereafter. Therefore, most religions called for adopting good morals, virtue and goodness, and warned against evil, immorality and wickedness. Both heavenly religions and non-heavenly religions, including Buddhism have some common recommendations that encourage good morals, including "Do not kill; do not steal; do not tell a lie; do not drink intoxicants and do not commit adultery."

Morals and Judaism

The Ten Commandments represent the early stage of ethics in the Old Testament (the Torah) and they occupy an essential and elevated position among the moral teachings of the Old Testament. The Ten Commandments, revealed by God to the Children of Israel in the Book of Exodus, Chapter 20 focus all on morals. They read:

1. You shall have no other gods before me.
2. You shall not make for yourself a carved idol, or an image of anything that is in heaven above, on earth or underwater beneath the earth. You shall not bow down to them or worship them.
3. You shall not take the name of God, your Lord in vain.
4. Remember the Sabbath to keep it sacred.
5. Honor your father and your mother, so that your days which God, your Lord, is giving you may be long on earth.
6. You shall not kill.
7. You shall not commit adultery.
8. You shall not steal.
9. You shall not bear false witness against your neighbor.
10. You shall not covet your neighbor's house. You shall not covet your neighbor's wife, nor his manservant, nor his maidservant, nor his ox, nor his donkey, nor anything else of his.

Ethics and Christianity

Moral principles in Christianity give morals an elevated position. A Christian clergy stated: "Christianity is concerned with faith, hope and love. Love is the greatest of these three qualities, because love remains on earth and in heaven, and the fruits of this love are giving, forgiveness, tolerance and the acceptance of other people (regardless of their beliefs or religions and of their being rich or poor).

It was stated in the Bible: "Do not hoard gold and silver! Do not prostrate to Satan! Do not worship idols! Respect your fathers and your mothers."

Christianity emphasizes the inculcation of morals in individuals since their childhood, stating that commitment to these morals and the keenness to adopt them do not stem from their being obligatory commands. Rather, they stem from (man's love for the Creator), so the people's keenness to apply them is prompted by love for the Creator.

In fact, their application means happiness, because it is stated in the Bible (the New Testament) that we should strive for perfection as God has commanded us. We should do what we are commanded to do and stay away from what is forbidden.

Ethics and Islam

Islam came to propagate good morals and save humanity from the clutches of ignorance and slavery. It maintained the good morals practiced by people, praised good manners and urged people to adopt them because of their great importance to the individual and the society. It also forbade bad manners and warned against them.

God Almighty said in His Book, "God enjoins justice, kindness and giving to the kin and forbids wickedness, immorality and transgression."

Islamic thought has given great attention to ethics, making good morals one of the most important goals of Prophet Muhammad's Mission. Moreover, it established the concept of the prophets' and messengers' continuous

The Ten Commandments represent the early stage of ethics in the Old Testament (the Torah) and they occupy an essential and elevated position among the moral teachings of Judaism.



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conveyance of God's messages, commands and prohibitions to humankind, which agreed on maximizing the role of morals. Prophet Muhammad highlighted the role of morals, saying, "I was sent to make morals perfect" to emphasize morals as the most important source of happiness and contentment in worldly life and in the hereafter.

There are thirty-two good morals needed by any society, namely sincerity, honesty, forbearance, prudence, composure, courage, chivalry, affection, patience, benevolence, moderation, generosity, altruism, good faith, kindness, justice, modesty, gratitude, controlling one's tongue, chastity, loyalty, consultation, humility, dignity, coverage, forgiveness, cooperation, mercy, righteousness, contentment, satisfaction, intimacy, setting a good example.

God Almighty says in Al-Isra Chapter:

And when We intend to destroy a village, We command its affluent, who defiantly disobey therein; so the word [i.e., deserved decree] comes into effect upon it, and We destroy it with completely. And how many have We destroyed from the generations after Noah. And sufficient

is your Lord, concerning the sins of His servants, as Aware and Seeing.

This emphasizes that renouncing conscience, morals and following desires is the precursor of the spread of corruption and the destruction and collapse of nations and societies due to the collapse of their moral systems.

In summary, among the most important key words in the literature and philosophies of ethics are conscience, religion, law and the impact of behavior (on oneself or others).

The main test for human behavior is the behavioral space not covered by law and controlled by ethics.

It may be useful for the readers to increase their knowledge in this field to review one of the psychological topics called "psychological self defense mechanisms", particularly the term "rationalizing". When a person commits an action, which may or may not be against law, but which is against moral

principles, such person may give justifications for such action to remain in the so-called "comfort zone". Unlike the discomfort zone, the comfort zone is an external state of self-compassion.

In this regard, I still remember some words, which I learned from an elderly American nurse whom I met in the United States of America in the early eighties. I asked her to sum up her life experiences in a few words that I can learn and apply in my life in general. She said to me, "Always, whatever, wherever, whenever, let your conscience be your judge!"

I think that her words correspond to the following words of Ahmed Shawki, the Prince of Poets, which recap the consequences of renouncing ethics:

"And if some people are impaired in their morals, you may arrange a funeral and go into mourning for them."



Conscience of Leadership

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In the light of the rapid transformations in all fields of our life and due to the requirements imposed by such transformations, several skills are always retrieved to address and adapt to such transformations. Leadership skill, whether self-leadership or other leadership, is the common factor and is on top of different retrieved skills. From this perspective, the role of the leadership conscience is crucial to achieving harmony and concordance between the nation conscience and the leadership conscience; the quality of the nation is reflected by the quality of the human who constitutes the society that belongs to such nation.

Therefore, with all the reform and transformation programs witnessed by the State along with the raising of awareness about the requirements of the New Republic, the level of expectations from leaders gets higher in terms of adaptability, innovation and effective leadership capacity in the light of new and variable developments. Here lies the difference between us as individuals in the motives for, efficiency and effectiveness in using the skills we have to make our dream and aspirations come true. Thus, leadership skills have never been such essential and crucial element for executive leaders, and for institutional and organizational success at all levels.

A leadership conscience has several aspects and elements that start from the informed decision to promote the value of man's humanness in the different work areas and surroundings and dedicate our focus on human values and dimensions of management and leadership. This requires a symmetry between our behavioral motives and acts, and the ethical and value content of our intents in relations to feeling obliged to do what is right and abide by the ethical quality of our individual acts as leaders.

Trust is a top priority of the leadership conscience; it combines the qualities we, as leaders, must have its significant influence on individual and institutional performance style. Trust is a process of building, creation, discovery and enrichment that we take a long time to build and gain, and just a few minutes to lose. Since it is a state of one-to-one ongoing flow between two individuals and between two companies/corporations, we are not certainly the ones who judge our trustworthiness as leaders; rather, the persons we lead and deal with are the ones who judge it, through our credibility and behaviors and refinement of the ethical framework about what we do. Trust in leaders spreads the trust culture, which, in turn, creates the institutional culture.

The leadership conscience is closely and significantly related to the leadership skills; the latter reflects the skills we innately have and those we acquired and developed but how we use all what we have and the motives of our behaviors do reflect the leadership conscience.

This conscience primarily requires infinite integrity and faithfulness with oneself and requires acknowledging and admitting, and stopping what must be stopped and continuing what must be continued, as well as starting to do what must be done for rectification and verification.

As leaders, we always focus on the return on investment in effort, money and time. Just as important as it is, we must not ignore focusing on achieving the return on leadership. It is an essential principle and concept reflected by our thinking and mindset at our different leadership levels. When we make a conscious decision by holding conscience and ethical framework as a compass that establishes the motives of our behaviors

and our decisions, this touches the mind and heart of the persons we lead. The result is informed and sincere commitment and empathy.

As for the several leadership commitments, James M. Kouzes and Barry Z. Posner, in "Leadership Challenges", outlined the following essential ten commitments:

Search for opportunities that challenge change, growth, innovation and improvement. Go through experience, take risks and learn from mistakes. Develop a vision for a future that is based on elevation, dignity and nobility. Enlist others in a shared diversified group by appealing to their shared values, interests, hopes and aspirations. Foster collaboration by promoting shared goals and building trust. Empower and support others by sharing power and discretion, and providing tangible support.

Set the example by aligning actions with the shared values. Generate small wins that foster constant progress and build commitment. Acknowledge individual contribution to success. Celebrate the team achievements from time to time.

Jim Rohn, a well-known motivational speaker in the United States of America, always says: "The challenge of leadership is to be strong, but not rude; be kind, but not

weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly."

Therefore, to enable ourselves to yield efficient results from our leadership approach and style, we ought to profoundly understand and be convinced that the success strategies we adopted in the past are not necessarily success strategies for today or tomorrow. Our future standing depends on our present decisions. We must accept to adopt the change in our past leadership style to address all challenges we had to go through because of the hard circumstances we face. We should listen when we must listen to other opinions. We should develop our personal skills and awareness of the events that occur all around. We should improve our exploratory skills, professional, institutional and knowledge curiosity.

As leaders, we should definitely be able to identify what we do but should not do

and what we do not do but should do.

Leadership conscience inevitably requires us to accept responsibility and accountability for all what we do, particularly for effective participation in developing the persons we lead. Since we believe that human resources are certainly the most significant competitive advantage we have, our leadership conscience prevents us from placing ourselves on top of our subordinates except in shouldering responsibility and accountability.

Our knowledge, deeds, vision, awareness, understanding, concepts, behavioral styles, composure, reactions and wise use of resources and skills, all reflect who we are and the values and cultures we represent. Since we all reflect the Egyptian identity and act as ambassadors in different fields, we have nothing to do but be ourselves and showcase our best image in the ethical framework of leadership conscience that is an integral part of the nation conscience.

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Governance, Data & Information Usage

It ensures success of the development goals

Combating Corruption through Data Quality



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In February 2016, Egypt launched the Sustainable Development Strategy: Egypt Vision 2030, as a major step on the track of comprehensive development in Egypt. The Strategy has defined its vision as follows: "By 2030, Egypt will have a competitive, balanced and diversified economy based on innovation, knowledge, justice, social inclusion and participation, with a balanced and diversified ecosystem, investing the genius of place and people to achieve sustainable development and improve the life quality for the Egyptians."

This vision includes a national agenda that reflects the strategic plan of the Egyptian state to achieve the sustainable development goals, represented in achieving a better future for the Egyptians, providing a decent life for all, moving forward in fighting poverty, reducing environmental deterioration as well as promoting health, education and gender equality. They also include governance of the state and society institutions through administrative reform and consolidation of transparency, support for the monitoring and evaluation systems, empowering local administrations and fighting corruption

A set of objectives fall under the sustainable development goals, with a set of digital indicators on education, health, infrastructure, the availability of services for citizens, the application of governance mechanisms and corruption prevention and other indicators showing the extent of the plan goals achievement. Of course, the availability of reliable data is the basis for calculating these indicators and the guarantee of their accuracy for monitoring the plan goals progress.

The role of data in evaluating and monitoring the development policies is a matter of fact that evaluating and monitoring the performance of development policies play a crucial role in achieving the desired development results, because accurate data is the primary method for decision makers to achieve those results. Unquestionably, achieving the eight goals of Egypt Vision 2030 depends on the quality and accuracy of the data flowing to its decision-making centers. The most prominent examples of the importance of data and derived information to support decision-makers in implementing the development plans are the data required by the state to set plans for major projects. These include

the New Capital project, identifying the villages and places worthy of social initiatives, supporting the neediest groups under the two projects: "Decent Life", and "Solidarity and Dignity", as well as the financing programs of the Small and Medium Enterprises Development Agency. In addition, the availability of data for foreign investors is an important issue for determining the milestones of their investment map in Egypt. Hence, the state and its various agencies attach great importance to auditing the data from which information is derived, because bad data provides bad information, which has a direct impact on the accuracy of the related decisions, not to mention huge financial losses.

Bad data and its Impact on Country Rankings

At the international level, a set of social and economic indicators are used to create rankings of countries based on their economic, political and social policies, which international institutions and major companies use to build their assessment of the performance of countries. Examples of popular indicators include the World Bank's Gross National Income Index, the Wall Street Journal's Index of Economic Freedom, the Corruption

Perceptions Index published by Transparency International, the World Bank's International Governance Index and the Press Freedom Index published by the Reporters Without Borders".

In fact, these indicators contribute to the ranking of countries in terms of achievements and capabilities, which constitute an essential resource for policy makers, business leaders, investors and the public in every country. These popular indicators play a twofold role. On the one hand, they support government decision-making based on digital evidence, making comparisons across time between policies and programs as well as across place between countries, geographies, social groups and industries. This contributes to increasing transparency, accountability, and fighting corruption. On the other hand, such indicators enable economists and investors to perceive the state of the economy and the general policy of countries before making their economic and investment decision regarding that country. For example, the gross national income index prepared by the World Bank determines the eligibility of countries to borrow from the various loan programs administered by the Bank. Some international indicators also lead to an increase in the credit rating of a given country, deterioration in the competitive position of another country, decline of a third country in terms of the anti-corruption index or improvement in the performance of a fourth country in terms of the quality of education index.

In their calculations, such indicators depend on reports that cover all the country's activities related to economic, political, social affairs and international relations, which are often issued by independent international or local bodies. This gives them credibility before the international community, international sovereign institutions, global investment funds and the major global companies.

It is surprising that despite the great common use and importance of comparative international indicators, the quality of their data is often considered very low. However, very few academic studies measure the extent of data error and reveal how bad data affects countries' rankings in these indicators. One of these rare studies on examining the data quality in calculating indicators is a study conducted by researchers from the University of California, Berkeley in 2008, through which they identified three sources of errors in the data collected to calculate the Human Development Index issued by the United Nations Development Program. Based on these errors, the study confirmed: "45% of developing countries have been classified and ranked inaccurately due to data errors and measurement errors."

Data and Corruption Measurement

It is evident that local and international research centers are in urgent need of conducting similar studies on other indicators, including those related to governance and anti-corruption. To elaborate, the corruption measuring indicators in a country can be categorized into direct and indirect indicators. The direct methods for measuring corruption collect digital evidence-based information about corruption through actual procedures and experiences of corruption, rather than public perceptions of corruption. Such data can include reported cases of corruption, number of convictions, electoral examination results and other direct sources that show extent of the corruption phenomenon spread. Whereas, the indirect methods for measuring corruption do not measure the actual occurrence of it. Rather, they are based on questionnaires that focus on expected levels of corruption rather than actual levels; and the most important example is the Corruption Perceptions Index published by the Transparency International.

In both methods of measuring corruption, there is an urgent need for accurate data to calculate the indicator, which often does not happen. In fact, most of the data collected on the spread of corruption in a given country, whether directly or indirectly, suffer from severe shortcomings

Unquestionably, achieving the eight goals of Egypt Vision 2030 depends on the quality and accuracy of the data flowing to its decision-making centers. The most prominent examples of the importance of data and derived information to support decision-makers in implementing the development plans are the data required by the state to set plans for major projects. These include the New Capital project, identifying the villages and places worthy of social initiatives, supporting the neediest groups under the two projects: "Decent Life", and "Solidarity and Dignity"

1. Wolff, Hendrik, and Howard Chong. «Consequences of Data Error in Aggregate Indicators: Evidence from the Human Development.» American Economic Review 92.4 (2008): 11261137-.

Digital transformation and the use of tablets are one of the most important ways to reduce data errors and save effort and time in collecting them. This was evident in the last population census in 2017, which revealed that relying on data collection in an automated way without human intervention, reduced errors to the minimum and raised the accuracy degree

in the accuracy of the data collected and used in the index calculation. One of the most important reasons for bad data is the non-public nature of corruption crimes and concealing the evidence of these crimes from stakeholders.

Data quality challenges in Egypt

Unfortunately, the process of collecting and providing data in Egypt faces some challenges that specialists have been trying to address for considerable time. Over the past long decades, the data was dominated by features that impaired quality to the utmost, such as severe inaccuracy in the collected data, poor quality of the data, bad presentation of the data and the lack of integration and comprehensiveness of the data provided to decision-makers. Moreover, data collectors work without any coordination with lack of commitment to accurate definition of the terms collected for development purposes in addition to the problems related to discrepancies in the official statistics issued by various bodies. One of the reasons for such discrepancies is the lack of commitment to a standard definition of the terms used in the statistics. Often, a large number of agencies conduct the same study without coordination of efforts for reducing costs, with the presence of accompanying differences in values, numbers or methods of measurement in the same statement because of the non-standard definitions or methods of collecting the statement. This eventually results in discrepancies impairing the information accuracy and consequently decision-making.

Another challenge facing the data accuracy in Egypt is the lack of awareness of individuals and institutions of the data importance. When conducting studies for obtaining data through questionnaires and surveys of the individuals' and employees' opinions and attitudes or by visiting an institution's website, individuals or institutions may be reluctant to participate because they fear the consequences of data exploitation as they think, or because they do not realize the importance of such data and its analysis in supporting decision-making. This particular challenge affects the credibility of the results of indicators announced by local and international institutions, especially those related to measuring the progress achieved in the governance and anti-corruption file. In addition, some errors may exist in the data obtained because of inaccuracy of the respondent or giver of the statement or because of the failure of some data collectors to do their part correctly, some of whom may resort to fabricating data. Moreover, sometimes there are mistakes in entering data on computers or in coding and reviewing questionnaire forms and other common errors.

Data quality improvement tools

In conclusion, despite the aforementioned problems and challenges, which still represent an obstacle to data optimal use, the opportunities for treatment and development still exist, particularly with the openness of the political leadership and decision makers, and their deep belief in the importance and accuracy of data to access integrated information as a main source for setting the development plans. Moreover, digital transformation and the use of tablets are one of the most important ways to reduce data errors and save effort and time in collecting them. This was evident in the last population census in 2017, which revealed that relying on data collection in an automated way without human intervention, reduced errors to the minimum and raised the accuracy degree. In fact, obtaining data automatically requires attention to education and literacy policies, which are among the biggest obstacles to progress towards automated means of data collection without human intervention. It also requires media campaigns to raise the citizens' awareness of the importance of providing accurate data in official questionnaires requiring personal data, for which illiteracy is also one of the main barriers. Likewise, coordination is required between the various agencies for the production of data and information and the development of standard definitions to avoid potential inconsistencies or duplication. It is also imperative to launch a national database in one of the state's statistical agencies to include all data, statistics, academic studies and applied research to be a reference for authorities, institutions and researchers and to avoid potential inconsistencies or duplication.

Governance for Sustainable Development



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The notion of governance, in the contemporary literature of research issued by international organizations, is used in conjunction with other development-related notions, given that it is a main prerequisite and an essential requirement for achieving "development". Addressing the notion of governance entails addressing the mechanisms for distributing rare values, allocation of authorities, participation and accountability mechanisms in society. The body of literature unanimously states that it is not possible to achieve sustainable development without giving effect to the governance values (participation, inclusion, response, accountability, competency, efficiency, integrity, combating corruption, the rule of law, equality, transparency, decentralization, strategic vision and oversight). Economic growth is no longer an end in itself, but a means to achieve development. Hence, it has become incumbent upon governments to ensure that economic growth leads to improving the life quality of the population (education, health and others).



The United Nations Development Program (UNDP) reports, which have been published since 1990, discussed the notion of life quality and the human role in development, maximizing their selection capabilities, enabling them to exercise such options, unleashing their innovative energies and enabling them to participate in their life matters. Kofi Anan, the former secretary-general of the United Nations, points out that “governance” may be the only most significant factor in enhancing “development”.

The governance factors, by which the development system is managed, consist of three sets of factors:

Momentum set: includes leadership, strategic vision, reform initiatives and catalysts.

Institutional mechanisms set: in which the activities, roles and interactions of the parties and the key institutions that comprise them are organized.

Set of values and principles from which the ruling powers are formed and normalized in the development governance system, including integrity, competency, justice, inclusion, transparency and accountability.

Some studies pointed out that the governance of sustainable development aims at:

1. Comprehensive national development that includes suburban and rural areas, all the strata of society, including men and women.
2. International development that aims at a fair distribution of wealth between the wealthy and poor states, establishing international respectable human relations.
3. Temporally sustainable development that meets the demands of the present and coming generations.

Governance and Developmental Partnership among Several Players

The State’s developmental role underwent changes. Though the State is a key and an important player, it is no longer the sole player. Development, in the light of governance, needs job opportunities availed by the private sector. It also needs institutions that organize individuals within groups that have an impact on public policy, and this is the role played by civil society.

Such change to the State’s developmental role enhanced the partnership between the private sector and the civil society, along with the State as three elements that share in achieving sustainable development.

Governance enables economic and production sectors,

for example, to contribute to formulating education policies, knowledge and research plans and programs for educational and research institutions. As a result, such institutions certainly meet the developmental needs of such sectors and rectify the poor connection and coordination between such educational, training and research institutions and the user sectors benefiting from the services of these institutions.

Governance and Nationalization of Development

Governance plays a key and pivotal role in the nationalization of development. Governance in society is assumed to be the proceeds or product of a social census as a result of which the nature of governance in such a society is identified. The reality of governance is of a compound nature; it includes all the processes and structures to determine how available resources are used to realize the public interests in the State.

The World Bank reports that have been issued since 1989 about development in Africa demonstrated that the problem of the lack of development in Africa is attributed, despite the



The World Bank reports suggest that poor governance in Arab countries hinders development. Comparing the economic performance of the Middle East and North African states to that of the East Asian states, such reports concluded that had the average governance in the Middle East region been parallel to some highly-performing Asian states, such as Malaysia, Indonesia, Philippines, Singapore and Thailand, the growth rates would have risen up to one percentage point per annum.

aids provided to African states, to the lack of catalysts that drive the citizens of these societies to become a part of the development efforts. In other words, such lack of development is attributed to the lack of a civil society component as a key player in development. Also, reports said that one of the key challenges that hindered the optimal implementation of Millennium Development Goals is the lack of interest in the local context, its nature and its fitness for implementing such goals. The local context, however, is crucial in realizing social and economic development and constitutes a real opportunity for supporting the development process.

The nationalization of Sustainable Development Goals (SDGs) rests on the frameworks such goals could provide for the local development policies. This process is also based on the support the local administration units provide in realizing the Sustainable Development Goals.

Governance and Development Institutional Frameworks in Arab Countries:

The World Bank reports suggest that poor governance in Arab countries hinders development. Comparing the economic performance of the Middle East and North African states to that of the East Asian states, such reports concluded that had the average governance in the Middle East region been parallel to some highly-performing Asian states, such as Malaysia, Indonesia, Philippines, Singapore and Thailand, the growth rates would have risen up to one percentage point per annum.

Success achieved by some states in activating the governance mechanisms is ascribed to the collaboration of official institutional frameworks and the necessary cultural infrastructure for it. Consequently, it is necessary to link the notion of governance to its contextual success factors. The institutional reform process is a highly complex one; it entails understanding and processing a wide range of challenges.

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The change of the world inevitably causes governance to change. Major structural transformations, such as Fourth Industrial Revolution and climate change, confuse each area of strength; technology causes decentralized and independent entities to replace centralized and hierarchical organizations. In addition, social, economic and digital disparity gaps are increasing, and the 21st Century brings about unprecedented challenges that require developing a governance model.

Reform will not merely be realized once the laws and regulations are changed.

Because public institutions do lay down and implement rules, the way such institutions are designed and the way they work to serve development, society prosperity, and equilibrium between the interests of different groups certainly determines the performance and sustainability of development.

In this context, Mancur Olson, a leading researcher in institutional economics, asked the question of why some nations are wealthy and others are poor. After testing the factors at play, such as access to knowledge, the difference in access to capital markets, difference in the connection between people and the land or natural resources, the difference in market capabilities of human resources, and others, it was concluded that such factors are not convincing; the only surviving logical interpretation to the phenomenon of significant differences in levels of prosperity among nations lies in the quality and efficiency of its institutions.

In line with this conclusion, the sixteenth goal of the United Nations Sustainable Development Goals asserts that it is necessary to create efficient and transparent institutions that are accountable at all levels. This highlights the importance of corporate governance to give effect to its ability to achieve sustainable development.

Furthermore, this requires laying down a strategic vision of development to diagnose the institutional framework and institutional reforms, and formulate them in feasible plans that accelerate development and achievement. Thus, this includes a package of legislative, judicial and administrative reforms and includes creating appropriate institutional environment and regulatory frameworks for the transformation and development of the economy and society.

Governance and Addressing Development Challenges

In the light of the catastrophic challenges to achieving the importance of sustainable development, which emerged recently, such as the World Financial Crisis, COVID-19 pandemic and the outbreak of Ukrainian War, there are several calls to address these challenges through giving effect to governance. This asserts the pivotal importance of governance in overcoming the challenges to realizing the Sustainable Development Goals.

In his report entitled “Our Common Agenda”, António Guterres, the United Nations Secretary-General, clearly called for a better and more comprehensive “World Governance” to build a greener, fairer and safer future.

Moreover, Klaus Schwab, the executive chairman and founder of the World Economic Forum, argues that in the light of an anticipated Tsunami of new challenges that are looming as a result of the failure of climate action and erosion of social cohesion, addressing such challenges necessarily requires leaders to adopt a new governance model. When our institutions properly apply governance, we pay little attention to them; they are simply like a hidden infrastructure that supports the economy and all aspects of the social system.

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Data: a Blessing or a Curse



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Data is the beacon of governance. Recently, a number of new technical terms and definitions have appeared, which may seem complicated and difficult to understand upon hearing or reading them. However, with the unprecedented development and proliferation of information technology in all fields, the need arises for explaining and simplifying such technical terms and scientific concepts, which appear in all aspects and activities of daily life in an unprecedented way. In this article, we will provide a simplified explanation of some of these terms, such as “governance” and “digital governance”. We will explain the difference between data and information to address the data concept use and governance in the decision-making processes for achieving a decent life, which is the basic goal of the New Republic.

Management, governance and digital governance
The term “governance” is frequently used in the context of articles or topics concerned with digitalization, especially when listing or discussing the activities and challenges of digital transformation, seen as a major and indispensable stage for changing governance patterns. In fact, the term governance appeared a long time ago, because it was originally derived from a Greek word meaning direction, which was first used by Plato in a figurative sense. Later, this term was introduced into Latin and then into other languages.

The term “governance” continued to develop to include a broader range of institution management activities, and became widely circulated in the early nineties after it had been reformulated by economists and political science scholars. In addition, it was widely disseminated by major organizations such as the United Nations, the International Monetary Fund and the World Bank, and was used extensively in periodicals, scientific publications and reports.

Governance covers all monitoring and follow-up activities, as well as assigning roles and responsibilities and measuring the key performance indicators.

Sometimes, there is confusion between the two concepts of management and governance. By reviewing the concepts, terminology and sciences of management, we find out that management is mainly concerned with coordinating and implementing certain tasks to achieve specific goals. Such activities include setting strategic plans that organize work and coordinate the efforts of employees to achieve goals through utilizing the available resources in the best possible way. The concept of management can also be defined as the science and technique of using the available resources to achieve the planned goals through human cadres and technological tools and devices. However, governance is briefly defined as

Digital governance seeks to change and improve human behavior towards self-direction by enhancing people’s cognitive capacities and providing the legal and institutional systems that support and activate such change.



the “technology of control”. It includes a set of rules, laws and basics that control the institutions work to achieve effective control over business management and regulate the relationship between the business and stakeholders to achieve the governance goals, such as transparency, justice, combating corruption and the optimal exploitation of resources. The governance concept also covers its impact on the organizational structure and the direction and control processes for making decisions and specifying the policy and control mechanisms that lead to societal balance and self-direction.

Digital governance of government services is the use of information technology to provide institutional frameworks for developing government services, exchanging information, and achieving system integration among the government, the citizens and companies as well as among processes, interactions and frameworks for the entire government entity. Governance works include defining the roles and responsibilities of involved individuals and entities and defining the business standards and regulations. They also include setting the key performance indicators; monitoring activities, business and quality; preparing reports and making evidence and data-based policies.

The digital governance development and the performance measurement

Digital governance seeks to change and improve human behavior towards self-direction by enhancing people’s cognitive capacities and providing the legal and institutional systems that support and activate such change. Research has proven and practical experiences have revealed that achieving digital governance is realizable through focusing on basic capabilities and skills. The most important of these

The Egyptian State possesses a huge amount of data and information, which is considered a national wealth as per the standards of digital economy, with its most essential features being that it is renewable and producible automatically without any effort and that its volume expands at an uncontrollable speed.

basic capabilities and skills are the ability to respond to constant change as well as having performance competence, responsiveness and the ability to deal with continuous changes, which are reflected in the work frameworks and activities.

First: The ability to respond to constant changes: The people having the ability to respond to change are usually characterized by flexibility, objective assimilation and conscious understanding of the indicators of crises and entanglements. They also have the ability to analyze recurring issues as well as make appropriate intervention to propose solutions and appropriate proposals (intuitive interventions) and refrain from making pre-judgments.

Second: Responsiveness: This means the ability to think logically and develop work frameworks, models and basic processes, in addition to dealing with determinants and challenges at the individual and institutional levels. It also means accepting new and ambiguous matters together with the ability to motivate, adapt, communicate, discuss, negotiate and appreciate difference with the aim of achieving integration.



Inspection cars and home licensing in a new transformation in data investment to facilitate efforts for the citizen

Third: Competence: It means the ability to assimilate, understand and analyze signals, as well as notice variation and the models of successive effects to learn through imitation and experience and take strong and flexible measures to link development with indicators and measures.

Fourth: Objective response: People having this skill are characterized by paying attention to events and exploring the original story behind incidents and problems to discover good opportunities. They also have a political perspective, and pay attention to the various mass media to ensure communication, use the information wealth and handle crises.

Data is a key strategic resource and a constituent of digital governance and sovereignty

Today, data is one of the State's strategic resources whose importance is no less than that of natural resources such as gold, oil etc.. Information and data are considered the weapons of our era, known as the information era, in which the information wealth represents the tools of power and sovereignty. Wars and weapons have changed over generations and are now managed through computers and mobile devices, with the information wealth having become a vital and essential source of power. In addition, information and data have a significant impact on digital economy, because they contribute greatly to determining the countries' power and ability to exercise influence within the international system, which is known as "digital sovereignty".

The Egyptian State possesses a huge amount of data and information, which is considered a national wealth as per the standards of digital economy, with its most essential features being that it is renewable and producible automatically without any effort and that its volume expands at an uncontrollable speed. This highlights the role of big data in guiding the decisions of institutions, companies and governments and its positive role in developing production and enhancing competence and effectiveness.

In fact, the revolution of big data and information provided many opportunities for decision makers, but it produced and posed various challenges at the same time, with the most common challenge being data governance. In general, data is issued irregularly without updating, which makes it inaccurate and in some cases incorrect and poses challenges in making appropriate decisions and setting appropriate development plans.

In this context, we need to highlight two new terms, namely "Evidence-Based Decision Making Process" and "Data-Driven Culture". These two terms constitute a systematic methodology, as one of the basics of scientific research and

a powerful tool for management and governance because of its great impact when used with a large amount of data. In addition, this topic has been one of the most significant topics discussed in scientific research forums for several years until today, which indicates its centrality and the impact of its expected results on business, institutions and the society as a whole. Here, a real need arises for the data production and governance processes in line with the Egyptian State's ambitious plans aiming to achieve its digital sovereignty and occupy its appropriate position on the international map.

Roadmap for data optimal use and increasing the data value Data is defined as a set of inputs or facts that may not have a specific meaning or value to the user, and it is considered the basic means for accessing the information required for understanding facts and making appropriate decisions. However, when dealing with data through analysis, connection and logical processing, it produces useful and important information. Thus, information accumulates forming a knowledge base utilized in making appropriate decisions related to providing services and establishing the values of security, justice and transparency to achieve progress and happiness for the society.

The Egyptian State has a huge amount of data, and the data production process occurs all the time. However, dealing with this huge amount of data requires good management, organization, scrutiny, updating and reviewing which constitute the basic features of "data governance". In addition, the whole system must be prepared and developed to increase the data governance value and maximize its benefits. Here, there is a clear need for an appropriate legislative and regulatory system to address the data definition and analysis for determining the rights of its ownership and the methodologies and tools of exchanging and exploiting it in economy as well as specifying the terms of its privacy, protection, security and misuse. In this context, all the world countries are seeking to develop

Governments tend to reduce direct transactions between the citizens and government agencies and limit human intervention to avoid human errors and save resources in terms of time, money and effort. Moreover, there is a tendency to provide proactive customized services whose design is based on the citizens' individual needs and his social and economic conditions



The complex of secured publications as one of the means of securing Egypt's documents and information

these definitions, regulations, laws and legislation to handle and secure data. They even go beyond that by separating data from services in a hybrid technical model, which provides a flexible infrastructure to meet technical needs in an optimal manner. This model is also characterized by providing stronger protection and security for data as well as better governance for its use, security, handling and updating in addition to the use of big data centers for analyzing it.

Of equal importance is the need for a human resources system based on qualified, trained and specialized cadres to handle data under the appropriate legislative system. Professional institutions need to employ data experts to handle big data to formulate it and help make logical and accurate decisions and develop strategic plans. In addition, educational institutions need to employ this science in preparing experts who are able to use data in strategic planning, decision-making and follow-up of such decisions to measure their impact and results.

The success of using big data in the decision-making processes depends mainly on the positive vision of the institution and its leaders regarding the big data significance in the strategic planning and decision-making process. Here, a new and different culture emerges producing a profound change, a new perspective and modern governing principles, which are appropriate for the emerging transactions based on the use of data and information technology.

The government and the citizen The recent technical and technological development was accompanied by the occurrence of a gap between the government and the citizen, which grew wider in direct proportion to the government performance development resulting from the use of technology and digital transformation. It is necessary to handle the manifestations of that gap to overcome this new challenge and reduce its consequences. In fact, the government efforts are characterized by disintegration, lack of consensual vision, and an often-exaggerated focus on confidentiality and privacy controls even in handling personal data. In addition, the government services design is based on the service providers rather than the service system, because of focusing on the components and capabilities of the service provider rather than the citizens' needs.

Studying the experiences of advanced countries and governments has revealed that common features regarding the citizen's centrality exist in the design processes for the government services provision and delivery. This aims to produce distinguished premium proactive services while

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using information technology tools in analyzing data to best understand the nature of services appropriate for the citizens' circumstances and needs. In addition, international experiences are characterized by the use of new technologies and close cooperation with the private sector.

The concealed government The future vision regarding the government's role focuses on serving citizens and protecting their rights, especially the weak and marginalized segments. A logical question may come to our minds at this point, regarding the new features of the government's role.

The essence and perspective of the government's role has become different during the current decade, because they focus on the planning and implementation methodology related to performing that role. The difference is that the focus and priority shall be given to the citizens' interests, requirements and needs, regardless of the government entities' role or challenges. One of the main differences related to this perspective is designing both the government's work and the documentary cycle based on the final form of service provision rather than the institution's role, the available data or other determinants and challenges.

Therefore, new service systems have recently appeared, such as the social protection system, which includes a number of the related government entities and ministries concerned with the system, including the Ministry of Social Solidarity, the Ministry of Supply, the Ministry of Interior, the Ministry of Health, the Ministry of Justice and other entities.

It is also expected that more attention will be given to providing protection, control and governance services. Governments tend to reduce direct transactions between the citizens and government agencies and limit human intervention to avoid human errors and save resources in terms of time, money and effort. Moreover, there is a tendency to provide proactive customized services whose design is based on the citizens' individual needs and social and economic conditions supported by their accurate and integrated data. In fact, planning extends to include cognitive services related to the citizen's life incidents, mainly the social ones such as marriage, divorce, educational needs and health needs as well as dealing with government agencies and the banking sector when buying a new house, a car or a property. Each of these incidents requires a package of services that should be prepared and provided by government agencies.

The role of governments in the future vision focuses mainly on setting policies and regulations for protecting citizens, providing their needs, and establishing justice so that security is ensured in our country to achieve peace of mind and stability for the people and eliminate social problems and troubles. Safety is the most important foundation of our society's stability, because it is impossible to achieve economic development or thriving without stability.



Digital Institutional Development of Government Institutions and the Prevention of Corruption

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Rapid technological and digital developments have recently taken place. Every institution should be updated with various digital technologies to develop and achieve its goals. Digital technologies, which include artificial intelligence, blockchain, big data etc., may play a supportive role in enhancing the performance of institutions if they are well utilized. In fact, the coronavirus pandemic has also helped in the digital development of institutions, through making it a necessary demand rather than a trend or a form of modernity. Digital development allows enterprises to have a new business model and improves the efficiency of the State's management of its resources with a view to providing premium services to citizens and preventing corruption.

Many Egyptian and global studies and practices show that the digital development of government institutions can be a fundamental factor in preventing and combating corruption. In addition, it supports a strong course of action in creating a new business environment and transforming the existing community ecosystem into an entirely digital and data-driven ecosystem. Thus, it will promote the concept of separation between the service provider and service receiver as well as facilitate government procedures due to effective communication and instant exchange of data between various competent authorities.

In this regard, digital institutional development is essential for fulfilling the needs of the citizens through a strategic business model and preventing corruption. This could also be achieved by creating a generation of government cadres capable of making the change and increasing the efficiency of government institutions. Moreover, digital institutional development helps in improving the quality of the services provided for the citizens as well as enhancing their digital participation.

This article reviews the role of digital institutional development in creating a strong participatory digital government institution capable of accommodating local and international changes and preventing corruption. In this way, it fulfills the satisfaction and trust of the citizen towards the state to achieve a new smart republic.

First: Digital Institutional Development (Concept and Pillars): Researchers have variously defined digital institutional development. Some define it as "the digital transformation of institutions to improve the work environment and prevent corruption." Others define it as "the use of advanced technology such as artificial intelligence, virtual reality, etc., to achieve significant change, develop business models and prevent corruption." Digital institutional development is also defined as "the transitional process of institutions using digital technologies to create innovative and valuable products and services to

Egypt vision 2030:
By 2030, Egypt's vision is to establish governance of the state institutions through an efficient and effective public administration sector managing state resources. The sixth pillar of the vision emphasizes the governance and adherence to laws, rules, and procedures under the rule of law and achievement of transparency, accountability, and fight of corruption.

increase their revenues and prevent corruption."

Digital institutional development is also defined as "the use of digital technologies to renew the business performance, innovate and deliver new value and prevent corruption." Some researchers define it as "the utilization of the information and communication revolution to provide services and products in an innovative and governance-based manner that generates an overall distinctive experience." It is also defined as "The change based on digital technology that creates new opportunities for innovating customer experiences, streamlining processes and building new business models as well as saves pace, cost and time to prevent corruption."

Some anthology refers to digital institutional development as "taking advantage of technology development through investing in thought and changing in behavior to achieve radical transformation in working methods and services and prevent corruption. Digital transformation supports building effective, competitive, and sustainable societies. It also enhances the quality of the services provided to prevent corruption."

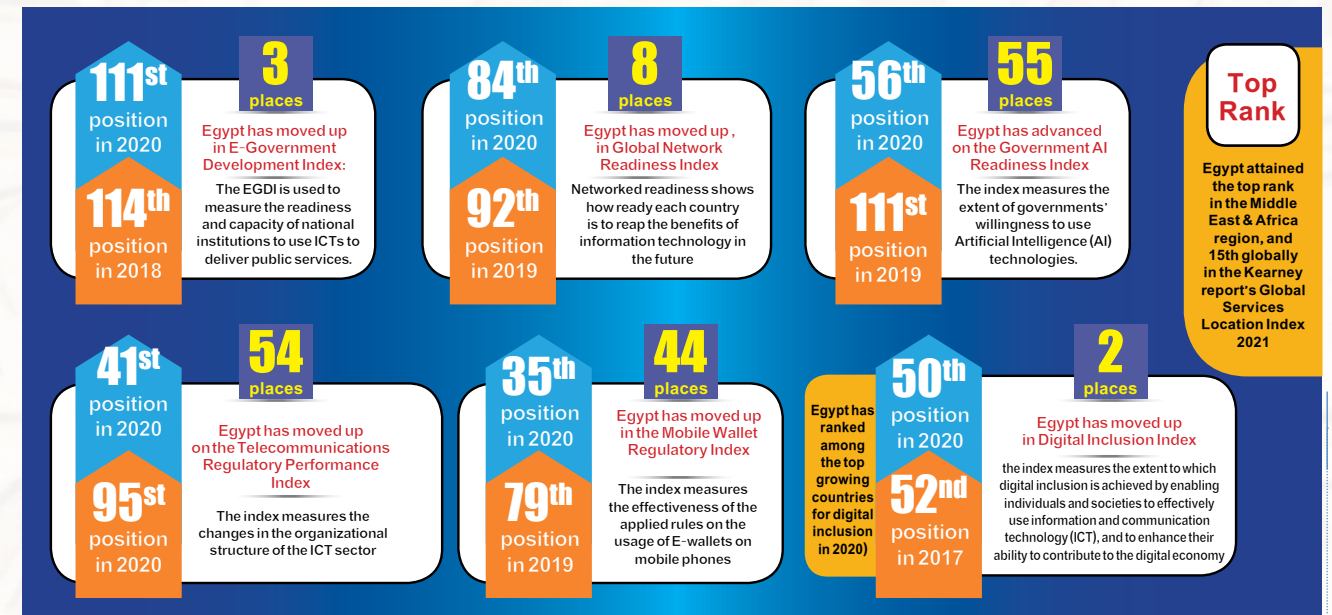
The most accurate definition of digital institutional development is "constant adaptation of organizations to a constantly changing environment." There are many advantages of digital institutional development, including; it grandly saving cost and effort, and facilitating the efficiency and quality of the services provided to citizens. It also provides new innovative and creative but not traditional services, and helps organizations to expand and spread in a wider range to reach more customers and prevent corruption.

There are many strategic pillars to achieve digital institutional development for government institutions, including: a well-prepared digital environment, supportive technological techniques, a qualified government employee as well as sustainable operational excellence.

Modern technologies for digital institutional development are diverse such as cloud computing, artificial intelligence, the internet of things, blockchains, big data, augmented reality, virtual reality, machine learning, 5G technology, and cybersecurity.

Second: Egyptian Digital Institutional Development Frame: Digital institutional development may be implemented according to different legal and political frames and documents such as:

The Egyptian Constitution:
The Egyptian Constitution includes several articles that support



the implementation of the digital institutional development of government institutions where Article 1 stipulates that the state system is based on the rule of law. Article 14 affirms that public posts are a right for citizens based on merit, with no favoritism or mediation. Article 25 obliges that the state commits to developing a comprehensive plan to eradicate digital illiteracy for all citizens from all age groups. Article 27 also obliges that the economic system of the state is committed to the criteria of transparency and governance. Article (31) stressed the security of information space is an integral part of the system of national economy and security. The state commits to taking the necessary measures to preserve it in the manner organized by law.

Article 68 handles access to information and official documents. The article states that: "Information, data, statistics, and official documents are owned by the people. Disclosure thereof from various sources is a right guaranteed by the state to all citizens. The state shall provide and make them available to citizens with transparency. The law shall organize rules for obtaining such, rules of availability and confidentiality, rules for depositing and preserving such, and lodging complaints against refusals to grant access thereto. The law shall specify penalties for withholding information or deliberately providing false information. State institutions shall deposit official documents with the National Library and Archives once they are no longer in use. They shall also protect them, secure them from loss or damage, and restore and digitize them using all modern means and instruments, as per the law.

Article 176 affirms that the State shall support the administrative, financial, and economic decentralization of local administration units and provide them with the needed scientific, technical, administrative, and financial assistance.

Egypt vision 2030:
By 2030, Egypt's vision is to establish governance of the state institutions through an efficient and effective public administration sector managing state resources. The fourth pillar of the vision emphasizes the governance and adherence to laws, rules, and procedures under the rule of law and achievement of transparency, accountability, and fight of corruption.

Sustainable Development Goals (SDGs):
The 17 UN Sustainable Development Goals support digital institutional development where goal 16 stressed developing effective, accountable, and transparent institutions entirely. It also promotes the rule of law at the national and international levels and ensures equal access to justice for all, and reduces corruption and bribery in all their forms. Moreover, it ensures responsive, inclusive, participatory, and representative decision-making at all levels as well as public access to information, and promotes and enforces non-discriminatory laws and policies for sustainable development.

There is no doubt that location is a key; however, the new administrative capital aims to achieve digital transformation, develop services, and create new business models. It also aims to enhance communication with citizens through a smart, integrated, and consistent environment. This shall facilitate the services and procedures provided for citizens using new smart digital systems.

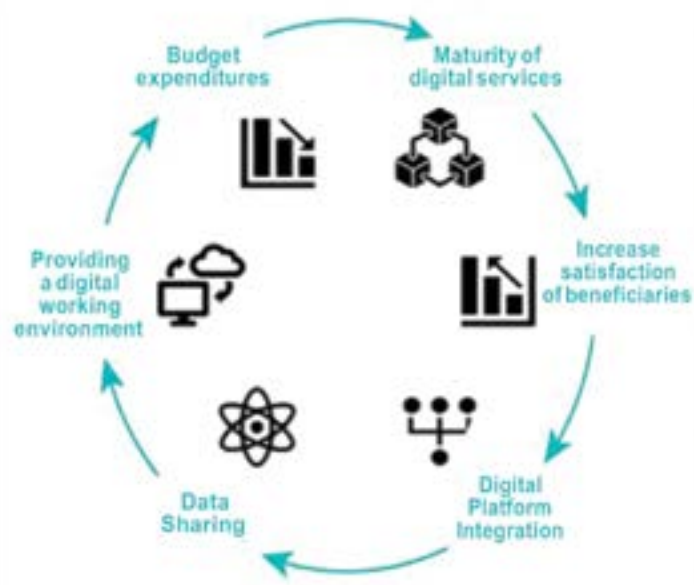


Agenda 2063 — African Union:
Africa's 2063 Agenda aims to deliver sustainable development in principles, values, and practices supporting the rule of law and the transformation of leadership in all areas.

Third: implementation of digital institutional development in Egypt:
Egypt's digital transformation strategy is based on a strong vision and plans to transform Egypt into a digital society. Digital Egypt is built on three main frames: digital transformation, digital restructure of the Egyptian citizen, and digital innovation. These pillars are rested on important bases such as digital infrastructure, legislative and governance framework, and international leadership.

The digital transformation in Egypt includes all institutions and citizens whether in the capital or provinces. Egypt witnessed a huge change towards inclusive development which is presented in many projects including: the new administrative capital, the construction of digital provinces, the national project for the development of the Egyptian countryside (a decent life), etc.

Egypt's digital strategy aims to achieve the 17 UN Sustainable Development Goals (SDGs) as well as Egypt's Vision 2030 goals. Thus, it develops the ICT infrastructure, promotes digital inclusion, achieves the transition to a knowledge-based economy, and capacity-building. Furthermore, it helps



in encouraging innovation, fighting corruption, ensuring information security, and strengthening Egypt's regional and international standing. According to the state's efforts to achieve a new digital society, the digital transformation in Egypt is being represented in several projects such as:

Digital institutional development of ministries and government authorities moving to the administrative capital:

The new administrative capital is the most important smart city in Egypt and was titled the first digital capital in the Arab world in 2021, by the Arab Council of Ministers for Communications and Information in the 24th session on December 24, 2020.

There is no doubt that location is a key; however, the new administrative capital aims to achieve digital transformation, develop services, and create new business models. It also aims to enhance communication with citizens through a smart, integrated, and consistent environment. This shall facilitate the services and procedures provided for citizens using new smart digital systems.

Egypt aims to creating a digital information infrastructure ecosystem for the new administrative capital. Moving to the new capital, the employees will be well-trained to use the new smart digital applications. Therefore, Digital development and transformation of the information systems ensure the sustainability of the working system. This shall facilitate the exchange of information through digital mechanisms and achieve a paperless smart government.

The project of the new administrative capital is based on a grand national project of six main frames:

Developing the information infrastructure of Egypt, which aims to enhance the comprehensive vision of planning based on modern technologies.

Building specialized applications set up by each ministry or entity to digitize the activities and services provided to citizens.

Create participatory applications to achieve a smart and paperless government (messaging system, electronic signature system).

Digitization of government documents (all paper files in all ministries and government authorities, which amounted to about 150 million documents have been digitized).

Technical support for the transmitted ministries and authorities to ensure the sustainability of digital transformation work (digital transformation is configured in 45 major entities, and already in progress for the rest of the entities. Moreover, 7,211 staff and executive candidates were trained by the Academy of Information Systems established in May 2021 on the technical support in the information systems and digital transformation).

Digitally developing the skills of the employees to keep pace with the new work environment (about 52,677 candidates have been trained).

Digital Institutional Development of Government Services:

A new network of fiber optic cables at a cost of up to 6 billion pounds is being established to connect 32,500 government buildings across the country within the fiber optic network. It is to link the buildings with fiber-optic cables, to boost communication speed and provide a more resilient service. In Port Said governorate, 800 government buildings have been connected to the fiber-optic network. Egypt agreed to include the connection of fiber-optic cables to new homes and buildings at the level of the Republic within the requirements for construction and to update the Egyptian building code to include the communication networks code, which includes standard specifications for the infrastructure for providing communication services.



Egypt's digital strategy aims to achieve the 17 UN Sustainable Development Goals (SDGs) as well as Egypt's Vision 2030 goals. Thus, it develops the ICT infrastructure, promotes digital inclusion, achieves the transition to a knowledge-based economy, and capacity-building. Furthermore, it helps in encouraging innovation, fighting corruption

Egypt invested about 60 billion pounds to develop an optical-fiber telecommunications infrastructure network. This helps to improve the quality of the internet services. As a result, the internet speed doubled about 7 times and Egypt ranked the first in Africa according to the report of Ookla speed test compared to 4th place in October 2021 and 40th place in January 2019. Moreover, Egypt doubled the number of constructed towers from 600 to 1200 in the first half of 2021 as well as working in parallel on the governance of the telecommunications services. In addition, more than 75 government databases have been linked to each other within the framework of the implementation of the national project for the development of the information infrastructure of Egypt. The project aims to enhance the comprehensive vision of planning and address duplication in databases. This project is also the main pillar on which Egypt's digital applications are based.

In parallel, the infrastructure of the root authority for e-signature has been developed. The executive regulations of the Egyptian E-Signature Law have been amended, adding e-seal and time stamp services, to benefit from the e-signature technology in government, commercial and administrative e-transactions.

As a result, the digital transformation system in Port Said governorate has been implemented as a primary phase by launching more than 150 digital services in the governorate. The project included automating the government and service sectors in the governorate and linking them to the State's unified databases in cooperation with the service-providing sectors.

125 digitized government services have been launched on the 'Digital Egypt' platform, as part of a project implemented with investments of 3 billion pounds. The project aims to digitize government services and make them available through multiple outlets that suit all members of society, including the "Digital Egypt" platform, post offices, government service centers, and the call center (15999).

The project of automating the comprehensive health insurance system has been implemented in cooperation with the Ministry of Health and the Ministry of Military Production by launching the system in 50 sites in Port Said. This is in addition to a partial launch in 33 sites in Luxor Governorate, targeting 66 sites, and a partial launch in 14 sites in Ismailia. Preparations are in progress to launch this system in South Sinai, Aswan, and Suez during the current year.

The Egyptian state, in cooperation with its various sectors and institutions, has also implemented many digital services projects. The most significant projects are: Egypt's digital justice projects, the development of the agricultural tenure system, the issuance of the smart card for farmers, the digital transformation in the higher education system, the digital transformation in the state property management system, and the national real estate ID.

Fourth: Digital institutional development and enhancing citizen communication to combat corruption:

Following the great achievements of the digital institutional development, Egypt was keen to create channels of direct communication with the citizen to enhance their participation in the implementation of Egypt's Vision 2030 and reinforce his role in combating corruption. In this regard, several interactive platforms were set:

Launching the mobile application "Sharek 2030" to enable the public to follow-up on Egypt's development projects

and performance indicators. This is an interactive platform between the citizen and the Egyptian government. It is one of the country's sustainable development goals to enable the public to assess projects and achieve the principle of community participation and follow-up.

Government Complaints portal "www.shakwa.eg" is an online portal that applies an integrated administration system and replicates world best practices in dealing with people's complaints. The portal is based on the promotion of the concept of "active citizenship". Several mechanisms are featured through the System including receiving, examining, and processing complaints as well as making use of such complaints in improving performance. Moreover, it builds up confidence between people and the government by implementing viable policies to fulfill people's complaints. The impact of the establishment of that system is reflected in the receipt of 1.26 million complaints since August 2019 where 89% of them have been processed, so the system has succeeded in receiving and examining 3.82 million complaints electronically since its establishment in July 2017. The system also led to the growth of the network of government entities associated with the system, which is based on resolving citizens' complaints, to reach about 189 main entities, followed by subsidiary entities of about 2925 entities.

Launching the mobile application "at your service", which allows citizens to register and follow-up on complaints smoothly and quickly. This application allows searching in the directory of government services, which contains information about the services provided by the Egyptian government and the papers required for these services, and their expected cost.

Fifth: Digital Institutional Development and Egypt's Ranking among International Indicators:

The state's sectors cooperation to achieve digital transformation is shown in the improvement of Egypt's ranking in regional and international indicators, the most prominent of which are:

E-Government Development Index: Egypt came among the countries with a high level of e-government services in the Electronic Services Development Index issued by the United Nations Department of Economic and Social Affairs. Egypt's ranking in the index advanced to 111 out of 193 countries for 2020, compared to 114 in 2018.

Corruption Perceptions Index: Egypt has advanced two marks in the Corruption Perceptions Index for 2020, issued by Transparency International, with a rating of 33 out of 100, compared to 35 in 2019, making Egypt 117 out of 180 countries.

AI Government Readiness Index: Egypt's ranking in the "Government Artificial Intelligence" Readiness Index for the year 2020 advanced about 55 positions to become the 56th place globally out of 172 countries, compared to 111th out of 194 countries in 2019.

Global Network Readiness Index for Governments: Egypt's global position has moved up 8 positions in the Global Network Readiness Index to rank 84th in 2020, compared to 92nd in 2019.

Cybersecurity Index: Egypt was ranked 23rd out of 193 countries in the International Telecommunication Union's (ITU's) Cybersecurity Index (GCI) in 2021.

Digital Inclusion Index: Egypt has moved up two positions in improving its performance in digital transformation, ranking 50th place in 2020, compared to 52nd place in 2017. It became one of the 10 fastest growing countries in digital transformation in 2020.



Launching the mobile application "at your service", which allows citizens to register and follow-up on complaints smoothly and quickly. This application allows searching in the directory of government services, which contains information about the services provided by the Egyptian government and the papers required for these services, and their expected cost.



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