

Damir Al-Watan

Conscience of the Nation



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

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

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Administrative Control Authority Day

Conscience of the Nation

Damir Al-Watan

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الإصدار الرقمي الإلكتروني
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The size of the challenges that the Egyptian people have faced since 2011 has instilled a unique resilience and a special kind of strength in their hearts. They have experienced and tasted the meaning of the threat of losing their homeland, the fear for their families and children, and the loss of livelihood and resources. Therefore, I firmly believe that this generation of the Egyptian people is the most capable of bearing the responsibility of building the nation and constructing a modern and advanced state.

President Abdel-Fattah El-Sisi

Speech on the Tenth Anniversary of
the June 30 Revolution

The transition to the New Administrative Capital
From here we begin a new era



Administrative Control Authority Building in the New Capital City

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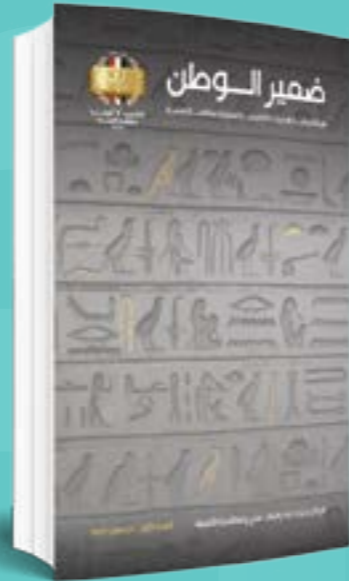
Information Infrastructure of the Egyptian State

Brigadier Engineer/
Tamer Hawash

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This is a documentary issue of the Conscience of the Nation Magazine on the Proceedings of the Ninth Session of the Conference of the States Parties to the United Nations Convention against Corruption, Sharm El Sheikh (City of Peace) in December 13-17, 2021.



Issue No. 1 of the Conscience of the Nation Magazine is released as the first thematic cultural publication in the field of combating corruption and related sciences.



The third issue of the "Conscience of the Nation" magazine has been released, which includes a collection of articles and files, including:
The battle of awareness in confronting corruption and combating it in times of emergencies and crises.
An analysis of Egypt's strategy to combat money laundering crimes and illegal immigration



Issue No. 4 of the Conscience of the Nation Magazine is released with a number of significant files, namely:
National Strategy & Security and Crisis Management
The Anti-Corruption Regulatory and Legal Framework
Governance and the Use of Data & Information



Egypt chaired the working groups of the United Nations Convention against Corruption in Vienna as the President of the Ninth Session of the Conference of the States Parties to the United Nations Convention



Minister Amr Adel, the head of the Administrative Control Authority, presided over the meetings of the United Nations Convention on Corruption's working groups concerned with reviewing the implementation of the Convention and preventing corruption from June 12 to 16 in Vienna. Over the course of five days, the working groups discussed progress made in reviewing the implementation of the Convention, as well as the future of the second phase of the review mechanism. They also followed up on the implementation of the political declaration on promoting business integrity and highlighted successful practices in preventing and combating corruption by relevant authorities. The sessions included the Administrative Control Authority's review of good practices and lessons learned in the periodic evaluation of the effectiveness and efficiency of anti-corruption measures and policies by presenting national efforts in preparing and monitoring the implementation of the national strategy to combat corruption in its various stages. This included the methodology for pre-

paring performance indicators and the approach to introducing legislation related to combating corruption through impact assessment studies of laws. Egypt participated in the discussion with Italy, Korea, and Moldova. During the meetings, a memorandum of understanding was signed with Ms. Ghada Waly, the Executive Director of the United Nations Office on Drugs and Crime, aimed at supporting the development and implementation of anti-corruption strategies, enhancing the use of advanced financial investigation methods, and combating organized crime, including human trafficking and migrant smuggling. On the sidelines of the conference, side meetings were held with some heads and officials of anti-corruption and law enforcement agencies from some countries and international organizations to discuss enhancing joint cooperation priorities in combating corruption. The final session of the working groups' reports was then adopted.



The Prime Minister Meets with the President of the Administrative Control Authority and the Chairperson of African Union Advisory Board Against Corruption

faces the dangers of corruption and the corrupt, together with many effective participatory international and regional efforts. Implementing the strategy is not limited to the five objectives only, because a clear follow-up implementation approach has been developed to ensure that real, tangible results are achieved, by setting 21 sub-goals, 100 executive measures and 219 indicators for measuring performance. In addition, follow-up is carried out in accordance with automated systems to ensure that effective results are achieved without interference or adjustments.

Effects of the Local, Regional and International Changes

The international and regional changes and their local repercussions during this stage and previous stages posed difficult challenges for the Egyptian state. In fact, implementation of the Egyptian Development Strategy 2030 and sectorial strategies were completed during the Corona pandemic, followed by the Russian-Ukrainian war, which could not stop the Egyptian state from implementing its plans under successive exceptional circumstances. This changed the concept of handling crisis as a temporary condition required during specific periods to a practical and constant approach. Such concept has been recognized and consolidated by the Administrative Control Authority among the various students of the Egyptian Anti-Corruption Academy. These include team members of the Authority, the law enforcement agencies and judicial authorities, as well as employees of the administrative agencies, the private sector, the NGOs, and all society segments, namely the youth, women and university students. All categories have been familiarized with the requirements of fighting corruption and the role of the Egyptian state in achieving this goal, given that the students are aware of their role as citizens actively participating in fighting corruption.



This also increases awareness of the state efforts in establishing national projects and integrating those projects in various fields such as roads, transport, industry, agriculture, health, education and other sectors, as well as the efforts made to improve the services provided to citizens to ensure that those projects have a positive effect on the citizen's life.

state efforts in establishing national projects and integrating those projects in various fields such as roads, transport, industry, agriculture, health, education and other sectors, as well as the efforts made to improve the services provided to citizens to ensure that those projects have a positive effect on the citizen's life.

Continuous International Efforts to Combat Corruption

International efforts to combat corruption continue, as Egypt chaired the working groups of the United Nations Convention against Corruption, in its capacity as president of the ninth session of the Conference of the States Parties to the Convention in June 2023. The member states discussed the progress made in reviewing implementation of the Convention and the future of phase II of the mechanism for reviewing anti-corruption efforts in various member states in addition to reviewing many participatory procedures according to the agenda. The sessions included the Administrative Control Authority review of the good practices and lessons learned from the periodic assessment of the effectiveness of anti-corruption measures and policies, by presenting the national efforts in preparing and following up implementation of the national anti-corruption strategy.

Conclusion

Despite all the challenges faced by many world countries, including Egypt, because of regional and international changes and their impact on various aspects, particularly the economy, it remains that supporting the state efforts and the dynamism of managing and handling crises represent the basic guarantees for maintaining stability and moving towards construction and prosperity.

Version 2 of Egypt's Vision 2030

Given Egypt's efforts to keep pace with the various changes at the local, regional and international levels, the Egyptian state has issued version 2 of Egypt's Vision 2030 in 2018, seeking to enhance Egypt's contribution to the international agenda through modernization. It also seeks to achieve consistency throughout the various state agencies regarding the three dimensions of development, as well as to focus on improving the life quality for citizens to help them live a decent life. This coincides with striving to achieve inclusive economic growth and investment in the most significant element, namely the human element represented in the Egyptian people.

The National Anti-Corruption Strategy

The vision and objectives of the National Anti-Corruption Strategy with its three versions and its five objectives came in line with Egypt's Vision 2030 for achieving sustainable development, which includes building and developing an effective administrative apparatus capable of providing distinguished services to the citizens and investors. This will help establish mutual trust, enhance the spirit of loyalty and belonging among citizens and create an encouraging and attractive atmosphere for local and foreign investment.

This is supported by a legislative and judicial structure that seeks to achieve prompt justice to deter corrupt people, protect rights and fight corruption, assisted by the law enforcement agencies and the real response of an aware society that

Despite Obstacles, Progress is Being Made



Major General: Amr Adel
Chairman of the Administrative Control Authority

The Egyptian state has set out to implement the Sustainable Development Strategy (SDS) of Egypt's Vision 2030, which represents a national agenda designed to realize the principles and goals of the Strategy and to achieve a balanced regional development, which has three dimensions, namely the economic, social and environmental dimensions.



Dr./Mohammed Salama
Editor-in-Chief

The Anti-Corruption Trilogy: Uniting Political Will, Cultural Heritage, and Data Quality

There is a prevalent belief in Egyptian society that combating corruption is the sole responsibility of strong oversight agencies, led by the Administrative Control Authority. These agencies investigate and disclose corruption crimes committed by state employees during the performance of their duties, as well as crimes committed by non-workers that compromise the integrity of their performance, duties, or public service. Such actions are preceded by legal measures taken by judicial bodies to collect evidence and identify the crime, after which judicial procedures are initiated leading to the punishment of the perpetrators. Until recently, this traditional mental image remained prevalent in Egyptian society. There was no direct contact between citizens and the Administrative Control Authority, nor between the Authority and employees of the state's administrative apparatus, except for the application of legal rules regarding violations and incidents of administrative corruption.

Preventing Corruption: Understanding the Concept of Precaution and Prevention

The use of the term prevention of corruption began in the early twentieth century in 1906 with the issuance of the Anti-Corruption Act by the Parliament of the United Kingdom of Great Britain and Ireland at that time. Many laws related to the prevention of corruption in various countries such as Bangladesh in 1947 and India in 1988 followed the lead. The United Nations Convention against Corruption (UNCAC) issued in 2003 is the legally binding global instrument to combat corruption, and its mandatory approach makes it a distinct tool to confront the most dangerous phenomenon in the world, which is corruption. The preamble of the convention is a clear message that the international community is determined to prevent and curb corruption and warns the corrupt that betrayal of public trust will not be tolerated, while emphasizing the importance of basic values such as honesty, respect, rule of law, accountability, transparency, and the promotion of development to make the world a better place for all.

What is meant by preventing corruption is to reduce the commission of legally criminal acts that constitute incidents of corruption in addition to corrupt practices through the application of anti-corruption strategies that include a number of policies, measures and mechanisms that ensure that it is besieged and minimized to the maximum extent possible. However, we have to confess that it is not possible to completely prevent corruption in any country, regardless of the size and method of addressing corruption, but it is not appropriate to give up the idea and term (prevention of corruption) so that the best possible and effective results can be achieved. Moreover, preventing corruption also includes taking appropriate measures to ensure that corrupt acts do not mutate and revert to reappearing by circumventing the measures taken to prevent corruption or taking new forms that were not previously known.

Prevention of corruption with data quality

The question now is "is it possible to rely on information and data and their quality to prevent corruption?" The answer is definitely yes... If transparency is one of the pillars of combating corruption and an element of governance, then the main component of activating "transparency" is the use of high-quality data and information. Indeed, the availability of "hard and rigid" information that is not organized or audited is considered one of the main challenges that impedes the efficiency of planning and making sound decisions. Instead of considering data in this case as a means to solve work problems and a basis for achieving goals, it turns into a source of gaps that hinders and distorts the work environment.

On the contrary, if data is organized, audited, and up to the required level of quality, it helps smooth performance in implementing the mechanisms required to achieve the goals. One of the most important

features of accurate and well-organized databases is that it plays a crucial role in restoring citizen confidence, especially from the most vulnerable social groups, who depend on social support systems in terms of subsidy or cash. Moreover, well-organized databases also help in economic housing systems and other services in relation to social care, where data form a basis for determining the extent of eligibility or exclusion of beneficiaries from different social systems through available channels that do not allow discrimination through nepotism or mediation because honest and factual data generates credibility between the government and its citizens, not only within the limits of the targeted social groups, but also the groups of society as a whole.



Holding a meeting with the youth at the Ministry of Youth and Sports' booth during the participation of the Administrative Control Authority in support of the principle of interaction between state institutions to combat corruption."

The National Anti-Corruption Academy, under the supervision of the Administrative Control Authority, has played an increasingly prominent role in promoting transparency and integrity. One notable example of this is the Authority's active participation in the Cairo International Book sessions. This marks the 2023-Fair for the 2022 Authority's first participation in this significant cultural event in the Arab region, where it disseminated cultural and educational values and publications that support the principles of transparency, integrity, and good governance



The Enthusiastic Attendance of the Audience and Youth Entities at the Book Fair in the Seminar by the Administrative Control Authority entitled (Distinguished Individuals Participate)

The role of education and awareness in preventing corruption

Political will is a fundamental pillar on which anti-corruption measures in various countries are based. It also strongly supports the effectiveness of anti-corruption agencies. The capabilities of these agencies are commensurate and growing steadily with the political will that empowers them to confront corruption efficiently and effectively. Political will can endow them with the power that supports their independence without the presence of obstacles or considerations that limit these capabilities. In addition to the political will, there should be real institutional will that bears the responsibility for implementing strategies in different sectors, whose top priority is to combat corruption, along with a society that is aware of the dangers of corruption and is able to confront it.

In this respect, the role of education and awareness in preventing and preventing corruption is clear, as raising awareness for all institutional and societal parties constitutes a direct and profound impact on knowing the dangers of corruption, rejecting it altogether, so that the culture of "accepting corruption", whether big or small, turns into a culture of "resisting corruption".

Societal culture also constitutes the firm and conscious backing of the political will to support its anti-corruption decisions and measures. However, reaching advanced stages of spreading this culture takes longer than the rest of the procedures, but it is characterized by stability and profundity of impact.

The educational and enlightening role of the National Anti-Corruption Academy

Since its inception, the National Anti-Corruption Academy has established a clear role in the field of training and providing skills in the field of combating corruption, as well as spreading awareness among all trainees of the Academy from all parties and groups, including members and employees of the Administrative Control Authority, oversight agencies, law enforcement agencies, judicial cadres, employees of the state's administrative apparatus and specialized national councils. Training also includes companies from different affiliations, students of public and private universities, civil work institutions, cadres of youth entities, women and those who are concerned in different fields

Furthermore, the academy has also contributed in the implementation and participation in various awareness activities in coordination with local, regional and international partners, including simulations to hold specialized and related conferences, such as the conference of the ninth session of the states parties to the United Nations Convention against Corruption (COSP 9) in the governorates of Cairo and Aswan and the Climate Change Conference (COP 27) with the participation of university youth. In addition, the academy has participated in several scientific and cultural conferences and events locally, regionally and internationally to present the Egyptian experience and the efforts made in implementing the national anti-corruption strategy in its three versions since 2014, which is scheduled to be completed in 2030.

The enlightening role has grown in parallel with the role of

Political will is a crucial pillar upon which anti-corruption measures in various countries are built. It plays a significant role in bolstering the effectiveness of anti-corruption agencies, as their capabilities are directly proportional to the political will that empowers them to confront corruption efficiently and effectively. As political will grows steadily stronger, so do the capabilities of these agencies, ensuring that they are able to effectively combat corruption in all its forms.

direct confrontation with corruption. Perhaps the most prominent example of the growing enlightening role of the Administrative Control Authority through the National Anti-Corruption Academy is the active participation in one of the most important international cultural events in the Arab region, which is the Cairo International Book Fair in its sessions No. 53 and 54 in the years 2022-2023. The Authority participated for the first time to disseminate values and supportive cultural and awareness publications. The principles of transparency, integrity and the values of governance applications were demonstrated among the visitors of the book fair who were mostly Egyptian citizens and families. It is remarkable that the number of attendees for the authority's pavilion reached 35 thousand visitors, along with many foreign students, representatives of embassies, organizations and regional and international public figures to learn about the efforts of the Egyptian government in implementing the national strategy to combat corruption. During the two events, four cultural seminars were carried out, starting with a specialized cultural seminar on the role and activity of the Authority. The idea developed with the fourth seminar which was distinguished by the participation of a number of young people who are brilliant in their fields. For example, it included a business pioneer, a scientist in the field of data and information, and one of our Olympic athletes under the title "The Distinguished Participate". All these activities have taken place amid wide presence of the book fair audience and youth entities who are interested in public affairs and those who are involved in national concerns. Such success demonstrates the extent of the Authority's deep belief in the influential cultural role in confronting corruption.

Drawing upon cultural heritage and legacy

The cultural legacy of Egyptian civilization, with its roots in the renunciation of discrimination and bias, provides the greatest support for the culture of confronting corruption in Egyptian society. Egypt is renowned as the birthplace of monotheistic religions and the cultural leader in the region, with a deep-rooted cultural repository that dates back to the Fourth Dynasty of Egypt and the eloquent farmer "Khun Anbu," who spoke out against abuse of power and corruption. This heritage can be utilized to invoke and support beliefs and values that combat corruption, which is our best hope and is now being achieved on the ground with your support and will.



Sustainable Development In an Ever-changing World

 **Dr/Hala Helmy El-Saeed**
Minister of Planning and Economic Development

In recent years, the world has witnessed rapid economic, social, and geopolitical changes and circumstances that were not probably experienced for decades. These changes began in early 2020 with the spread of the COVID-19 pandemic that threatened humanity and led the world into a state of complete closure. The pandemic resulted in disruption of supply chains, contraction in global trade, and slowdown in economic growth rates, ultimately resulting in millions of people worldwide falling into unemployment and poverty.

As the pandemic began to show signs of easing and the global economy began to recover, new geopolitical crises emerged with the outbreak of the Russian-Ukrainian war, the repercussions of which affected all countries of the world without exception, and led to a stagflation phase in the global economy resulting from rising energy and food prices.

The negative effects of the economic recession and debt problems, especially in emerging markets, were compounded by unprecedented inflation rates, and the situation was further complicated by the environmental issues and the need for countries to implement broad financial stimulus packages, which represent one of the most important pillars of efforts by countries to confront the repercussions of these successive crises and achieve recovery.

These challenges arose at a time when the Egyptian government had already made significant progress in its reforms and serious efforts to achieve comprehensive and sustainable development after the launch of "Egypt Vision 2030" in February 2016, which represents updates in line with the current status quo and developments - the national version of the UN Sustainable Development Goals. It also included the implementation of the first phase of the national program for economic and social reform since November 2016, which included

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a number of institutional and legislative reforms, as well as incentive measures to create a favorable business environment and expand infrastructure projects.

These projects were crucial at this stage and followed the period of political and economic turmoil in 2011, during which the state had to take the lead role in stimulating the economy, restoring confidence, encouraging local and foreign investment, and achieving breakthroughs that would positively impact the lives of citizens through massive investments in a short time at high rates of achievement. Moreover, such projects entered into areas that the private sector may not have been fully prepared to invest in during this critical period of the country's history.

As the state continued its reforms, it began implementing the National Structural Reform Program in April 2021, which aims to transform the Egyptian economy into a productive, knowledge-based economy with competitive capabilities in the global economy in order to encourage inclusive growth, create decent and productive job opportunities, diversify and develop production patterns, localize industry, increase the competitiveness of Egyptian exports, improve the business environment and enhance the role of the private sector.

Reform is achieved by facilitating and developing trade, creating a supportive environment for competition, and organizing development partnerships with the private sector, providing mechanisms to enhance partnerships, including the Sovereign Fund for Development and Investment, which is the ideal investment partner for the private sector, especially as it operates according to a special law that gives it flexibility in implementing investments in multiple sectors and exiting in the optimal way to maximize their value. In October 2022, the state also adopted the "State Ownership Policy" document, which clarifies for investors the role of the state in various sectors as a regulator of

economic activity according to market mechanisms and how the state will exit activities where the private sector will play a greater role, such as various industries, broad infrastructure, health, education, traditional infrastructure, and communications. This document contributes to providing a fertile and stimulating environment for investment and development, aiming to increase local and foreign investments and improve the efficiency and effectiveness of public investments.

The state also continues its serious efforts towards the transition to a green economy and preserving the sustainable use of natural resources. This was embodied on the ground by hosting, on behalf of Africa, a historic and distinctive version of the United Nations Framework Convention on Climate Change (COP27) in Sharm El-Sheikh in November 2022, where the state adopts the environmental sustainability standards that aim to make green projects represent 40% of the state's investment plan for the fiscal year 2022/2023/ and 50% of the plan for 2024/2025/. The state also coordinates and cooperates with the private sector to adopt these standards, as evidenced by the launch of many projects in various sectors, including infrastructure, smart transportation, and the generation of new and renewable energy, such as the Benban project, which is the largest and most important solar energy project in the world in recent years.

Furthermore, Egypt also seeks to maximize the benefit of its human resources by intensifying investment in people through expanding training programs and building the capacity of youth and women, keeping pace with developments in the global economy, especially in the field of future jobs. This is meant to achieve the maximum benefit from the young human resources and direct the potential of youth to be compatible with the requirements of the era and to form one of the tributaries of efforts to reach comprehensive development. This has coincided with taking serious measures to improve the efficiency and flexibility of the labor market, rehabilitate the technical and vocational education system, encourage entrepreneurship, and establish small and medium-sized projects to provide more job opportunities and bridge the gap between labor supply and demand. This will also help in continuing human capital development programs by expanding investment in education, health, and social protection programs.

Therefore, the serious reforms implemented by the Egyptian government have enhanced the economy's ability to withstand challenges; they provided the necessary financial space to expand social protection networks and allow comprehensive development opportunities for all. Moreover, they continue to implement national projects and development initiatives, and mobilize the vast resources and financing required for these initiatives. At the forefront of these initiatives is the "Decent Life" initiative launched by President Abdel-Fatah El-Sissy in January 2019 as a comprehensive initiative aimed at making a qualitative leap in the lives of millions of Egyptians.

This initiative, which is the largest in Egypt's and the world's history in terms of its funding value and the number of beneficiaries, covers all sustainable development goals. Its objectives are to improve the living conditions for rural residents by improving the quality of human development services such as education, health, sports, youth services, and cultural services. It also provides social protection and care, enhances the level of basic infrastructure and urban services such as drinking water, sanitation, paved roads, and suitable housing. Besides, it promotes development, increases productive employment opportunities by stimulating investment and providing easy financing for small projects, and expands vocational training services. These efforts reinforce the state's efforts to localize sustainable development goals and achieve balanced regional development, which is one of the main pillars of Egypt's 2030 vision.

Therefore, this initiative has received praise from international organizations. It was registered on the United Nations Development Accelerators platform in July 2020 and on the Best International Practices platform in July 2021, both managed by the United Nations Department of Economic and Social Affairs (UNDESA). This is due to several considerations, including the initiative's geographic coverage, the inclusion of all sustainable development goals, targeting specific measurable results, providing monitoring and follow-up mechanisms to ensure transparency and accountability, and relying on community participation and full coordination among all relevant agencies, whether at the planning, financing, implementation, or monitoring levels.

Regarding the success achieved by the "Decent Life" initiative and other development programs implemented by the state, the Egyptian economy has indeed accomplished a number of positive indicators



All in all, the achieved results have been made possible through the Egyptian state's constant efforts, comprehensive approaches, and short, medium, and long-term measures to turn these challenges into opportunities that contribute to attaining the quick recovery of the economy and strengthening its resilience in the face of future challenges. The Egyptian state fully realizes that there are still other challenges that need to be confronted with collective will and responsibility, the most prominent of which is the increasing population growth

despite the difficult challenges it faced. These include achieving a growth rate of over 5% in some years, reaching 6.6% in the fiscal year 2021/ 2022, which is the highest growth rate since 2008 before declining slightly in the first half of the current year 2022/ 2023 to reach 4.2% due to the variables and geopolitical crises witnessed by the world. Additionally, unemployment rates fell to about 7.1% in the first quarter of 2023, and overall, due to the developmental efforts of the Egyptian state, Egypt maintained its positive performance in achieving the Sustainable Development Goals indicator and obtained a grade of 68.7% out of 100 in the general indicator in 2022, compared to 68.6% in 2021, ranking 87th out of 163 countries covered by the indicator in 2022, despite the regional average decline in the Middle East and North Africa region from 67.1 in 2021 to 66.7 in 2022. Egypt's ranking also witnessed an increase according to the Human Development Report, as it jumped 19 places (from 116th in last year's report to 97th in 2021/ 2022), maintaining its ranking in the high human development group of countries. This is due to Egypt's higher ranking in sub-indicators related to decent living standards, economic growth, decent work, and quality education.

All in all, the achieved results have been made possible through the Egyptian state's constant efforts, comprehensive approaches, and short, medium, and long-term measures to turn these challenges into opportunities that contribute to attaining the quick recovery of the economy and strengthening its resilience in the face of future challenges. The Egyptian state fully realizes that there are still other challenges that need to be confronted with collective will and responsibility, the most prominent of which is the increasing population growth that exacerbates the imbalance between the population size and available resources, negatively affecting the individual's share of development returns. Egypt has always considered this challenge as a strategic decision for Egyptians to choose between a future in which dependency rates increase, thus widening the gap between resources and population needs and reducing the individual's share of development fruits, and another future that takes into account the desired balance in which every child born has a suitable opportunity to obtain their rights, whether in healthcare, quality education, or decent housing.

In conclusion, Egypt is committed to facing the challenges and attaining comprehensive and sustainable development, which it considers as a collective responsibility that everyone shares in achieving and benefiting from. Egypt also maintained a balanced growth based on reforming the economy, and protecting priority groups through the fundamental principles laid down in the development plan and following the participatory approach that ensures continuous dialogue and joint action between the government, private sector, and civil society. Finally, the state has also emphasized its commitment to the right to development, which lies at the heart of the broader and more comprehensive development approach of the Egyptian state to ensure human rights.



first time. This includes appointing a female National Security Advisor to the President. It is the first time for a woman to occupy such a high position, as well as the appointment of two women as governors of the Beheira and Damietta governorates. Appointments of women in leading positions include the following: the President of the National Council for Human Rights, the first woman to lead a Civil Chamber of the High Court of Appeal, the first female as the head of the Economic Court, Assistant Minister of Justice for Women's and Children's Affairs

Similar achievements are realized on the economic empowerment of Egyptian women. Since economic empowerment of women is one of the state's top priorities, this issue has witnessed many positive indicators. Women in Boardrooms index recorded a growth rate of 28.5% compared to 13% in 2020. Women make up 46% of the beneficiaries of projects implemented by the Small, Medium, and Micro Enterprises Development Authority. The financial inclusion efforts led to an increase in the number of women dealing with the financial sector from 5.9 million to 16 million women, with a growth rate of 171% over the past five years. The number of women with bank accounts reached 16 million, receiving more than 45 million financial services (whether banking, electronic wallets, prepaid or other services), and the number of women holding bank cards reached 15 million. Additionally, 5.7 million women own electronic wallets, as of March 2022, and the percentage of women with bank transaction accounts reached 45.7% in 2021. "Tahweesha" was launched as the first digital savings app in Egypt for groups of women, and it was connected to the banking systems to facilitate access to women in different villages. For the first time, the representatives of the National Women's Council became bank agents in villages.

Furthermore, Egypt launched several international tools as incentives to bridge the gender gap and enhance the partnership between the public and private sectors to economically empower women in partnership with the World Economic Forum. Egypt is the first country in the Middle East and North Africa to launch the incentive. It is noteworthy that Egypt is also the second country in the world to introduce the Gender Seal Award for private and public institutions of the United Nations Development Program which aims at recognizing the outstanding performance of these organizations and achieving tangible results in gender equality. Other related initiatives include the Egyptian Gender Seal based on the gender equality model in partnership with the World Bank, and the "Empowering Women Principles" in collaboration with the United Nations Women's Agency.

On the social level, the social empowerment plan for women witnessed positive indicators, as data indicate the disappearance of the gender gap in enrollment rates between the academic years 2010/ 2011 and 2019/ 2020. The financing features of the women's agenda from the state's general budget confirm Egypt's interest in empowering and protecting Egyptian women. The allocations for women's health programs increased, and allocations were also introduced for childcare services. There are 35.3 million women benefiting from bread support and 31.4 million women benefiting from the ration card, and 75% of the beneficiaries of the "Takaful and Karama" program are women. After childbirth, female workers in the private sector are paid 75% of the last salary by social insurance funds for three months.

It is crystal clear that the New Republic Plan has witnessed the launch of the largest developmental programs in Egypt, based on an analysis of women status and their needs. For example, the "Decent Life" initiative was launched in 2021, with EGP 800 billion allocated to target 58 million beneficiaries, 50% of them are women. The initiative aims to improve the standard of living for the needy and the needy. It was followed by the launch of the National Project for the Development of the Egyptian Family, with EGP 2.9 billion allocations for women and it is being implemented in "Decent Life" initiative villages. Additionally, the Presidential Health Initiatives "100 Million Health" and "Egyptian Women's Health" were launched, reaching over 23 million women through breast cancer screening and non-communicable diseases, resulting in a 50% reduction in women entering stages three and four of breast cancer. Convinced that investing in girls is the greatest investment and contribution for the present and future of the country, Mrs. Intisar El-Sisi announced in March 2022 the adoption and sponsorship of the National Framework for Investing in Girls Initiative to raise awareness and provide training, empowerment, and protection. The initiative succeeded in reaching over 60 million views through electronic media and



In March 2022, Mrs. Intisar El-Sisi announced the adoption and sponsorship of the National Investment Framework for Girls; the initiative aims to raise awareness and provide training, empowerment, and protection for Egyptian women. The initiative succeeded in reaching over 60 million views through electronic media and 95,000 beneficiaries in the governorates. Last March, this national framework was launched under the United Nations auspices amidst great international acclaim

95,000 beneficiaries in the governorates. Last March, this national framework was launched under the auspices of the United Nations amid great international recognition.

Given that all efforts to empower women will not achieve their goals without providing protection from all forms of violence against them, the protection plan against violence witnessed many achievements and positive indicators. The National Strategy for Eliminating Violence against Women was adopted, approved by the Cabinet and with the participation of several ministries, and the Monitoring Report was launched in 2021. Several national strategies were adopted, including the National Strategy for Eliminating Female Genital Mutilation (FGM), combating early marriage, human trafficking, and illegal immigration. Egypt also launched the "Economic Cost Survey of Violence against Women," being the first Arab country to conduct such a survey. Special units were established to eliminate violence against women in the National Council for Women, the Ministry of Justice, directorates of the Ministry of Interior, human rights and violence elimination directorates in the governorates' security directorates, and a hotline linked to the Ministry of Interior's violence against women management was activated. Moreover, an integrated unit for protecting women from violence and 8 safe shelter centers for women survivors of violence, 3 specialized clinics for violence within the Forensic Medicine Authority (Cairo, Alexandria, and Mansoura), and 31 units to combat harassment at government universities were established. In addition, women-friendly markets were introduced and safe cities for women were enforced, as well as 8 medical care centers in university hospitals and 27 digital branches for notaries of the public prosecution were opened. Furthermore, the first national coordination committee for eliminating female genital mutilation (FGM) was established, including all relevant government agencies, law enforcement authorities, Al-Azhar Al-Sharif, the three Egyptian

"The economic empowerment of women witnessed many positive indicators as the rate of women's representation in boards of directors recorded a positive growth rate of 28.5%, compared to 13% in 2020. Women accounted for 46% of the beneficiaries of the Small, Medium and Micro Enterprises Development Authority's projects."

Empowering Egyptian Women



 **Dr/Maya Morsy**
President of the National Council for Women

"The national duty and historic responsibility makes it incumbent upon us to promote empowering women." This was a historic speech by President El-Sisi in 2017 which represents a commitment to an unprecedented local, regional, and international transformation of the issue of empowering Egyptian women within the framework of the 2014 constitution, which guarantees citizenship, equality, equal opportunities, criminalization of violence and discrimination. The constitution has been translated into a national strategy for the empowerment of Egyptian women, called "Egypt Vision 2030." The United Nations has announced that Egypt is the first country globally to launch its national strategy as part of the Sustainable Development Goals.

In parallel, the "Egyptian Women's Observatory" has been established to ensure monitoring of the strategy's implementation through accurate and continuous monitoring and evaluation mechanisms. Numerous indicators and figures serve as proof of the progress achieved in empowering Egyptian women, as shown by the National Strategy for Women's Empowerment 2030 in its midterm review by the Egyptian Women's Observatory. The most notable achievement is seen in the field of political empowerment and leadership in recent years, as the representation of women in the Egyptian parliament has risen to 28%, surpassing the global average for women in parliament, which is 25.6% and advancing Egypt to the second rank in the Middle East and North Africa in this regard in 2021.

The representation of women in the upcoming local councils is due to reach 25% and the President has doubled the Senate appointments of women to 14%. The highest percentage of women in the Cabinet has reached 25%, while female deputies and ministers are at 27%, and female deputies of governors are at 31%. In addition, women make up 26% of the diplomatic corps in the Ministry of Foreign Affairs, and 44% of the National Council for Human Rights.

Moreover, the judiciary system has witnessed a long-anticipated historic step with the decree to appoint women in the State Council and the Public Prosecution for the first time in Egypt's history. In recent years, the dreams of Egyptian women have been fulfilled, overcoming the barriers against women to assume leadership positions for the

churches, development partners, and civil society. The committee aims to unify visions and coordinate efforts to eliminate FGM. The percentage of FGM in the age group from 0 to 19 years old decreased from 21% in 2014 to 14% in 2022, and the expected percentage of females to undergo FGM decreased to 27% in 2021 compared to 56% in 2014.

In the domain of human rights, the National Coordination Committee for Combating and Preventing Illegal Immigration and Human Trafficking was formed and specialized criminal chambers were established in the Courts of Appeal across the country to hear human trafficking cases after the Law on Combating Illegal Immigration and Smuggling of Migrants was approved. Additionally, the first shelter for human trafficking victims was established and hotlines for reporting these crimes were activated. A presidential campaign to raise awareness about the dangers of illegal immigration and the rights of domestic workers was launched. Egypt has also launched the Basic Services Package for Women and Girls who face violence, being among the first 10 countries nominated to test the United Nations Population Fund and United Nations Women's Basic Services Package. The first national referral model for reporting cases of violence against women was also prepared.

Besides that, over the past eight years, laws and legislation have also been enacted for Egyptian women. The Inheritance Law was amended to include provisions for punishing those who withhold inheritance from those entitled to it and will have a significant impact on women. In addition, the Civil Service Law granted maternity leave for four months instead of three, and a law was passed to combat alimony evaders. Similarly, to achieve greater economic empowerment for women, ministerial decisions were issued, including decisions by the Minister of Manpower to cancel previous discriminatory decisions against women and to lift the ban on women's access to some professions, and businesses, explicitly stating women's right to work at night upon request. These rights are considered in the context of equal opportunities and gender equality in the workplace, ensuring the right to health and social care and providing all the necessary measures and services related to work, such as safe transportation, occupational safety, and the rights of working mothers. For instance, the General Authority for Financial Control issued decisions requiring women's representation in the boards of directors of companies' federations and public bodies working in the insurance and non-banking finance sectors, which stipulates that women representation should not be less than 25% or two women. Incentives were provided to companies whose beneficiaries of their services were 25% or more women. The Central Bank also issued decisions amending governance rules to form bank boards of directors and stipulating that there should be at least two women on bank boards of directors. Gender equality was strengthened in all banking services, including loan and credit services, and a mechanism was provided for complaints without discrimination in this regard. To achieve more social empowerment for women, many laws and decisions were issued, including the Social Insurance and Pension Law, amending the law to protect female prisoners and their children. Moreover, laws were introduced to safeguard the rights of the disabled with the foundation of the National Council for Persons with Disabilities, and the establishment of a fund to support persons with disabilities. For example, the Minister of Education's Circular letter was issued to ensure the mother's right to educational guardianship without a court ruling in cases of marital separation. Also, the Central Bank's Circular decision to regulate transactions related to guardianship of money facilitated financial procedures carried out by the guardian (in most cases women) under the guardianship decision. Moreover, the Attorney General has issued a decision to cancel the use of some records and replace them with electronic records to facilitate and simplify the procedures of the documentary cycle for family prosecutors throughout Egypt in order to quickly resolve disputes related to marital residence and custody, and to facilitate the fulfillment of all the rights of the custodial woman without burdens or trouble. It is remarkable that several laws have also been issued to achieve more efforts to protect women from violence, including amending the articles related to rape, indecent assault, and exposure, and the amendments came to broaden the scope of criminalization for violence against women, and to criminalize sexual harassment, and define its concept for the first time under the law. Moreover, kidnapping, public and private indecent acts, and discrimination have also been criminalized. In a related domain, a law has been issued to criminalize all forms and types of human trafficking,



A hotline devoted to the prevention of violence against women was activated at the Ministry of Interior and an integrated unit for protecting women from violence, 8 shelters for women survivors of violence, 3 specialized clinics for violence within the Forensic Medicine Authority (Cairo, Alexandria, and Mansoura), and 31 units to combat harassment at government universities

including smuggling of migrants, attempting to do so, or mediating in such activity, toughing its penalty if women are among the smuggled migrants. Furthermore, a law to combat cybercrime has been issued and it is the first Egyptian legislation to address crimes committed through the Internet and electronic telecommunication sites and covering crimes committed against women, such as harassment, online tracking, and violation of personal privacy.

Moreover, several laws have been enacted to protect personal data, ensure non-disclosure of victims' data in cases of harassment, violence, and indecent assault, and criminalize and define bullying for the first time. In addition, new laws were introduced to toughen and broaden the scope of criminalization in the crimes of genital mutilation and harassment.

In 2022, the Cabinet approved a bill to criminalize child marriage. Recently, the House of Representatives finally approved the government's bill to amend some provisions of Law No. 26 of 1975 regarding Egyptian nationality, by amending Articles 4 in its first and third items articles and Article 6 in a way that achieves equality between men and women in the procedures of granting and acquiring Egyptian nationality. Several important decisions have also been issued, including the decision of the Prime Minister to establish the Permanent High Committee for Human Rights, and the establishment of the "Integrated Unit for Protecting Women from Violence". The Grand Sheikh of Al-Azhar also issued a decision to prohibit the transfer of working women from their workplace to another place without their consent, except after presenting justifications for the transfer. In addition, the Financial Regulatory Authority has issued an ethical charter to prevent sexual harassment, violence, and harassment within the companies listed in the Egyptian Stock Exchange or working in non-banking financial activities. Likewise, the



Financing Women Agenda from the state budget highlights Egypt's interest in empowering and protecting Egyptian women. The allocations for women's health programs increased, and allocations were introduced for childcare services. There are 35.3 million women benefiting from bread subsidy, and 31.4 million women benefiting from the ration card. 75% of the beneficiaries of the "Dignity and Solidarity" program are women. for (after childbirth

Ministry of Transport has issued the national code of conduct for users, operators and workers in facilities and means of transportation to ensure the safety and security of male and female citizens in public transportation, especially combating all forms of harassment, violence and harassment in facilities and means of transportation.

Considering that awareness is an intimately related to strategic planning, positive indicators have also been achieved, including the success of the National Council for Women in achieving 104 million average reach through awareness campaigns on social media, in addition to the "Femininity is Strength" campaign, which reached 135 million views, and the "Because I'm a Man" campaign to integrate men and boys in women's empowerment issues, which achieved more than 17 million views on social media. The Council has also succeeded over seven years in achieving 48 million awareness communications through more than 5 million doors. The number of beneficiaries of its services during 2022 has reached more than 12 million in the governorates."

"For the first time in Egypt, awareness campaigns to combat electronic crimes have been launched in partnership with Facebook, Instagram, and YouTube platforms. There are also awareness campaigns about the rights of persons with disabilities in the recently adopted law, and other campaigns on the ground and on social media. Furthermore, the "Media Ethics Code" has been launched to introduce a media policy that works to achieve balance and highlight positive images of women and their achievements.

While many countries around the world suffered from the consequences of the COVID-19 pandemic, Egypt led this file with great professionalism. Egypt was the first country worldwide to issue a rapid response policy towards the situation of women under the COVID-19 virus, and the first globally to issue a monitoring mechanism for the measures taken by the state in response to women's needs. Since the National Council for Women is the entity responsible for proposing the general policies of the state regarding women's development under Law No. 30 of 2018, the council has prepared a policy paper on Egypt's rapid response to the situation of women during the COVID-19 outbreak. The paper included an analysis of the current situation and presented a number of proposed response measures, whether immediate or medium-term, to all executive ministries and relevant government institutions within the following areas: the impact on the human component (health, education, and social protection), women's effectiveness and decision-making, violence against women, leadership, women representation in decision-making during crisis management, the impact on economic opportunities, and enhancing

For the first time in Egypt, awareness-raising media campaigns were launched to combat cybercrime in partnership with Facebook, Instagram, and YouTube platforms, and awareness campaigns were launched for the newly adopted law on the rights of persons with disabilities.



data and knowledge.

The file of women, climate change, and the environment has witnessed many achievements. Egypt launched its international initiative on women, the environment, and climate change in March 2022 under the auspices of the UN Commission on the Status of Women. Egypt also hosted last year's climate conference, which launched the presidential initiative "African Women and Climate Adaptation."

In the field of intellectual property, Egypt has launched its national strategy for intellectual property in cooperation with the World Intellectual Property Organization. It also launched a protocol for cooperation, the first of its kind, to enable women entrepreneurs in local communities, which reflects positively on encouraging women and girls to innovate in scientific fields. Work is also underway to register a collective trademark for the craft of "Tolly" (handmade weaving) under the name of the Egyptian woman.

The Egyptian woman has an important role in combating corruption. I will never forget the words of the President of the Republic when he said, "Every time a woman is appointed to a position in the government, the governorate, or in any task, she proves that she is most responsible, the most efficient, and the most devoted, and the least corrupt. There is no corruption at all."

In this context, based on the vision of Egypt's anti-corruption strategy for 2019/2022-, the National Council for Women has prepared a specialized training guide to support the role of Egyptian women in the field of preventing and combating corruption. It aims to provide general knowledge about preventing and combating corruption, and to prepare Egyptian women to play a distinctive role in implementing Egypt's anti-corruption strategy, enhancing the integrity and the transparency, clarifying the concept of corruption and its types, and its impact on development, and linking it to the gender equality perspective. The guide also highlights the link between corruption and the spread of violence against women, as some studies indicate that gender equality is an important tool to help prevent corruption.

Internationally, Egypt has achieved many accomplishments in relation to empowering women. In 2020, the Women's Development Organization became a member of the Organization of Islamic Cooperation, and its activity is now put into effect. Egypt also heads the ministerial conference for women in the Organization of Islamic Cooperation and the Executive Council of the Women's Development Organization. Egypt also holds the position of Deputy Secretary-General of the United Nations, Executive Director of the United Nations Office on Drugs and Crime, and Director of the International Organization's headquarters. Additionally, Egypt won a membership in the United Nations Committee on the Elimination of Discrimination against Women.

In conclusion, Egyptian women proudly present their achievements to the world, from overcoming stumbling blocks to reach decision-making positions, launching strategies, policies, and programs, and passing legislation. Indeed, the Egyptian woman has become a dreamer without barriers, trusting that she is supported by political will and leadership and believing that empowering women is an inherent right among their rights."



Strategic Management of Egyptian Economy

Prof./Hussein Essa
 Former President of Ain Shams University
 Professor of Accounting, Ain Shams University

This article aims to demonstrate the strong correlation between the application of strategic management in companies and institutions and raising the efficiency and effectiveness of the tools of the Egyptian economy. It is presumed that the application of strategic management elements will lead to higher levels of performance in institutions and organizations, leading to an increase in GDP and improved macroeconomic indicators.

The strategic management approach aims to ensure that the enterprise maintains a state of self-balancing, which can be measured using various financial and non-financial indicators. Such a state of self-balancing is achieved when there is compatibility and congruence among a number of elements which include:
 -The nature of the business environment in which the facility operates.

-The applicable strategy which is suitable for the business environment.
 -The resources, systems and facilities necessary to implement these strategies.
 The following is a brief overview of the most important characteristics of the business environment and the applicable strategies at each phase:

Features of the First Business Environment Phase:

This phase was widespread in institutions and organizations in Western Europe and North America during the thirties of the 20th century and is characterized by the following characteristics:
 -The future is an extension of the past and can be easily predicted.
 -There is always a single producer of the product or service, i.e., a case of complete monopoly.
 -The management of the facility seeks to maximize sales and profits in the local market.
 -The ideal strategic target for this phase is stability and maintaining the status quo.

The second phase of the business environment:

This phase was widespread in institutions and organizations in Western Europe, North America and Southeast Asia during the forties of the 20th century and is characterized by the following characteristics:
 • The future is slightly different and predictable from the past.
 • There are few producers in the market of goods or services, i.e., a case of monopolistic competition).
 • The management of the facility seeks to maximize sales and profits in the local market while exporting limited quantities of goods to nearby regional markets.
 • The ideal strategic target for this phase is the application of the operational or production strategy, which is based on the analysis of the following elements:
 - Status report
 - Market studies.
 - Supply of raw materials.
 - Employment and human resources
 - Transport.
 - Factory design.
 - Warehouse management.
 - Applying cost accounting.
 - Applying methods of planning budgets.
 - Applying accountability policy.

The third phase of Business Environment:

This phase was widespread in institutions and organizations in Western Europe, North America and Southeast Asia during the fifties of the 20th century and is characterized by the following characteristics:
 • The future is completely different from the past; however, it can be predicted using mathematical and statistical methods.
 • There are a large number of producers in the market of goods and services, i.e., a case of complete competition.
 • The management of the facility seeks to maximize exports to all markets of the world.
 • The ideal strategic target of this phase is the application of the marketing strategy, which is based on the analysis of the following elements:
 - Product planning.
 - Selling price planning.
 - Planning promotion and advertising campaigns.
 - Planning distribution channels and methods.

The fourth phase of Business Environment:

This phase was widespread in institutions and organizations in Western Europe, North America, and Southeast Asia during the sixties of the last century and is characterized by the following characteristics:
 * The future is very different from the past and is hardly predictable.
 * The facility operates in a state of intense and fully competitive market.
 * The management of the business seeks to establish joint ventures with foreign partners (joint ventures) to take advantage

The strategic management approach aims to ensure that the enterprise operates in a continuous state of self-balancing which can be measured using many financial and non-financial indicators. This self-balancing is achieved when there is compatibility and conformity among several elements, foremost among which is the level of the business environment and the ideal strategy to be applied in the business environment.



It is necessary for any organization to conduct a strategic analysis every five years to ensure that it maintains a state of self-balancing. Such a state cannot be achieved unless there is consistency, integration and compatibility between the nature of the business environment and choosing the appropriate strategy for each business stage along with the capabilities, systems and internal facilities necessary to implement such a strategy.

of the advantages granted to foreign direct investments in most countries of the world.
 * The ideal strategic target for this phase is the application of the strategic planning method, which is based on the application of the following steps:
 - Setting the vision.
 - Determining the mission.
 - Deciding on the objectives to be achieved.
 - Measuring actual performance levels.
 - Identifying the strategic gaps between goals and actual performance levels.

- Preparation of a matrix of strengths, weaknesses, opportunities, risks and threats (SWOT Analysis).
 - Preparation of alternatives and strategic plans.
 - Providing alternatives and strategic plans.
 - Choosing the appropriate strategic alternative.
 - Implementation of the strategic alternative and evaluation of actual performance.

The fifth phase of Business Environment:

This phase was widespread in institutions and organizations in Western Europe, North America and Southeast Asia during the seventies of the last century until now and is characterized by the following characteristics:
 -The future is very different from the past and is, therefore, unpredictable.
 - commercial facilities operate in a state of intense and full competition.
 -The management of the facility seeks to establish branches with sole ownership to facilitate entry into the field of business as well as exit.
 -The ideal strategic target for this phase is the application of the following methods:
 - Crisis management.
 -Analysis of business scenarios.
 -Sensitivity analysis.
 - Management by Surprise.

In conclusion, we can safely assert that all commercial facilities need to conduct a strategic analysis every five years to ensure that they achieve the state of self-balancing, which is achieved through consistency, integration and compatibility between the nature of the business environment and the appropriate strategy for each phase and the capabilities, systems and internal resources necessary to implement this strategy. Moreover, we should also realize that if most businesses and institutions operating within the framework of the national economy achieve such a state of self-balancing, we will witness an increase in GDP rates as well as economic development rates and a continuous marked improvement in macroeconomic indicators, which lead to increasing the efficiency and effectiveness of the Egyptian economic output.



Efforts of the Egyptian Anti-Corruption Academy (January-June)

Editorial Board

The efforts of the Egyptian Anti-Corruption Academy continue in preparing generations qualified for combating corruption, out of the Academy's belief in the importance of spreading awareness and providing distinguished training based on the modern methods of combating all forms of corruption, for enhancing the trainees' capabilities and spreading an institutional and societal culture for fighting corruption. In this context, the Academy has conducted many activities and exerted great efforts in various fields, namely:

In the field of organizing programs and courses for national and local entities



The Academy continues to hold training courses in the field of corruption prevention and combating for employees of the state administrative apparatus, private sector, civil society, university students, and all segments of society. Distinguished and diverse courses have been held, such as the Creative Thinking course and the Excellence course.



In the field of organizing various events, in collaboration with partners on national, regional, and international levels



«The National Academy for Combating Corruption participated in the Administrative Control Authority's booth at the Cairo International Book Fair, and honored the young participants in managing the booth.»



The Academy's participation in the panel discussion at the International Conference of the National Planning Institute under the title "Governance and Sustainable Development," in collaboration with the Economic Governance Project funded by USAID, and the School of International and Public Affairs (SIPA) at Columbia University



Participation in the regional conference to launch the "Leadership Alliance for Integrity and Anti-Corruption in the Arab Region" in Jordan



Participation in giving a lecture at the Leadership Preparation Institute at the Ministry of Higher Education in Helwan for the candidates nominated for the position of university president of Ain Shams, Sohag, Banha, Al Wadi Al Gadid, Damietta, Matrouh, Suez, Sadat, Damanhour, Kafr El-Sheikh, and South Valley universities



Participation in the Arab Forum on "Enhancing Transparency and Good Governance to Achieve Sustainable Development Goals", organized by the Arab Administrative Development Organization - League of Arab States in collaboration with the Arab Parliament, UN ESCWA, the United Nations Economic and Social Commission for Western Asia, and in cooperation with the International Transparency Organization.

Three training programs were held at the headquarters of the Academy for Government Experts of the state parties of the Arab Convention for Combating Corruption, with the participation of 134 experts from law enforcement agencies in several Arab countries. The aim was to provide participants with knowledge, skills, and attitudes related to activating relevant international and regional agreements, and to enhance international and regional cooperation in the prevention and combating of corruption. The training was coordinated with the Arab League, the United Nations Office on Drugs and Crime, and the Saudi Anti-Corruption Authority (Nazaha)



A workshop was held on combating illegal migration and human trafficking for attachés at the embassies of the Netherlands, Hungary, Germany, Spain, and France. The workshop reviewed national efforts in combating illegal migration and human trafficking, and the several successes achieved in this field were discussed



The visit of Dr/Slima Massarati, President of the High Authority for Transparency and Prevention of Corruption in Algeria, and the accompanying delegation to the National Academy for Combating Corruption to discuss future cooperation in areas of shared training and education interests, as well as exchanging expertise in the preparation, monitoring, and implementation of anti-corruption strategies



An organized training day was held for a number of journalists from African countries and Egyptian journalists in coordination with the African Journalists Union. The training included an introduction to the Administrative Control Authority and its approach in the field of preventing and combating corruption, the digital transformation project, and Egypt's strategy for sustainable development



Two training courses were held for a number of African trainees as part of the presidential grant provided to support African countries and train African personnel working in the field of preventing and combating corruption.



A training day was held on the field of governance, anti-corruption, and administrative reform for members of the Administrative Control Authority, experts, and academics in cooperation with the Economic Governance Project of the United States Agency for International Development (USAID). The training was attended by Dr/Lisa Anderson, Dean of the School of International and Public Affairs (SIPA) at Columbia University in the United States and the former president of the American University in Cairo, Dr/William Eimic, a lecturer at School of International and Public Affairs (SIPA) and Mr. Herman Paul, the director of the Economic Governance Project(USAID)



«The visit of a delegation from the Advisory Council of the African Union to the National Academy for Combating Corruption to learn about the vision, mission, and objectives of the academy and to discuss ways of cooperation and exchanging experiences.»



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COMBATING CORRUPTION A SOCIETAL ISSUE



Dr/Samy Abdel Aziz

If any citizen was asked ten years ago about combating corruption, his answers would have been limited in terms of concept and scope. These answers would have been probably related to their mental image of the Administrative Control Authority responsible for catching corrupt officials. In terms of concept, citizens would mostly say that corruption is bribery or the abuse of a public employee's position, and that the Administrative Control Authority is only a group of trained men who uncover corruption cases in government agencies.

Today, if you ask any citizen about the concept of corruption, they will respond by saying that it is bribery in all its forms, the exploitation of a job position, the use of wasta (nepotism) that undermines the concept of equal opportunities, the importation and sale of expired goods, the negligence of public employees in their jobs whether teachers or professors, who devote their time for private tutoring at the expense of the schools and universities where they work and receive their salary. They will also argue that corruption includes organ trafficking, forgery of official documents, the fabrication of documents for illegal gain, illegal encroachment on state lands, whether through fraudulent contracts or by violating Building Permits in height and endangering human lives. Corruption has even extended its reach beyond official institutions into the private sector.

If citizens are asked about the role of the Administrative Control Authority, they will probably state that it is an entity that restores to the state and to the citizens their rights which are exploited, given the absence of transparency and governance concepts. The question then is: what is the reason for this development over the past ten years? The answer is multidimensional, but it lies in a new concept adopted by the Administrative Control Authority. This new concept is the practical application of social and political marketing strategies and methods, which is not very different from the concept of commercial marketing.

This new concept begins with conducting public opinion polls to understand society's perceptions and attitudes towards combating corruption, and then identifying the most widespread misconceptions and how to change them into easy-to-digest concepts and ideas. The community is then mobilized to help combat corruption in all its forms. The implementation of social and political marketing principles extended to planning and designing advertising campaigns through all mass media outlets, as well as social media and its various applications. We all remember the "look in the mirror" campaign that lasted for four years. So as not to accuse the whole society of corruption, a side slogan that reads "Surely not all of us... maybe some of us" was created.

The application of social and political marketing principles also extended to direct marketing communication through training courses, seminars, and conferences both domestically and internationally, to expand the marketing circle and gain experiences and knowledge from around the world. Additionally, the Administrative Control Authority has opened its doors to Egyptian universities, their youth, and their researchers to become its representative ambassadors for combatting corruption and its dangers, with a focus on the concepts of protection against corruption and prevention measures rather than on deterrence of corruption. The Authority has its own advanced and distinctive methods of hunting down perpetrators of corruption, but this is not enough given the development of corruption practices and techniques that go beyond the borders of countries.

In order to foster the interdisciplinary sciences and knowledge related to combating corruption, the Authority has established the National Academy for Combating Corruption, which offers outstanding courses in the concept of protection and ensures the existence of work environments that reject corruption which violates followed standards. This development has extended and culminated in signing an agreement with a prestigious Egyptian university, i.e. Cairo University, through the Faculty of Economics and Political Science to provide a Master's degree in the sciences of combating corruption in law, economics, and management. An academic and practical course for social and political marketing has been introduced, and is taught

by leading researchers from prominent legal backgrounds, including parliament representatives, ministers, managers of banks and major private and public companies, as well as civil society institutions.

For the first time, the Administrative Control Authority, through its academic institute, participated in the Cairo International Book Fair, where children, youth, intellectuals, and public figures were received, open dialogues were held, and various media materials were presented. Thus, the Administrative Control Authority, through its National Academy, adopted the concept, strategies, and techniques of social and political marketing. The website of the Authority and the its affiliated Academy show clearly the increasing positive and interactive effects between the Authority, the Academy, and the community in its various segments. Such positive trend confirms that combating

I believe that Egypt now needs to expand the practical and scientific application of social marketing strategies. We suffer from the population problem, and we need convincing ways to face its burdens. In addition, we also have the technical and vocational education and how to improve its image among citizens

corruption is no longer the responsibility of the Authority alone, but the responsibility of society as a whole. This increases expectations for the adoption of combating corruption measures, which is one of the most important goals of social and political marketing.

There are positive indicators of the remarkable development in combating corruption in Egypt, according to the indicators issued

by international bodies. What the Administrative Control Academy has adopted in terms of the concept of social and political marketing is in line with global trends, whether through mass media or through electronic marketing and all its applications. For example, in 2022 the US has approximately spent 10 billion dollars on political aspects such as election campaigns, as well as social aspects such as environment preservation, supporting advanced education concepts, combating smoking and addiction, and raising health awareness.

The adoption of social and political marketing principles extends to planning and implementing advertising campaigns through all mass media outlets, as well as social media and its various applications. We all remember the "look in the mirror" campaign that lasted for four years. So as not to accuse the whole society of corruption, a side slogan that reads "Surely not all of us... maybe some of us" was created

Thus, the question raised at the beginning of the launch of social and political marketing, by the great marketing expert Philip Kotler, was "Can we market a party, president, idea, service, or social issue in the same way we market a cube of broth or a bar of soap?" The experiments revealed the definitive answer to this question. Public opinion cannot accept any issue and the community would not adopt it unless its position on this issue is known, along with the reasons that prompt the society to accept or reject such an issue, and the persuasive approaches to be used, whether mental or emotional or a combination of both. The knowledge and analysis of the demographic, geographic, and socio-psychological dimensions of the targeted social segments have to be taken into consideration, as well as the tone of voice or visual template, which differs according to the chosen strategy of the communication tools used.

-The fight against corruption is no longer the sole responsibility of the Administrative Control Authority, but rather the responsibility of society as a whole. The society is expected to adopt methods of combating corruption, which is one of the most important goals of social and political marketing. Therefore, the presence of such methods demonstrate that the positive development in combating corruption in Egypt is increasing.

I think that Egypt now needs to expand its practical and scientific application of social and political marketing strategies. We have the population problem, and the persuasive means to meet its challenges. We have the technical and vocational education and how to upgrade its image among families, especially young men and women as some families refuse to get their daughters married to someone who holds a vocational diploma and has a craft and a skill that guarantees them a decent life. Germany is a good role model in this regard. The Egyptian issues that require social and political marketing are numerous and are increasing in the light of global economic and political changes, as well as the growing effects of social media platforms that are being utilized by all segments of the society.



The Prime Minister Reviews Several Work Files at the Egyptian Competition Authority - May 2023



Protection of Competition and its Effects on the Economy
Higher Productivity, Better Market,
More Employment Prospects and
Citizens' Welfare

Dr/Mahmoud Mumtaz
 Chairman of the Egyptian Competition Authority

Most economies of the world developed through a number of stages over time. In the sixties, Egypt's economy was based on command economy, where the state was the only manufacturer, distributor and price-setter within the markets. After that, Egypt moved to the free market economy system, where prices were determined according to the supply and demand mechanism. Within the framework of such transformation, it was necessary to introduce new laws for protecting the free market economy system to ensure that the offered products could achieve the optimal allocation of resources and that the market prices reflected the supply and demand factors.

Among the most significant laws was the Law of Protecting Competition and Preventing Monopolistic Practices, which protected the economy by ensuring that the goods and services offered in the markets were a natural result of the supply and demand factors, and that there were no monopolistic practices affecting the free market mechanisms.

Later, Egypt passed the Law of Competition Protection and the Prevention of Monopolistic Practices in 2005, which was followed by establishing the Egyptian Competition Authority in 2006, with Articles (6), (7) and (8) addressing three main crimes. Article (6) addressed the horizontal agreements made by competitors, regarding raising prices, dividing markets, complicity in tenders and

auctions and reducing production quantities. Article (7) addressed the major complicity crimes between the supplier and its customers, such as prior setting of the resale prices in the markets or conducting exclusive transactions with a certain supplier. Article (8) addressed

The workers' productivity increases whenever their company faces higher competition. This happened in the United States and Canada when the iron-mining sector was freed, after which it faced fierce competition from Brazil, which led to increasing the workers' productivity to the double.

abuse of the controlling position by punishing the abuse based on excluding competitors or exploiting consumers.

- Economic Impact of the Competition Protection Policies
 Studies have revealed that the application of a competition protection law can increase the GDP growth rate by a range of 2% to 3%.

The Australian experience in adopting a comprehensive competition policy is represented in applying the competition protection law to all sectors without exception and ensuring competitive neutrality, which led to an increase of 205% in the gross domestic product in Australia and helped the Australian economy to face the repercussions of the global financial crisis in 2008. Competition is based on dynamism, through stimulating companies to innovate, and encouraging the most efficient companies to enter the market and achieve growth.

This highlights the significance of competition laws and their enforcement in the medium and long terms in building a more developed and resilient economy and in dealing with crises.

- The Role of Competition in Economic Growth
 The role of effective competition in stimulating economic growth lies in its impact on increasing productivity in various industries. Studies have indicated that competitive companies achieve an increase in productivity at rates ranging from 3.8% to 4.6%, as compared to less competitive companies.

Another study in South Africa revealed that the increase in competition led to an increase in productivity growth in some sectors to rates ranging from 2% to 2.5% per annum.

The workers' productivity increases whenever their company faces higher competition. This happened in the United States and Canada when the iron-mining sector was freed, after which it faced fierce competition from Brazil, which led to increasing the workers' productivity to the double.

In addition, competition has an impact on employment and job opportunity creation, especially in the field of innovation. In the markets with intense competition, there is pressure on companies to innovate and come up with better products and services to achieve a competitive advantage, which in turn leads to an increase in the demand on skilled labor with specialized knowledge and experience, such as engineers, researchers and developers and the creation of new job opportunities. In fact, the absence of effective competition would eventually harm the employment growth.

- The Role of Competition in Increasing the Consumer's Welfare
 The effective enforcement of a competition policy in the markets leads to the consumer obtaining goods and services at lower prices, but with a higher quality and multiple choices.

Monopolistic practices, in general, have an impact on the consumers' welfare. Studies indicate that monopolistic practices increase prices above their competitive value by rates up to 50%. For example, a consumer who could spend ten pounds to buy four products can only buy one or two products today, which causes a double loss. The first loss is represented in the decrease in the consumer's ability to purchase other required products, and the second is the lost opportunity for other sectors because of monopolistic practices, because they could have sold their products to the consumer.

In Egypt, for example, we find that the Egyptian Competition Authority recently found out that there were some problems related to the schoolbook sector, because companies agreed to price their products using a foreign exchange rate that is 80% higher than the official rate. In addition, when the cement companies in Egypt agreed to raise prices during the years 2005 and 2006, this led to losses in the economy that exceeded ten billion pounds, a rate that constituted approximately 1% of the GDP at that time. Such horizontal agreements result in what is known as "transferring the surplus from the consumer to the producer," meaning that the consumer buys the product at a price higher than its competitive price.

- The Role of Competition in Protecting Public Money
 The risk of transferring the surplus from the consumer to the producer increases when the state is the buyer. Here, the economic effect of monopolistic practices is not limited to the extra cost paid by the consumer, because it is a transfer of the surplus from all taxpayers to the producer or service provider.

The state is the largest buyer within the economy. A study by the Organization for Economic Cooperation and Development indicates that the state purchases amount to 15% of the Gross Domestic Product (GDP). Therefore, the protection of public money is a priority that is reflected in the performance of the economies of countries.

The state invites tenders and holds auctions to purchase its needs through competition between companies. Obtaining the



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lowest price and the best quality is the main goal of maintaining the effectiveness of public expenditure.

Hence, the complicity of competitors in public tenders and auctions against public agencies negatively affects the government expenditure, as it leads to the state purchasing products and services at a price higher than their competitive prices and prevents the bidding party from allocating its resources efficiently, which leads to the state's inability to fulfill its obligations.

In a number of cases handled by the Authority, we find examples of such crimes taking place in different sectors, including the companies' agreement to raise the price of heart valves supplied to university hospitals, as well as the lighting poles companies' agreement to supply poles to electricity distribution companies and the supply of chemicals to the Petroleum Research Center. These examples indicate the effects of these monopolistic practices on different sectors within the Egyptian state.

Such effects are even worse when the crime of complicity in public tenders and auctions is associated with other crimes such as bribery and corruption, as revealed by some related studies in this regard. This indicates the importance of integration between the regulatory agencies in addressing such serious crimes, especially in light of the global economic crisis.

In conclusion, the role of competition agencies is essential for ensuring economic growth and the effective functioning of free market mechanisms so that their positive effects are reflected in the citizens' welfare and the government expenditure.

Economic Governance

The Way to Developmental Reforms in Egypt



Dr/Nermin Abu Al-Atta
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There is growing interest in governance frameworks in general, including multi-level economic governance in particular and the related international standards, indicators and classifications associated with it, particularly in 2023. In fact, the global and regional scene is characterized by ambiguity due to political events (including the conflict between great powers over the areas of influence and global resources), which resulted in complicated effects, particularly in the aftermath of health crises and global pandemics, which produced the current socio-economic challenges. These are represented in the occurrence of enormous inflationary waves, increase in the prices of raw materials, commodities, products, fuel and energy, as well as increase in the freight and transport prices, the lending cost, debts together with the surges in foreign exchange rates, accompanied by the fear of entering into an economic recession and low growth and employment rates. There are also the severe climatic-environmental fluctuations, which have caused economic and societal losses and other factors that affect economic stability and social cohesion globally and locally.



All these factors increased the degrees of uncertainty, and cast a shadow over the Egyptian economy. However, the haste of the Egyptian government's move to adopt developmental and incentive programs and apply fiscal and monetary policies has reflected the Egyptian economy response through partial recovery, as compared to some other economies, which indicates the strength, diversity and resilience of Egyptian economic activities in the face of successive global crises.

The following are the most significant multi-level institutional economic governance frameworks in addition to some international classifications, future challenges and the most important relevant Egyptian efforts.

First: Multi-level Economic Governance (MLG) Frameworks
 In light of some successful experiences of some European Union and world countries, topped by Finland, Japan, Vietnam and New Zealand, the new idea of multi-level economic governance came in line with what was launched by the Organization for Economic Cooperation and Development (OECD) and the Egyptian Program

was concluded accordingly. 2 It was also important to connect the implementation of sustainable development goals with Multi-level Governance (MLG) for speedy implementation of the Egyptian development strategies, programs and action plans in accordance with international standards.

As shown in Figure, the most important multi-level institutional economic governance frameworks in Egypt are represented in

In light of the Egyptian government's interest in implementing Egypt's Vision 2030, and the fact that most of the Egyptian economy indicators have shown signs of steadfastness during the successive global crises, the government has already completed many strategies and programs within the framework of the New Republic, whose foundations are based on strengthening multi-level economic governance and combating corruption.

the main levels within the state, namely the constitution and the presidential, judicial, parliamentary, supervisory and executive authorities, which supervise the following levels, represented in:

(A) Local governance: Connecting both the central and subsidiary authorities to follow up on the production and service activities in the local outlets and units and the Egyptian governorates.

(B) Joint governance: It is based on the participatory responsibility between government agencies and private sector institutions regarding the quality and governance of market mechanisms, seen as one of the most important levels of economic governance, because it provides support for increasing the Egyptian competitiveness on the map of investment and global trade.

(C) Societal governance: It covers the social groups and NGOs operating in Egypt.

The aforementioned levels are connected to the levels of regional and global governance that include the United Nations bodies, international development institutions, global and regional federations and Egypt's strategic and commercial partners.

The objectives of the new version of Egypt's Vision 2030

Ministry of Planning and Economic Development



A- Local governance: The service and production sites and outlets in the governorates and localities.

B- Joint governance: With the private sector: the Federation of Egyptian Industries, Federation of the Chambers of Commerce and the Businessmen Associations.

C- Community governance: With NGOs

2- Regional/international governance: With international partners and global organizations.

Second: The Most Important Efforts of Economic Governance to Promote Development Reforms in Egypt

In light of the Egyptian government's interest in implementing Egypt's Vision 2030, and given that most of the Egyptian economy indicators have shown signs of steadfastness during the successive global crises, the government has already completed many strategies and programs within the framework of the New Republic, whose foundations are based on strengthening multi-level economic governance and combating corruption.

The most important strategies and programs are the following:

The national program for structural reforms until 2024, which focuses on the competitiveness of three main sectors, namely manufacturing industries, agriculture and the communications and information technology. There are also the National Project for Development of the Egyptian Countryside (Decent Life) since 2021, the National Human Rights Strategy 2021- 2026, the Human Development Report 2022, and the State Ownership Document 2022. Further reforms include the reformation of the Supreme Council for Investment and the Supreme Council for Export Development in 2023, Egypt's Digital Strategy 2022- 2026 and the National Climate Change Strategy 2050.

More programs include Sharm El-Sheikh Declaration for International Cooperation in the Field of Preventing and Combating Corruption in 2021, the Meeting for Enhancing International Cooperation 2022, the National Anti-Corruption Strategy 2023-2030 based on the first and second phases, the launch of the National Dialogue in 2023 in addition to other efforts in line with the above-mentioned governance levels.

Despite many of the steps taken to-date, it is essential for such initiatives, programs and reform measures to work concurrently for stimulating the investment climate, attracting the private sector participation and improving the Egyptian citizens' living conditions, after showing steadfastness in the face of both regional and international economic, social and geopolitical fluctuations.

Third: The Most Important International Trends and Challenges Related to Economic Governance in Egypt

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Despite all Egyptian efforts, there are some international trends and challenges related to economic governance and the improvement of standard indicators and international classifications, which are based on three main axes: governance, human rights and green and digital transformation. Therefore, the role of the Egyptian Anti-Corruption Academy has grown significantly given the importance of measuring success of the mechanisms of institutional levels outputs interconnection, which support the Egyptian government's plans and programs based on Egypt's Vision 2030.

Some International Classifications and Indicators

There are many significant general and specialized international reports, indicators and classifications for measuring some of the economic governance aspects in Egypt, namely the Global Governance Index for the World Bank, the Corruption Perceptions Index for International Transparency, the International Country Risk Index, and the sovereign ratings reports by Fitch and Moody's.

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More indicators include the Standard and Poor's, the Global Innovation Index for the World Intellectual Property Organization, the Business Climate Indicators for the World Bank, the International Competitiveness Indicators, the human development indicators for the United Nations, the employment indicators/ social expectations for the International Labor Organization, the Nation Brands Index, and many other specialized ones.

Through a strategic view, we find some inconsistency in Egypt's positions in these international reports and classifications, as most of them score low ratings without reflecting all reforms due to dispersed national efforts resulting from unspecified follow-up responsibility among a number of Egyptian authorities.

It is essential to develop a national mechanism for paying more attention to their various dimensions, standards and preparation timings, as well as to coordinate with the publishing

institutions, while adhering to targeted reforms timetables. This can help in reflecting the standards in improving Egypt's image in international ratings, to enhance its position in the global investment, commercial and financial circles.

B - Modern International / European Standards

In the same context, the European Union is currently coordinating with a number of international powers to change some standards from voluntary to mandatory in cooperation with many international organizations, namely the International Standards Organization, the World Bank, the World Trade Organization, the United Nations Trade and Development Organization, and the Organization for Economic Cooperation and Development. More organizations include the international financing institutions, the European Bank for Reconstruction and Development, the European Investment Bank and many others, which inevitably affects investment, export, training, grants and loans related to many countries, including Egypt.

The two European laws for the year 2023: Carbon Border Adjustment Mechanism (CBAM) and Corporate Social Sustainability Due Diligence (CSDD) are among the most important aspects of phase implementation during the next two years. The first stage covers large companies, followed by medium and small companies in the labor-intensive productive sectors such as ready-made garments, agricultural crops and food processing as well as other carbon-intensive ones such as cement, aluminum, fertilizers, electric power, iron and steel. Performance is measured according to three dimensions, namely environmental, social and governance (ESG), which are significantly used by international ranking institutions currently.

On the other hand, it should be noted that the Egyptian Financial Supervisory Authority and the Central Bank have issued Egyptian standards, with accredited certificates in this field being issued in Egypt to support companies in accordance with international standards.

The importance of both the multi-level economic institutional governance in developmental reforms and the fair geographical distribution of services and production in Egypt has increased, with the significant interconnected reform initiatives, programs and time targets, as well as enhancing national mechanisms. This aims to pay more attention to the dimensions of economic indicators related to stimulating the investment climate, private sector participation and the citizens' welfare.

This will be reflected in improving Egypt's position in international rankings on the global investment, commercial and financial maps.



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In compliance with the directives of President Abdel Fattah El-Sisi the training course for the (22nd) batch of Administrative Control was completed at the Egyptian Military Academy.



A Commemorative Photo of Batch 22 Administrative Control Students with Academic Leaders, Administrative Control Authority Officials, and Their Families

The graduation ceremony for the civilian members of the administrative control batch (22) was held at the headquarters of the Egyptian Military Academy in coordination between the Administrative Control Authority and the Egyptian Military Academy.

The ceremony began with a graduation research discussion with the participation of a number of male and female students, demonstrating the high level of education achieved by the graduates during their period of study at the Academy. Next, the training status of the graduates was also presented, and the end of the course was announced. This was followed by a film that demonstrated the success report of the course, which included the preparation and implementation stages, starting from receiving the students, specialized training, and employing the latest scientific methods in educational facilities in the armed forces.

In his speech, Minister Amr Adel, the head of the Administrative Control Authority, thanked the General Command of the Armed Forces for its sincere efforts in qualifying and training students, equipping them with knowledge and expertise to be the best role models in all the places they occupy; he also advised graduate students to maintain the values and ethics they acquired during their period of study at the Egyptian Military Academy.

Minister Amr Adel added that we are meeting to witness what the members of the basic batch number (22) have achieved in the honor of joining the Egyptian military, in compliance with the directives of President Abdel Fattah El-Sisi to join the qualifying course at the War College for a period of six months. These directives are in line with a pure national agenda that reflects the implementation of the long-term strategic plan of the state.

The ceremony concluded with the exchange of shields and the honoring of the top graduates, followed by taking some commemorative photos. The ceremony was attended by a number of faculty members of the Egyptian Military Academy, as well as a number of leaders of the Administrative Control Authority and the National Academy for Anti-Corruption.



A Part of Students' Visits to Various Institutions During the Training Course





The Impact of Data and Information and Their Reflection on Decision-Making Abilities

Focus Issue

EGYPTIAN ECONOMIC DEVELOPMENT IN NUMBERS



Dr/Ghada Mohamed Mohsen
General Manager at the Information and Decision Support Center (IDSC)

Opinions and perspectives vary regarding the quality of performance and policies adopted by the Egyptian state. However, it is certain that numbers and indicators remain the standard on which to rely decisively in determining and measuring the impact of development. They serve as a guide to judge the policies and actions conducted on the ground. The language of numbers and indicators and monitoring their positive or negative development does not know bias and cannot lean towards one faction over another. Therefore, this article will focus on monitoring the most prominent features and governing indicators to evaluate the Egyptian economy by examining the development of data and performance indicators, in addition to reviewing the most important evaluations and expectations issued by international and regional institutions to diagnose the situation and performance of economic sectors in Egypt. This is based on the belief in the importance of accurate and up-to-date data and integrated indicators consistent with international standards to shape the foundations of development, measure its temporal and spatial development, and serve regional and international comparison purposes. Moreover, data is gathered and analyzed to assess the current programs that are undertaken to evaluate development projects and the potential payoffs on policies and developmental programs, and to take corrective measures based on scientific evidence documented by local and international performance indicators, far from opinions, speculations, biases, and controversy that are not based on any scientific methodology or clear, standardized evidence and constants for measurement and evaluation. Such analysis of data enables us to reach a decisive identification of the sectors that have almost achieved their targets and improved Egypt's global and regional ranking in international performance indicators. In addition, constant analysis contributes to raising the average performance to global performance averages, attracting prominent international praise from prestigious international organizations in all developmental sectors. Furthermore, analysis helps us identify developmental sectors that need more effort and corrective measures to achieve the desired developmental targets.



At the beginning, it is necessary to take a comprehensive look at the global situation before delving into monitoring the governing indicators and numbers which, undoubtedly, have strong repercussions on the local and regional situation. Amidst a global environment fraught with risks and challenges, the world has witnessed since 2020 the largest increase in debt since World War II, with the total global debt reaching 303 trillion dollars. In addition, global crises hit the world during 2022, starting from the supply and distribution chain crisis to the Russian-Ukrainian crisis, amidst the continuous increases in interest rates in the economies of advanced markets, and the geopolitical conflicts that have intensified recently, causing a widespread outflow of capital from emerging markets. Such changes shocked the global economy and pushed international institutions to reduce the growth expectations of the global economy, as the International Monetary Fund's forecast for the global growth rate in 2022 declined to about 3.2% compared to about 6% in 2021. Egypt suffered severe damage because of such circumstances like other countries. Despite these challenges, the International Monetary Fund (IMF) still expects a growth rate of 6.6% in 2022 for the Egyptian economy, making it one of the top 10 countries in the world in terms of growth expectations, the first in Africa, and the fourth in the Arab world. This positive trend was confirmed

by the World Bank's forecasts in June 2022, which expected the growth rate of the Egyptian economy to rise to 6.1% in 2022, which is higher than the global expected average of 2.9% in 2022, and higher than the expected average for the Middle East and North Africa, which rose to 5.3%. In the same context, the Arab Monetary Fund predicted a growth rate of 5.5% for the Egyptian economy in August 2022.

These expectations come from international and regional organizations that have expertise and weight in translating policies, procedures, and circumstances that countries go through into economic numbers, indicators, and forecasts. These positive views of the Egyptian economy from international and

-The International Monetary Fund (IMF) has lowered its global growth forecast for 2022 to around 3.2%, compared to about 6% in 2021, and Egypt, like other countries, has suffered grave damage as a result. However, the IMF expects a 6.6% growth rate for the Egyptian economy in 2022, making it one of the top 10 countries in the world in terms of expected rates.

regional organizations serve as clear evidence of confidence and a translation of their vision of the efforts and achievements made on the ground in Egypt, including:

- * The government's program to support exporters and reduce their burdens,
 - * The introduction of a state policy document to define the state's policy towards its assets.
 - * The plans of the Egyptian government to strengthen the role of the private sector and increase reliance on local products, targeting an increase in the private sector's participation in the Egyptian economy and its contribution to actual investments by 65% over the next three years.
 - * A plan to reduce public debt and budget deficit over the next four years,
 - * A comprehensive vision to activate the Egyptian stock market,
 - * Targeting the localization of industries equivalent to 23% of total Egyptian imports over five years,
 - * Increasing Egyptian exports to \$100 billion over three years.
- The Egyptian economy achieved a growth rate of 6.6% during 2021/ 2022, despite all the global shocks and crises that affected the world. In this context, the World Bank praised the continued decline of the Egyptian budget deficit, despite global crises, and in another report praised the reforms conducted by the government



According to Forbes' list in September 2022, six Egyptian companies were among the top 100 Arab family-owned companies in the Middle East in 2022, and Egypt ranked first in Africa in terms of service exports in 2021, followed by Morocco, Ghana, South Africa, and Ethiopia, according to the United Nations Conference on Trade and Development. Egypt also ranked third in Africa in terms of merchandise exports. Furthermore, according to the World Bank report in November 2022, Egypt was among the top 5 countries in the world in receiving remittances from expatriate workers, with a value of \$32 billion in 2022

the industrial, agricultural, and real development sectors have increased. The latest official data announced by the Ministry of Finance and the Central Bank websites for the current year 2023 shows a number of positive indicators, including:

- A 51.9% increase in net foreign direct investment in Egypt during the second quarter of 2022/ 2023 compared to the same period of the previous year.
- A 16.5% growth in revenue from the Suez Canal which is one of the most important sources of foreign currency, in the first quarter of 2022(\$1.97) 2023/ billion) compared to the same quarter of 2021 /2022.
- Fiscal year indicators that ended in June 2022 show relatively positive results, despite the wide-ranging external challenges. The budget deficit which lasted for more than 21 years has turned into a primary surplus of 1.3%, and the budget for the fiscal year 2023/2024/ aims to achieve a primary surplus of 2.5% of GDP.
- The budget has achieved a primary surplus of about EGP 100.4 billion in 2021/2022/, compared to EGP 93.2 billion for the same period of the previous fiscal year. The government also aims to achieve around EGP 295.6 billion in the budget for 2023/2024/, in addition to increasing tax revenues to about 12.6% of GDP in 2021/2022/ due to development and digitization efforts that have expanded the tax base and more accurately identified taxpayers, with a target of increasing that ratio to 12.9% in the budget for the fiscal year 2023 /2024.

With the International Monetary Fund's expectations for a steady increase in net foreign direct investment flows to Egypt, it is predicted to reach \$17.1 billion in 2024/2025/. These expectations reflect the measures taken by Egypt in recent years to improve the business environment, making it one of the most attractive markets for foreign investment in the African continent and the Middle East region. The aim is to liberate the private sector, attract investment, increase exports, create more job opportunities, and the most prominent efforts to support and improve the investment environment include:

- Approval by the Cabinet of a presidential draft resolution to form the "Supreme Council for Investment."
- Establishing a permanent unit within the Cabinet that is devoted to solving the problems of local and foreign investors and companies operating in Egypt in various economic activities.
- Launching an electronic platform affiliated with the Cabinet for registering investor complaints, which includes several key

in the macroeconomy and efforts towards digital transformation and financial inclusion.

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Looking briefly at the supporting infrastructure for finance, business, and economy, we notice that there are 4,656 bank branches and 19,010 ATMs in Egypt as of 2021. Since growth is a direct outcome of development, investment projects, and employment, we can examine the finance, debts, and investment markets, both public and foreign direct investment, to assess Egypt's performance in this vital sector that contributes to increasing economic growth rates and achieving the targeted economic development, as well as its role in creating new job opportunities and reducing unemployment.

In 2021/ 2022, the credit provided to small and micro-enterprises reached 3,186 borrowers from the Local Development Fund, with 57.59% of this credit concentrated in five governorates: Minya, Dakahlia, Beni Suef, Sharqia, and Sohag. In the same year, the Small and Medium Enterprises Development Authority granted loans with a total of 4.50 billion Egyptian pounds for micro-enterprises, contributing to the addition of about 164,060 projects and generating more job opportunities. The focus on financing small, medium, and micro-enterprises has been reflected in Egypt's progress of 48 ranks in the Small and Medium Enterprises Financing Index, a sub-index of the Global Competitiveness Index, issued by the World Economic Forum. Egypt ranked 41 out of 141 countries in the latest index

release, up from 89 in 2018. Egypt also advanced 24 ranks in the Investor Protection Index, a sub-index of the Ease of Doing Business Index issued by the World Bank, ranking 57 out of 190 countries in 2020, up from 81 in 2018.

According to data from the Central Bank of Egypt, foreign direct investment flows in Egypt have doubled from \$4.2 billion in 2013/ 2014 to \$8.9 billion in 2021/ 2022. This is the highest value of foreign direct investment in Egypt since 2010/ 2011, indicating an increase of more than 15 times the amount in 2005/ 2006. Egypt is now the second largest recipient of foreign direct investment in Africa and the third largest recipient of Arab investment, accounting for 16.4% of total flows in Arab countries in 2021. Egypt has also maintained its position as the top attractive investment destination in Africa among 54 African countries according to the Investment Attractiveness Index in Africa for 2021.

According to data from the Central Bank of Egypt, there is another positive indicator showing a shift in foreign direct investment preferences towards non-oil sectors in Egypt. More than a quarter of these investments (26.50%) were devoted to the industrial sector, which is consistent with Egypt's ambitious plan to increase investments in real development sectors which are of immense importance, as opposed to extractive sectors. What matters is not only the size of the capital flow, but also its quality, which determines the extent of benefits that will contribute to the development of the country and the improvement of citizens' living standards. This has led to a decline in investment in the petroleum and extractive sectors, while investments in

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services. www.invest.shakwa.eg

- Addressing several issues related to customs, taxes, import approvals, industrial records issuance, and operating licenses.
- Launching an electronic site for receiving requests from investors who wish to obtain the "Golden License," which is a single approval for establishing, operating, and managing projects, including building permits and the allocation of necessary properties.

- Reducing the duration of permits and approvals for establishing and operating investment projects.
- Reducing the cost of establishing single-person companies by lowering the minimum capital requirement from EGP 50,000 to EGP 1,000.

- Establishing a committee for the immediate allocation of industrial lands with proper infrastructure, pursuant to Prime Ministerial Decision No. 2067 of 2022, which is responsible for setting the rules and procedures for allocating industrial lands under the usufruct system at the cost of proper infrastructure.

- Allocating lands under usufruct at an annual value of 5% of the ownership meter price, with the annual usufruct fee fixed for the first four years of the contract.

- Establishing the High Committee for Competition Neutrality under the Chairmanship of the Cabinet, which is responsible for developing the necessary standards and rules for the administrative bodies in the state to ensure the compatibility of their policies and decisions with the principles of competition and neutrality.

- Launching the State Ownership Document, which aims to increase private sector participation in the Egyptian economy.

- Issuing Customs Law No. 207 of 2020, which offers new facilities for customs operators and contributes to resolving disputes between importers and the Customs Authority.

- Activating joint inspection committees at ports and customs outlets, and electronically linking them to all relevant authorities to facilitate and accelerate customs inspection and clearance operations.

- Reviewing and simplifying the procedural and documentary cycle for customs release, with the application of automation and the electronic system for all ports to link customs outlets and land outlets throughout the republic.

- Implementing the Cargo Information pre-registration system starting from October 2021, which is a modern customs system that relies on providing shipment data or documents, such as the commercial invoice or purchase order and the initial bill of lading at least 48 hours before the shipment's departure from the exporting country, reducing the time and cost required for customs clearance upon the shipment's arrival. Egypt is among the first countries in the region to apply this system to cope with the advanced global systems in cross-border trade.

- Activating the Green Lane, Visual Inspection, Random Sampling, and Allowed-Lists systems for the immediate release of shipments listed in those lists.

Moreover, Egypt's enjoys supportive and attractive strengths for investment, such as having a large consumer market, a flexible and diversified economic structure, supportive infrastructure, free trade agreements providing access to 1.5 billion consumers around the world, a young workforce, competitive wages, free zones with many advantages and incentives, and the political stability of the state and the strength of the rule of law.

These indicators were praised by Fitch Ratings in June 2022, which commended Egypt's unprecedented momentum in implementing many economic reforms supporting the business sector and starting to activate the Golden Investment License. In November 2022, Fitch Ratings raised Egypt's reform tracker score from 6 points in the third quarter of 2022 to 6.5 points in the fourth quarter of the same year, registering a higher score than the regional average of 4.4 points. Egypt's ranking in the sub-indicator of Starting Business in the Doing Business report improved within one year in 2020 compared to 2019 and advanced 15 places in the sub-indicator of Protecting Minority Investors in the Doing Business report in 2020 compared to 2019.

On the other hand, international indicators indicate Egypt's need to make more efforts to improve international trade indicators and cross-border trade indicators. Furthermore, it is necessary for Egypt to develop a national strategy to increase and improve labor productivity as a basic standard for improvement



Recent investment decisions represent a real revolution that enhances the investment climate in Egypt to maintain existing investments and provide opportunities for them to expand, in addition to attracting more foreign investment, and contribute to maintaining a stable investment environment that supports economic plans



The industrial sector is of particular importance in the Egyptian economy since it came as the highest economic sector in terms of production value in 2022, and in its contribution to GDP at current prices by 16.80% in 2021/2022/. It also came in second place among economic sectors in terms of growth rate, which reached 9.57%. Additionally, it ranked first among economic sectors in terms of exports.

- Legislative amendments to overcome land ownership restrictions and facilitate foreign ownership of properties.
- Expanding the issuance of the golden license and not restricting it to companies that establish strategic or national projects and amending the regulating articles to ensure that companies established before the 2017 Investment Law can obtain the golden license.
- Transferring the regulatory authorities in the utility sectors to ensure their independence to separate ownership from management.
- Not granting preferential treatment to companies and state-owned entities to promote competitive neutrality in the Egyptian market.
- Establishing a unit in the Cabinet to collect data on state-owned companies to unify the work frameworks for all state-owned companies, with results reported every three months.
- Registering foreign investors in the importers' registry even if they do not have Egyptian nationality as part of efforts to facilitate import procedures for foreign investors.
- Deregulation of financial or procedural burdens related to the establishment or operation of investment projects except after

and attraction of foreign investments. Egypt also is required urgently to solve the complexities of starting business procedures, reduce import burdens, and increase available credit to empower the private sector. The local credit provided to the private sector represented 27.1% of GDP in 2020, compared to 147% as the global average and 119% for low and middle-income countries, causing a decline in Egypt's rank in the Global Competitiveness Index in terms of credit granted to the private sector. There is also a critical need to enhance intellectual property protection and reinforce the current state efforts to launch the National Intellectual Property Strategy in September 2022 to create a stimulating environment for innovation, encouraging researchers in all fields, and contributing to the achievement of the goals of Egypt 2030 Vision for creating an innovative society. Additionally, the state aims to increase the private sector's share by about 65% within three years, register the informal sector, which is remarkably expanding in Egypt, and direct investments towards productive sectors by a greater percentage rather than service sectors.

The continuous improvement and provision of sustainable solution of all the problems and obstacles facing investment is the greatest evidence of the state's interest in this issue, and its importance as a strategic foundation and driver for development and employment to ensure a better future for Egypt. The Egyptian state is going through a crucial phase that requires all parties to work towards an important main goal; increasing the private sector's participation in the investments propose by the government. Maximizing private sector share comes in line with the change in economic ideology and the shift from relying on the public sector to allowing a larger space for the private sector to play a wider role in the economy and investment environment and encouraging it to take the lead with the state in the coming stage in order to expedite and facilitate procedures to attract the largest amount of investment.

The latest list of procedures announced by the Supreme Council for Investment is a real revolution that enhances the investment climate in Egypt to maintain current investments, provide opportunities for their expansion, attract more foreign investments, and contribute to maintaining a stable investment environment. Such an environment is essential for economic planning, forecasting, and preparing feasibility studies for projects, whether in terms of exchange rate stability, legislative stability, and tax policies in the country, and the existence of a

Egypt is going through a critical stage that requires all parties to work towards an important main goal, which is to increase the private sector's participation in the investments made by the Egyptian state.

clear tax legislative map for the next five years, which contributes to deepening the investor confidence. These measures include:

- Licensing natural gas-based industries using the free zone system.
- Ten days to complete all approvals when establishing companies to boost confidence in the investment climate in Egypt.
- Launching a unified electronic platform for establishing, operating, and liquidating projects and approving amendments to the Electronic Signature Law (Law No. 15 of 2004) and referring it to parliament to reduce bureaucratic barriers and simplify procedures.

Continuous improvement and sustainable solutions for all the problems and obstacles facing investment are the clearest evidence of the state's interest in this issue, according it special importance as a strategic foundation and driver for development and employment in order to achieve a better future for Egypt .



obtaining the approval of the Board of Directors of the General Authority for Investment, the Cabinet, and the Supreme Council for Investment to confront the additional burdens imposed on investors.

- Clear regulations in cases of imposing fees to avoid the investor paying the same fees to multiple entities.
- Introducing a clearance system connecting investors' dues and their tax burdens.
- Refunding the value-added tax and accelerating procedures within 45 days.
- Issuing the state's tax policy document for the next 5 years as soon as possible.
- Finalizing amendments to the profit transfer regulation for holding and subsidiary companies to eased tax burdens and avoid double taxation.
- A compensation payout of only three months for investors in cases of property disputes, with administrative authorities obliged to intensify negotiations with investors on appropriate compensation, thus enhancing confidence in the investment climate in Egypt.
- Contracting a global consulting firm to develop a clear investment strategy and mechanisms to improve Egypt's ranking in the Ease of Doing Business Index in the coming years to achieve the national target of raising investment rates from 25% to 30%.
- Amending nine articles of the Economic Zones Law and granting additional advantages and exemptions.
- A permanent unit within the Cabinet to develop policies, laws, and regulations for start-up companies.
- Receiving complaints from start-up companies and developing suitable solutions.
- Adopting an integrated package of incentives and facilities to support some sectors and projects to achieve a qualitative leap in priority economic sectors, namely agriculture, industry, energy, and green hydrogen production projects, in addition to export fees and customs duties.
- Mandating the government to prepare and issue ratified decisions adopted as quickly as possible.

All these measures and policies adopted by the government aimed at increasing investments and starting more mega national development projects, which contributed to an increase in job opportunities in the labor market in Egypt, since all official data, statistics, and indicators for the labor market indicated a decline in unemployment rates. Out of a total of 29.36 million people who make up the workforce (aged 15-74), 64 million are employed, while 2.17 million are unemployed, compared to 3.60 million unemployed in 2016, despite the huge population growth during those years and the economic, social, health, and geopolitical crises that all countries in the world suffer from. 61% of workforce is concentrated in four sectors: agriculture (19.24%) with around 5.2 million workers, followed by wholesale and retail trade (15%) with a total of 4.1 million workers, then construction (13.75%), and manufacturing (12.56%) of total workers.

In light of the state's interest in the industrial sector, which occupies a distinctive position in the Egyptian economy, as it represents the highest economic sector in production value in 2022 and in its contribution to the GDP at current prices by a percentage of 16.80% in 2021/2022/. It occupies the second place among economic sectors in terms of growth rate at 9.57%, as well as the first place among economic sectors in exports at a rate of 58.88% and the fourth in terms of labour attraction at 12.54%. The state directed the largest proportion of public investments among other economic sectors to industry by 6.08%, and it was the most attractive sector for direct foreign investment inflows domestically in 2021/2022/ at a rate of 26.49%, followed by the agricultural sector, which comes second among economic sectors in production value, and in its contribution to the GDP by a percentage of 11.51%, as it is the first economic sector in terms of employment in Egypt.

As Anthony Robbins said, "Success is not a giant leap, but rather a series of small steps." Our steps are part of it, and we have written them in tangible progress and development. We seek to complete the path we started towards a future and a dream that we create and are proud to participate in building for a truly proud homeland that deserves its offspring to unite to shape its future to meet the hopes and aspirations of all citizens and future generations in all corners of Egypt.



Information Infrastructure of the Egyptian State

Brigadier Engineer/ Tamer Hawash
Head of the Central Administration for Information Infrastructure, Information Technology Department, Administrative Control Authority

Similar to other countries worldwide, Egypt is experiencing significant structural changes brought about by the digital revolution. This revolution has not only transformed lifestyles and business management but has also presented new ways of tackling social challenges. The impact of this digital transformation has been profound, leading to increased expectations from governments to provide better social, economic, cultural, and service-oriented solutions more efficiently and at a faster pace than ever before.

The rapid advancement of technology has been instrumental in maximizing economic, social, cultural, and service-related benefits. It has enhanced services for citizens, improved the business climate, and offered innovative solutions to address various development challenges. Additionally, it has accelerated the achievement of development goals and fostered qualitative leaps through innovative approaches. As technology continues to evolve with flexibility and without borders, further advancements are expected in the future. Notably, technological progress yields rapid returns on development without necessitating high investments. In addition, technology has become an independent economic resource that contributes to achieving high added value reflected in raising income and improving the standard of living. The development has become associated with the ability to keep pace with this rapid technological progress, so the state has taken the necessary measures to transform into a digital society.

Thus, digital transformation has become the backbone of technological development. To achieve complete digital transformation, it was imperative to initiate the project focusing on the information infrastructure of the Egyptian state. This infrastructure serves as a crucial foundation for an efficient and effective digital transformation process, relying on precise data and information. The information infrastructure of the Egyptian state represents the true strength of the state in supporting decision-making in various fields (economic, social, cultural, environmental, educational, and health) based on real data, not estimated statistical data that cannot meet the needs of the state correctly in all fields and services in the digital transformation process. In addition, it helps the government to provide services automatically. The main pillar of working with the information infrastructure lies in integrating and processing the databases of state

authorities, enhancing the quality of their data. This enables time-saving in data research and access while promoting seamless data and information exchange between diverse systems, all while safeguarding citizens' data privacy.

The implementation of the Egyptian State's Information Infrastructure Project began in 2016 at the Administrative Control Authority, in collaboration with the Ministry of Communications and Information Technology, with the vision of building a precise information infrastructure based on scientific foundations for the Egyptian state. The goal is to provide accurate information for decision-makers to create policies and governance that enable services to improve the quality of citizens' lives. The Ministry of Communications and Information Technology plays a vital role in this project as the concerned entity for communications and information technology for government entities and state agencies, possessing technical knowledge, capabilities, and the ability to prepare and execute such a massive project.

On another note, the Administrative Control Authority is responsible for the following:

Utilizing consolidated data to provide necessary rules and guidelines for detecting cases of administrative violations and fraud as part of the regulatory work. Worthy of mention that ensuring full cooperation between government entities is one of the main challenges facing the modernization of government services.

Following-up on the project's implementation on a daily basis and supervising technical support.

Providing decision-makers with data and statistics to improve citizens' quality of life.

The Egyptian state's information infrastructure has been developed

through a significant collaboration between major global information technology companies and Egyptian firms operating in the same domain. Since 2016, a team of around 500 engineers and professionals has been actively engaged in various aspects of the project. Their expertise spans data analysis, software design, implementation, network management, data security, artificial intelligence, and more. Moreover, the project has brought together over 30 specialized experts in economics, social sciences, statistics, and artificial intelligence to ensure its success. Notably, the implementation of the information infrastructure has not only created direct employment opportunities for these professionals but has also led to the creation of numerous indirect job opportunities. It is estimated that approximately 20,000 job opportunities have been generated since the project's inception, encompassing both direct and indirect employment prospects.

The information infrastructure of the Egyptian state was implemented in three stages, and work is currently underway on the fourth stage (the future) as follows:

The First Phase

The first phase was implemented from 12016/7/ to 302017/6/ under the name "Project to Maximize the Supervisory Capabilities of the Egyptian State" to study the databases and systems existing in state bodies and work on their integration and the creation of a unified record for citizens. During this stage, essential technological infrastructure was established, including equipment, servers, connecting cables, and the preparation of an information center to host the project. Human resources were also being trained and prepared. The plan during this stage was to integrate nine databases from state bodies. However, during the implementation, performance rates were exceeded, and 34 databases were obtained from state bodies to form the basic structure of the comprehensive vision for the citizen (the unified record for the citizen).

The databases were studied, analyzed; errors discovered have been improved before linking them. Applications were developed to help automate the integration of databases, including completing missing national ID numbers through automated relationship inference. It is worth mentioning that these applications are now the intellectual property of the state and are currently being used to complete national ID numbers automatically for state bodies. Assistance was provided to state entities in improving the quality of their data by completing incomplete data and working on unifying databases and establishing technical controls that obligate entities to complete data, such as mandatory registration of national ID numbers in all databases.

The first phase ended with the creation of 115 million basic records for citizens and the creation of a file for Egyptian families comprising 22 million households. Additionally, during this stage, national ID numbers were automatically completed in most databases, and databases of social protection programs (Takaful and Karama, NGOs, social housing, Nasser Bank, and insurance and pensions) were audited, unified, and merged. Duplicate and deceased records were also excluded from these databases.

The Second Phase:

The second phase was implemented from 12017/7/ to 312018/12/ under the name of the National Information Infrastructure Project for the Egyptian state in order to improve services and target policies to provide proactive services and establish a unified registry of economic entities.

A highly secure technological infrastructure was established to deal with the huge amount of data and update that data daily automatically. The system began to be connected to relevant entities to obtain updated data. The information infrastructure was completed and improved by increasing the number of databases within the system from 34 to 59 databases, with a total of 3 billion records, and setting up a mechanism for measuring and testing the quality of data using global expertise and specialized companies. Additionally, artificial intelligence applications were used to purify, verify, and complete the data. The unified registry for economic entities was formed by integrating all databases related to those entities and collecting data from 10 million facilities through 10 databases. During this phase, the society was segmented into layers, based on which the first priority families were identified and targeted with the necessary social protection programs, and 27 million nuclear families (husband, wife, and children) were formed. A separate project was initiated to merge, unify, and complete the databases of electricity

To achieve a complete digital transformation, it was necessary to initiate the State Information Infrastructure Project in Egypt, which serves as the cornerstone of an efficient and effective digital transition which relies on accurate data and information. The Egyptian State Information Infrastructure empowers the government to make informed decisions across various fields (economic, social, cultural, environmental, educational, and health-related) based on real data, not uncertain or estimated statistics. Through this infrastructure, the state's needs can be met correctly, ensuring proper alignment with its requirements. Moreover, this information infrastructure represents the true strength of the state in supporting decision-making processes.

subscribers. All necessary technological procedures were completed to provide the required data for the implementation of the Egyptian digital transformation project.

The Third Phase:

Phase three was implemented from January 1, 2019, to December 31, 2021, under the name of the National Information Infrastructure and Digital Transformation Project of the Egyptian state. The aim was to assist in the implementation of the digital transformation project and integrate textual and geographical information by improving and expanding the information infrastructure through increasing the number of databases within the system from 59 to 68 databases related to various government entities. The digital Egypt platform was launched using the information infrastructure data and providing citizens with digital identity information and the necessary information to personalize services and direct them to those eligible for them, ensuring the safety of procedures and data consistency to govern the targeted services and perform the required analysis to enhance services and ensure the necessary bases for services (eligibility / exclusion).

During phase three, artificial intelligence was used for constructing and inferring family and nuclear family trees; it was also utilized for detecting patterns and cases of fraud such as "supply distribution" and "tax evasion". Simulation programs were created with the support of decision-makers to develop policies for targeting social protection and improving data integration quality, such as linking the national ID number with electricity meters using name and address information. The AI was also used to predict crises and their negative effects.

Accessibility screens were implemented to support decision-making and enable simulation, allowing decision-makers to access all data and services provided to citizens. Several accessibility screens were implemented for decision-makers, and the Geographic Information System (GIS) project was initiated; its use in both the real estate wealth and property tax projects was started; it also had an effective role in reducing electricity theft and issuing the national property ID.

The Fourth Phase (Future)

The fourth phase has started as of January 1st, 2022, and is planned to be completed by July 1st, 2024, under the name "Development of the Information Infrastructure System and Digital Transformation, and the Enhancement of its Capabilities". The aim is to build and establish an integrated vision for the Egyptian state in all fields, following its division into platforms according to the different areas of work, with the inclusion of shared databases within the same areas under one section. This enables users to interact with it through a more comprehensive and multi-dimensional view; this view enables users to analyze and review data in a clearer way, and provide proactive and cognitive services to citizens.

Data Platforms according to Work Areas

There will also be an expansion in the use of remote data warehouses and data analysis equipment in different entities while retaining the temporal progression of databases with high, medium, and low rates of change under each rate. In addition, this expansion will take into account the need to provide data storage repositories with large storage capacity, which has already been achieved. High processing capabilities are used to store and handle this huge amount of data and to perform analysis as needed in line with the update rate of records, and to increase reliance on artificial intelligence applications including machine learning and statistical analysis to improve the quality of data. Needless to stress the fact that modern technologies contribute to the development of artificial intelligence and its applications which will leave its repercussions on the quality of the information infrastructure.

Based on the experiences gained from previous stages, a service will be provided to citizens themselves to correct and verify their data in the various databases when requesting a service through service delivery platforms and allowing the registration of that data in the information structure to obtain updated data directly from the citizen after ensuring its accuracy.

One of the outputs of the information structure is to assist the private sector with accurate data and statistics, not estimated data, to make wise decisions and improve its daily operations. This data may relate to customers, markets, trends, competitors, financial performance, employees, and others. Data helps to better understand the market's needs, improve services, products, and marketing, and helps make wise decisions regarding investment, expansion, productivity, cost control, and other aspects of business management. Therefore, the private sector requires many reliable and accurate data to achieve success and sustainable growth in the market. The starting point is building application models for data to form a comprehensive 360-degree view or vision of every citizen through several dimensions starting with basic data followed by the social, economic, and health dimensions as well as the dimension related to properties, communication and address dimension. In regard to interacting with economic entities, the concept of a unified registry for such entities has been developed. This registry is primarily built upon tax data, commercial registration information, investment authority data as well as data related to company insurance and financial transactions recorded in the government payments database. Additionally, it incorporates data from the industrial registry.



Regarding the geographic information structure, the textual data has been merged and combined with geographical data to form a comprehensive overview. This has led to the establishment of a unified real estate number which serves as the core component of the real estate wealth inventory and management project. By examining the unified citizen registry, the focus was placed on constructing a unified and comprehensive model. This was achieved by integrating citizen data from various state authorities, utilizing the national identification number as a key identifier. Such integration allows for the formation of a holistic view of Egyptian society. This comprehensive view encompasses essential data points such as birth records, parental information, marital status, as well as related information about spouses, children, and residential addresses. The social dimension encompasses data from citizen enrollment in social protection programs, including support programs such as Takaful and Karama, along with insurance coverage data if the individual is currently employed or pension data is required after retirement.

In the context of developing a vision for economic entities, the tax registration number has been utilized as a fundamental identifier for these entities. The data obtained from the Tax Authority includes information about financiers, partners, partnership ratios, as well as payment and tax return data.

By integrating textual data with geographic data, a central database was established to gather master data. This included information provided by participants on maps, leading to the creation of a unified national number for real estate. This number was generated by assigning unified identification numbers to streets, lands, buildings, and units, in preparation for their utilization in the real estate wealth inventory and management project. These data sets were then integrated with other national data systems.

The information structure of the Egyptian state yielded significant outcomes by leveraging the unified register of citizens, the family tree, and economic entities. Notably, the completion of 140 million records for both living and deceased citizens was achieved, encompassing a total of 27 million families. Furthermore, the data of large economic entities in the Tax Authority database including large and medium taxpayers, were thoroughly reviewed and verified to enable tax accounting and collection. This effort resulted in the formation of 8 million economic records and the creation of an economic entity tree.

In addition, several measures were taken to cleanse the database of supply card beneficiaries, such as identifying false national numbers, deceased individuals, and instances of duplicate recipients across multiple cards. Database cleansing led to substantial financial savings estimated at approximately 10.8 billion Egyptian pounds annually. Furthermore, the records indicated that around 84 million individuals were registered as beneficiaries of commodity subsidies, including bread. Through database verification, it was found that there were 71 million beneficiaries in the bread database and 63 million beneficiaries in the supply data database.

Commodity and Bread Subsidy:

An evaluation was conducted on the data of 6 million citizens who applied for the employment grant during the COVID-19 pandemic. It was found that approximately 2 million citizens met the eligibility criteria, resulting in significant cost savings of around 12 billion pounds.

Irregular Employment:

Automated review of applications for social protection programs was implemented, ensuring that only eligible individuals, according to the Ministry of Solidarity's conditions, are included. This measure led to annual financial savings of approximately 3 billion pounds. Furthermore, the review process for applications to the Real Estate Finance and Social Housing Support Fund, consisting of about 300,000 applications annually, contributed to material savings of around 2.4 billion pounds per year.

The utilization of artificial intelligence in handling big data has become

an urgent necessity due to the rapid growth of data and its lack of quality and integration across regions. Various approaches have been adopted, including data profiling, integration to improve data quality, creation of family trees, coding and standardization of jobs, addresses, and academic qualifications, preparation of simulation scenarios, and detection of patterns related to fraud and tax evasion.

Scenarios of Commodities and Bread Subsidies

In scenarios related to commodity support and bread, artificial intelligence programs have been employed to enhance data quality in the information infrastructure. Matching programs have been developed to derive the citizen's national number or entities' tax registration numbers. This integration of data from different authorities strengthens record validity, supports decision-making, and improves service delivery, fostering trust between the government and citizens. Besides, simulation programs have been utilized to prepare multiple scenarios for addressing support-related issues. These scenarios aid decision-makers in determining appropriate measures, such as increasing support for specific groups, excluding others, and assessing the real impact of these decisions on financial savings or additional reinforcement as needed.

One notable outcome is the development of a family tree model, which relies on identifying parental relationships and marriage connections based on available data within the information structure. This model allows for the formation of family units, known as nuclear families, comprising spouses and children. By establishing links between these nuclear families, a comprehensive understanding of extended family relationships up to the fifth degree is achieved through meticulous verification procedures. This family tree model accommodates various types of relationships, automatically incorporating new information into the database.

Similarly, a comparable model has been constructed to depict relationships among economic entities, utilizing specific data from taxes, commercial registers, and information pertaining to individuals in economic establishments such as board members and managers. This model presents an additional dimension to citizens and their interconnectedness from an economic perspective. These endeavors have yielded significant results in enhancing data structures and improving the efficiency and effectiveness of various government processes.

The Egyptian state's informatics department utilizes artificial intelligence in various ways, including:

1. Verifying the locations of electric current by examining data from the Canal Company for Electricity Distribution.
2. Uncovering violations related to false data recorded for approximately 325 thousand students in literacy programs by the Adult Education Authority at the Ministry of Education.
3. Counting the number of citizens residing in Port Said governorate based on their interactions with local government authorities and their distribution across health units for the implementation of the comprehensive health insurance system.
4. Assisting the Ministry of Social Solidarity in verifying and updating data for families of martyrs, injured civilians in terrorist incidents, and

The most important results of the Egyptian State Information Infrastructure project in leveraging the Unified Citizen Registry, Family Tree, and Economic Entities Tree are as follows:
Completion of the formation of 140 million records for citizens, including births and deaths, and a total of 27 million family records. Completion and verification of data for major economic entities using the Tax Authority database, encompassing large and medium-sized taxpayers. This enables accurate tax accounting and collection. Formation of 8 million economic records and creation of a tree for economic entities associated with them.

beneficiaries. Additionally, completing the data for individuals with special needs who hold integrated services cards.

5. Assisting the Central Agency for Organization and Administration in analyzing employee data for those nominated to relocate to the New Administrative Capital.

6. Conducting a study to predict the expected impacts of the COVID-19 pandemic and proposing measures to mitigate negative effects, particularly focusing on the commodities most affected by the crisis.

7. Implementing the President's directives by providing exceptional support to the most vulnerable groups, estimated at approximately 9 million families, to help them cope with the current economic crisis.

8. Providing citizen data for the governorates of Port Said and Luxor in preparation for the targeted pilot launch of the citizen card project, facilitating government services and payments.

9. Ensuring eligibility and exclusion criteria for social support programs through automated social inquiries. This process involves checking applicant data for the Takaful and Karama program, with approximately 166 million verification requests.

By employing artificial intelligence in these areas, the Egyptian state aims to enhance efficiency, accuracy, and decision-making processes, ultimately improving service delivery to its citizens.

To ensure the necessary regulations for service entitlement and exclusion, the Ministry of Supply and Internal Trade should be consulted in order to apply the established parameters for disbursing food support to citizens. This can be achieved by automating the verification process of applicants' data, with approximately 95 million verification requests.

One of the key objectives of the digital transformation of the Egyptian government, aligned with Egypt's Vision 2030, is to enhance the performance of the administrative apparatus. The goal is to provide essential government services to citizens in their daily lives through a modern and efficient service system. This aims to alleviate the burdens faced by citizens, eliminate bureaucratic and corrupt practices, build trust between the government and its citizens, and promote good governance principles. It also involves separating the service provider from the recipients and developing the necessary economic environment to attract more investments.

Expanding the provision of electronic services is the primary means to improve the working environment, establish a knowledge society, and enhance the performance level within various state institutions. It also contributes to the personal development of Egyptian individuals by improving their quality of life through the provision of multiple electronic services that save time and effort. Additionally, technology is utilized to find solutions for societal issues and challenges. The Digital Egypt platform was launched as part of the third phase of the Egyptian state's information infrastructure, serving as a reliable source of data for various purposes such as:

- Digital Identity: Verifying and confirming the identity of citizens.
 - Personalization: Providing necessary data from the unified citizen registry based on individual and family needs.
 - Service governance: Ensuring procedural integrity and data consistency.
 - Service analysis and improvement: Utilizing service data for generalization, improvement, and data quality assurance.
 - Entitlement and Exclusion: Ensuring necessary rules for service eligibility.
- A total of 168 services have been launched across 9 ministries using the information infrastructure, covering various fields such as Civil Status, Traffic, Documentation, Real Estate Publication, Investment, Real Estate Taxes, Agriculture, Commercial Register, Personal Documents, Law Enforcement, Electricity, Dar Al Iftaa, Courts, Comprehensive Health Insurance, Catering, Social Housing, Education, Illegal Earnings, Social Insurance, Criminal Evidence, Mail, and other public services. The remaining services are currently being developed for all sectors of the state.

The information structure of the Egyptian state revolves around citizens and serves multiple aspects and purposes. It presents a comprehensive view of citizen behavior, which can be managed and modified to have a positive impact on society. This system benefits all parties involved, and the advantages for each group can be summarized as follows:

- For citizens:
 - Specific and targeted social protection programs with measures in place to combat corruption during service provision or due to unworthy individuals.
 - Opportunities for capacity building and training in existing, new, or emerging job opportunities.
 - Redesigned government services that are easy and effective to access, minimizing or eliminating the need for visits to government offices. Provision of information on modern services and adoption of a proactive service model.
- For the government:
 - A new governance model that supports a comprehensive understanding of citizens' needs and behavior, leading to proactive planning based on economic, service, and social protection information.
 - Redesigned government services for citizens, foreigners, and investors, as well as within government agencies, resulting in cost and manpower reduction.

Several procedures were conducted to purify the national database of beneficiaries from the food subsidy cards (incorrect national identification numbers, deceased individuals, and duplicate recipients with multiple cards). As a result of this database purification, significant financial savings amounting to approximately 10.8 billion Egyptian pounds annually were achieved. Initially, the database contained around 84 million beneficiaries for food and bread support. After the data cleansing, the current figures

- Reshaping education, health, and social protection programs to influence citizen behavior positively.
- Reduction of corruption and crime through enhanced monitoring of government performance.
- Improved income management (e.g., better tax collection) and transparent fund allocation and utilization.
- Restructuring the government mechanism to be more analytical and data-oriented.

For society:

- Enhanced role for civil society organizations based on accurate information.
- Measurable behavioral changes in Egyptian society, such as population growth control and the use of health services for newborns and adults, as well as literacy programs.
- Economic growth and establishment of value chains within society.
- Combating corruption and early detection of potential cases (in government or citizen transactions).

In terms of the economy:

- General economic growth, particularly in low-income regions struggling with poverty.
- Integration of the informal sector into the formal economy, resulting in increased tax revenues and disciplined, monitored services with significant growth opportunities.

This system clearly benefits Egyptian society and economy by targeting behavioral change, integrating the non-profit sector, facilitating social protection, achieving growth and poverty reduction, promoting civil society participation, combating corruption, and fostering economic growth.

The project serves as the foundation for all existing and upcoming direct and indirect social protection programs. It introduces a new level of social protection, allowing for customized programs tailored to individual needs, making it easier to gauge their impact. This precision in targeting will lead to faster identification of various social patterns requiring support, resulting in the design of more appropriate programs for specific groups of beneficiaries. Consequently, this will contribute to reducing corruption in service delivery, as the entire process will be monitored, and the effectiveness of each program can be measured. Such transparency will enhance citizens' trust in the government's efforts.

From an economic perspective, a different approach to planning is necessary. The following considerations/questions become evident:

- How to anticipate new job opportunities in the next 510- years and how to ensure a skilled workforce is available to fill these positions.
- How to mitigate the impact of businesses that may be discontinued or phased out.
- How to transition from the informal sector to the formal sector.
- How to strengthen existing value chains.
- How to enhance Egypt's competitiveness.
- How to develop a conducive ecosystem for impoverished areas.
- How to attract local and foreign investment.

Preparing a comprehensive economic growth plan for Egypt entails addressing these questions. Leveraging analytical tools based on artificial intelligence, the Egyptian State Information Infrastructure Project can provide accurate answers to most of these questions. For example, the project can identify and categorize current jobs in Egypt, assess how they align with market trends (jobs that may disappear or emerge), and develop capacity-building programs for individuals at risk of job displacement. Similarly, it can identify areas with labor shortages and create incentives to attract students and job seekers to those fields (e.g., doctors).

In conclusion, the article highlights the stages involved in establishing the information infrastructure of the Egyptian state and the significant results achieved thus far. The information infrastructure plays a crucial role in aiding decision-makers in advancing economic and social life and formulating policies for the betterment of society and citizens. It provides real-time data, statistics, and technological systems to support state agencies in their digital transformation efforts, decision-making, service delivery, and electronic administration. Utilizing modern technology promotes transparency, accountability, and efficiency, contributing to the eradication of corruption and fraud in public services.

Furthermore, the information infrastructure assists the state in effectively implementing targeted policies to support vulnerable families and optimizes the allocation of resources. It enables the study of potential impacts arising from disasters and crises, while also offering proposed solutions to mitigate their effects on the Egyptian state. Citizens' satisfaction with services is improved through the provision of data for proactive and informed service delivery.



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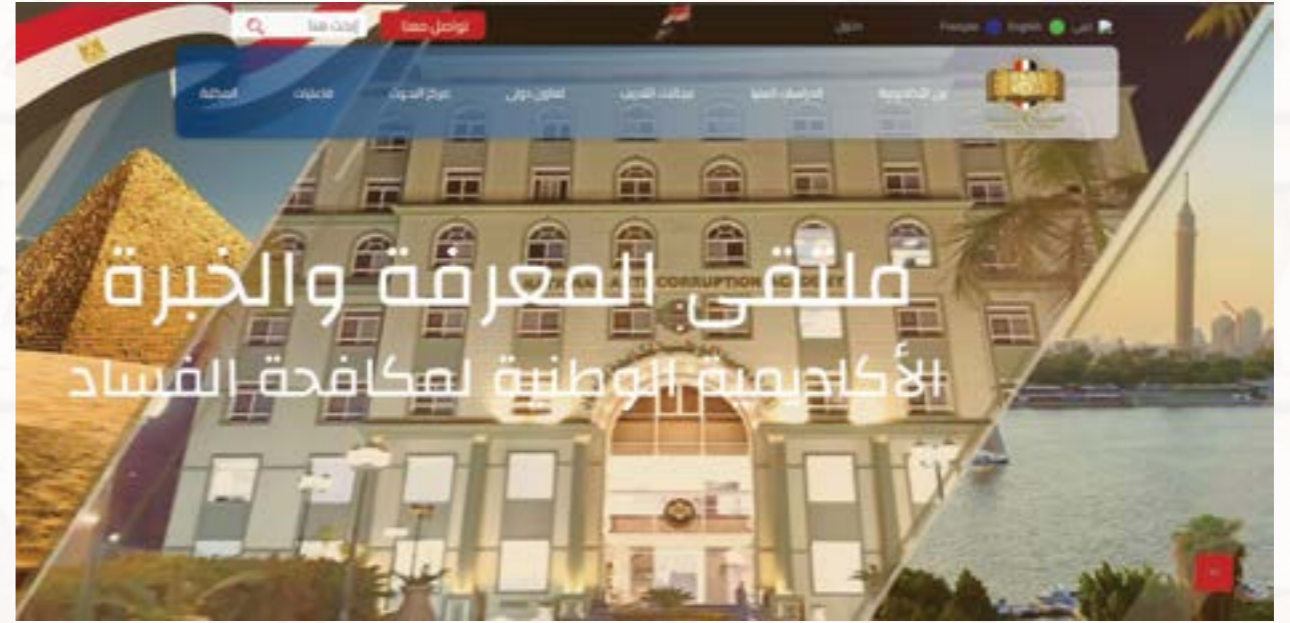
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