

Conscience of the Nation

Damir Al-Watan

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



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

Issue No. 7 December 2024



الأكاديمية الوطنية
لمكافحة الفساد
EACA

2025

**The Egyptian Anti-Corruption Academy (EACA)
extends its heartfelt congratulations to the great
Egyptian people on the occasion of the New Year.**

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الاصدار الرقمي الالكتروني
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In these challenging times, the awareness and solidarity of the Egyptian people have proven to be the ultimate guarantee for overcoming regional crises and surrounding threats. We remain steadfast in our efforts to achieve comprehensive development across all corners of Egypt, building a future that meets the aspirations of our citizens. Egypt's possession of strength and capability ensures the protection of its people's security and resources. The Egyptian state must closely monitor regional and international developments, adhering to the established principles of Egyptian policy, which are rooted in balance and moderation. These principles are vital for navigating successive events and changes, working to resolve crises, and sparing the region from escalating risks that could lead to new conflict zones threatening the stability of all regional states.

President Abdel-Fattah El-Sisi

during a meeting with leaders of the Armed Forces, Civil Police, and security agencies at the Strategic Command Headquarters in the New Administrative Capital on December 15, 2024.





Under the slogan:
«United Against Corruption»
The Administrative Control Authority celebrates
International Anti-Corruption Day

اليوم
العالمي
لمكافحة
الفساد
ديسمبر

The International
Anti-Corruption Day



Across the globe, nations, the United Nations, and international institutions have recognized the vital importance of responsible management of public resources as a cornerstone for achieving prosperity for their people. Corruption, however, remains the greatest obstacle to this goal. It leads to the mismanagement, waste, and exploitation of resources, acting as a destructive force that undermines systems and policies and hinders a nation's development efforts.

To counter this, countries and organizations have united in the fight against corruption, stressing that the battle begins with the individual citizen. This highlights the critical need to foster a culture of integrity and transparency throughout all sectors of society. Anti-corruption agencies play a key role in this endeavor. By drawing on their expertise and specialized research, these institutions work to educate the public about the dangers of corruption and its far-reaching effects on individuals and communities. At the same time, they promote adherence to principles and ethical values, laying the foundation for a dignified, prosperous, and secure future for all.

Major General/ Amr Adel
Chairman of the Administrative Control Authority



Previous
Issues

Damir Al-Watan

First Issue

Published in 2021 as the first cultural publication specializing in anti-corruption and related sciences.

- Egypt's Presidency of the Conference of the States Parties
- Technologies for Greater Transparency and Integrity
- The Duality of Sustainable Development and Anti-Corruption

Second Issue

- Strategy, National Security, and Crisis Management
- The Regulatory and Legal Framework for Combating Corruption
- Ethics and Leadership Skills
- Governance and the Use of Data and Information

Third Issue

- The Battle of Awareness in Tackling Corruption During Emergencies and Crises
- An Overview of Egypt's Strategy for Combating Money Laundering and Illegal Migration

Fourth Issue

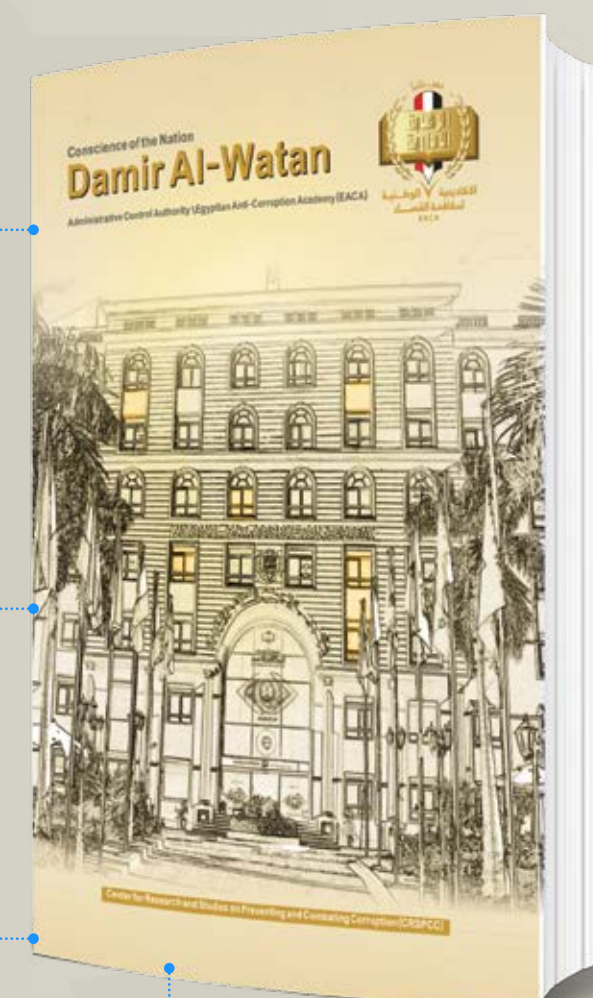
- Sustainable Development in a Changing World
- The Impact of Data and Information on Decision-Making Capabilities
- A Golden Era for Empowering Egyptian Women
- Strategic Management and the Egyptian Economy

Fifth Issue

- Highlighting an African Anti-Corruption Experience (Mali)
- The Role of Technology and Cybersecurity in Supporting National Anti-Corruption Efforts
- The Prominent Role of International Cooperation in Combating Transnational Corruption

Sixth Issue

- Notable Contributions of the Administrative Control Authority to the Arab League
- The Battle for Sustainable Development in the African Continent
- Criminalizing the Bribery of Foreign Public Officials
- Mechanisms for Recovering Corruption Funds



Documentary Issue

The documentary issue of "Conscience of the Nation" Damir Al-Watan magazine included: Proceedings of the Ninth Session of the Conference of the States Parties to the United Nations Convention Against Corruption, held in Sharm El-Sheikh (City of Peace) From December 13-17, 2021.



All issues of the 'Conscience of the Nation' magazine are published on the official website of the Egyptian Knowledge Bank.



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The Will and Management of Change: A Strategic Approach to Combating Corruption



ضمير
الوطن

First Secretary Dr/Mohamed Salama
■ Editor-in-Chief



Countries worldwide strive to combat corruption through both direct confrontation—enforcing laws against corrupt individuals—and preventive measures.

These measures include identifying and managing corruption risks, implementing precautionary steps to block its sources, and preventing it from evolving into new forms. Achieving these strategic goals through specific mechanisms and monitoring their outcomes with performance indicators requires certain "pillars" to support the process, notably the presence of a "will for change" and tools for "managing change".



Integrity Day Event – December 10, 2024

The Concept of "The Will for Change"

In general, the "will for change" refers to the determination to take action that achieves a goal and removes obstacles to its implementation. Willpower itself is a positive force toward achieving objectives, as the mere mention of "will" implies the necessity of action. When this action is focused on "change," it becomes even more significant.

Change, in this context, refers to the outcome of consistent and effective efforts aimed at transforming a current reality into a new or improved state, making it more aligned with contemporary needs or advancements.

Thus, the "will for change" signifies a strong and genuine desire to bring about real, immediate, or gradual transformation, encompassing policies and procedures to achieve both short-term and long-term goals.

Pillars Supporting the Will for Change

To solidify the will for change, several foundational elements are necessary to strengthen it and create an environment conducive to achieving it:

1. **Clarity of Vision** A clear and well-defined objective encourages individuals to embrace change without resistance or hesitation, minimizing efforts to oppose or delay the process.
2. **Inspiring and Influential Leadership** A knowledgeable and experienced leader who can motivate individuals, instill perseverance, and foster a collective desire to achieve goals is a critical factor in the capacity for change.
3. **Cultural Development and Refinement** The will for change requires reshaping and redirecting cultures at various levels:
 - **Collective Culture for National Goals:** To drive societal change toward national objectives, such as



The will for change and its management represent crucial concepts not only in combating corruption but also in addressing the three developmental dimensions of the state: the economic, social, and environmental aspects, as outlined in Egypt's development plan (Egypt Vision 2030).

development or combating corruption, it is essential to develop a community culture using tools like social marketing, media campaigns, and cultural initiatives.

- **Organizational Culture for Institutional Goals:** For organizations, achieving goals through the will for change necessitates reshaping the institutional culture by encouraging innovation, collaboration, and integration among individuals, fostering openness to the concept of change.
- **Personal or Self-Culture:** The foundation of both societal and institutional culture lies in individual culture—each person's awareness, conviction, and alignment of goals. A motivated individual with a clear sense of purpose contributes significantly to achieving incremental objectives and broader goals with ease, quality, and dedication.

Addressing Challenges

Crises and sudden transformations often serve as key motivators for fostering the will for change, enabling effective responses to the impacts of crises and significant shifts.

Since the will for change brings about an unusual transformation in performance systems, modifies work patterns, and achieves new targets, it faces several challenges, including:

- **Fear of failure and lack of conviction:** Concerns about the failure of the change process and skepticism about its importance can be mitigated through clear vision and genuine commitment to the reasons for change, demonstrated by leaders with positive and inspiring qualities.
- **Resistance to change:** Some individuals within organizations may cling to traditional systems they are accustomed to, showing nostalgia for stable work patterns. This resistance can be overcome through transformative training, job rotation, the acquisition of new skills and experiences, and fostering mutual trust between individuals and their peers as well as their leaders.





The "Integrity Day" event was held with the participation of university students as part of the GRACE Initiative, celebrating the International Anti-Corruption Day.

- Resource shortages: Change initiatives require adequate resources and logistical supplies to ensure operational efficiency without obstacles or delays.

The Concept of Change Management

Change management refers to the methodologies, tools, and mechanisms used to guide individuals and organizations in transitioning from an undesirable current state to a targeted future state in an organized, effective manner. This process is based on actual needs, available resources, and meticulously planned strategies with close monitoring to ensure the achievement of desired outcomes.

Key Elements of Effective Change Management

1. Objective Diagnosis of the Current State: Understanding the challenges faced by society at the national level and by organizations at the institutional level.
2. Clear Vision for Change: Setting precise and well-defined goals to be achieved.
3. Fostering Participation in Change Efforts: Ensuring individuals feel their opinions, expertise, and performance are valued and impactful, rather than being treated as mere tools for routine implementation. This approach prevents feelings of frustration and lack of responsibility.
4. Continuous Communication Among Work Teams: This involves the three forms of internal communication—upward, downward, and horizontal—as well as external communication with similar institutions and the surrounding community.
5. A Well-Defined Implementation Plan: The plan should include primary and secondary objectives within a realistic timeline, designate work teams, select experienced and competent team leaders, and allocate roles based on needs and resources. It is essential to separate implementation elements from monitoring elements.
6. Performance Measurement and Monitoring: Performance indicators act as a compass to assess the correctness or difficulty of achieving objectives, influencing execution rates to align with the planned timeline. Effective performance monitoring provides a tool for evaluation and progress tracking at individual, team, and organizational levels.

Strengthening the Link between the Will for Change and Change Management

To solidify the relationship between the will for change and its management, four key elements must be addressed:

1. Selecting Skilled and Competent Team Leaders: Leaders should be prepared and their skills developed to guide change effectively.
2. Training and Capacity Building: Individuals must be trained to adapt to the environment of change

and understand its rationale.

3. Encouraging Creative Thinking: Moving away from rigidity and monotony in addressing various situations fosters a culture of innovation that aligns with the concept of change.
4. Building and Strengthening Trust: Trust must be established among team members, between leadership and staff, and extended to monitoring teams, ensuring alignment with the shared ultimate goal of all teams.

The Administrative Control Authority as an Effective Example of Embracing Change

The societal and practical perception of the Administrative Control Authority (ACA) traditionally revolves around its direct role in confronting and addressing legally criminalized corrupt practices. This includes holding corrupt individuals accountable, bringing them to justice, and deterring corrupt behaviors. However, even before the launch of the first National Anti-Corruption Strategy in 2014, the ACA adopted innovative approaches to combating corruption, focusing on the principles of prevention and combating, necessitating a will for change.

This shift posed significant challenges, as the Authority's operations, under its governing law, naturally required continuity in addressing corruption through established mechanisms and methodologies. These included investigating and identifying causes of inefficiency in work and production, addressing administrative, technical, and financial deficiencies hindering the regular functioning of



A key pillar of the will for change is the presence of a strong political will to combat corruption, which supports the independence of oversight bodies and ensures that all citizens, regardless of their positions or authority, are subject to the rule of law.

institutions, and uncovering crimes related to public funds or violations affecting the integrity of public duties. In addition to its traditional functions, the ACA undertook several measures as part of its change management process to achieve both its primary and emerging objectives.

Pillars of the Will for Change in Promoting Anti-Corruption Principles

Several fundamental pillars underpinned the ACA's pursuit of the principles of Corruption Combat and prevention:

- Political Will: The dedicated political will to combat corruption supports the independence of oversight bodies and ensures that all citizens, regardless of rank or authority, are subject to the rule of law.
- Constitutional Support: Provisions from the 2014 Constitution (Articles 215 to 221) reinforce the independence and operations of oversight bodies. Key among these provisions is the state's commitment to combating corruption and its collaborative role in formulating and monitoring the implementation of the National Anti-Corruption Strategy.
- Institutional Culture Development: The ACA has evolved its institutional culture to integrate the principles of corruption prevention and combat alongside its traditional direct confrontation of corrupt practices.
- Raising Public Awareness: Disseminating awareness and education about anti-corruption efforts across all societal sectors has been a consistent objective in the three editions of the National Anti-Corruption Strategy, spanning from 2014 to 2030.
- Collaboration with International and Domestic Entities: The ACA collaborates with international and regional organizations, counterpart oversight bodies, and local law enforcement agencies to exchange expertise and achieve mutual assistance in line with the provisions of the UN Convention Against Corruption (UNCAC).

Mechanisms and Tools for Change Management in Combating Corruption

- Law No. 207 of 2017, which amended certain provisions of Law No. 54 of 1964 regarding the restructuring of the ACA, introduced several effective tools for change management, including:
- Independence and Accountability: The law emphasized the independence of the ACA and its direct affiliation with the President of the Republic, reinforcing its role as an oversight body. This autonomy complements the political will to combat corruption (Article 1).
- Establishment of the National Anti-Corruption Academy: The Academy was created to train ACA members and staff, as well as members of other domestic and international anti-corruption bodies and government employees (Article 55 and subsequent articles).
- Creation of a Media Center: The media center disseminates updates about the ACA's activities and those of the Academy through its website and social media platforms. It also announces training courses and events, facilitating direct and interactive communication with participants and stakeholders.
- The Role of the National Anti-Corruption Academy
- The Academy, serving as the ACA's training and educational arm, actively engages various

societal groups through "community engagement" initiatives, demonstrated by:

- Publications: The Academy has published two key resources on the academy's and the ACA's websites:

1. "Conscience of the Nation" Magazine: A biannual cultural publication focused on anti-corruption and related sciences, issued over three years with six editions, including a special edition for the 9th Conference of the States Parties (COSP) chaired by Egypt in December 2021 in Sharm El-Sheikh.

2. The Peer-Reviewed Journal of Governance, Preventing and Combating Corruption (JGPCC): A scientific journal publishing research on governance, anti-corruption, law, economics, management, and related interdisciplinary fields, providing a robust platform for researchers.

- Participation in the Cairo International Book Fair: Since 2021, the Academy has participated annually in the Fair with a dedicated pavilion, showcasing its efforts, research, and publications. Over three years, the pavilion has attracted 41,500 visitors, highlighting activities and initiatives in corruption

prevention and combating.

- Activating the Principle of Participation at All Levels

The principle of participation has been actively implemented with counterpart entities and international organizations across regional, continental, and global levels. This has been achieved through hosting training sessions, exchanging expertise, and organizing events both

within and beyond the Academy. A prime example includes the organization of training programs and "train-the-trainer" sessions for students and faculty members from various universities participating in the Global Initiative for Education and Empowering Youth in Anti-Corruption (GRACE). Universities such as Alexandria, Beni Suef, and Assiut have been part of these efforts, with six training sessions conducted at the Academy, engaging a total of 315 participants. These activities align with governance principles by promoting values of integrity and transparency and pursuing unified objectives through a focus on consensus-building.

Undoubtedly, the will for change and its management are critical concepts, not only in the field of anti-corruption but also across the three developmental dimensions of the Egyptian state: economic, social, and environmental. These dimensions form the pillars of Egypt Vision 2030, aligning with the 17 Sustainable Development Goals (SDGs). This alignment seeks to achieve overarching goals and significant objectives aimed at improving the quality of life for Egyptian citizens and enhancing their standard of living across various aspects of life.

This vision emphasizes solidifying the principles of justice, social inclusion, and active citizen participation in political and social life. Achieving this requires fostering a culture of self-awareness among citizens, encouraging them to support the will for change and actively participate in its management. This ambition is not confined to academic efforts but is embraced by all state institutions as part of an advanced plan for "human development."



the Administrative Control Authority (ACA) adopted innovative approaches to combating corruption, focusing on the principles of preventing and combating corruption

The Crime of Money Laundering in Egypt: Independence, International Standards, and Judicial Practices



ضمير
الوطن

Dr. Alaa El-Awini

■ Undersecretary of the Administrative Control Authority



The global community has increasingly focused on combating money laundering due to its inherent dangers and its link to transnational organized crime. This focus has led to the development of international frameworks outlining measures that nations must adopt to prevent and combat money laundering offenses. Egypt, as one of the first Arab and African countries to legislate against money laundering, enacted Law No. 80 of 2002, which has since undergone numerous amendments, the most recent being under Law No. 154 of 2022. These amendments aim to align Egypt's legal framework with international standards. However, questions have arisen regarding the independence of money laundering as a distinct offense in Egypt, particularly in light of the Financial Action Task Force (FATF) recommendations.



Defining Money Laundering

Money laundering refers to the process of injecting illegally acquired funds into a country's economy to obscure their criminal origins. According to some studies, the term "money laundering" originated in the 1920s when members of the mafia purchased coin-operated washing machines and combined their legitimate earnings from laundry services with proceeds from drug trafficking. This strategy allowed them to disguise illicit gains, as their profits from narcotics, often in small denominations, required a legitimate channel to integrate into the banking system.

The International Framework for Money Laundering Criminalization

Due to its severe implications, particularly its links to cross-border organized crimes such as terrorism, drug trafficking, corruption, human smuggling, and human trafficking, money laundering became a significant international concern in the late 1980s.

Key International Agreements

1. The 1988 Vienna Convention: The United Nations Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances was the first international treaty to criminalize money laundering.
2. The 1999 International Convention for the Suppression of the Financing of Terrorism (New York): Focused on targeting financial channels used for terrorism.
3. The 2000 Palermo Convention: The United Nations Convention Against Transnational Organized Crime expanded the criminalization of money laundering to include proceeds from all serious crimes.
4. The 2003 United Nations Convention Against Corruption: Urged member states to adopt preventative measures (Article 14) and to criminalize all forms of money laundering (Article 23).
5. The Role of FATF In 1989, the Organization for Economic Cooperation and Development (OECD) summit established the Financial Action Task Force (FATF), an independent international organization. The FATF's primary goal is to develop standards and promote the effective implementation of legal, regulatory, and operational measures to combat money laundering, terrorist financing, and other threats to the integrity of the international financial system.

The FATF monitors member states' progress in implementing anti-money laundering measures, requiring them to undergo mutual evaluations to assess compliance with its recommendations. It also works with international partners to identify weaknesses at the national level, aiming to protect the global financial system from misuse.

The Forty Recommendations

Since its inception, the FATF has issued 40 recommendations, which have been updated periodically. These recommendations serve as the foundation for most national anti-money laundering laws. Initially non-binding, they gained legal significance with the adoption of UN Security Council Resolution 1617 (2005), which called on UN member states to implement these recommendations.

FATF Evaluations and Classification of Countries

Member states of the Financial Action Task Force (FATF) are required to undergo mutual evaluations to assess their compliance with the organization's recommendations. Based on these evaluations, the FATF categorizes countries into the following lists:

1. **Black List** This list includes countries for which the FATF calls on its members and other nations to apply countermeasures to protect the international financial system from significant and ongoing risks of money laundering and terrorism financing. Countries are placed on the black list if they exhibit substantial and severe deficiencies in their anti-money laundering (AML) and counter-terrorism financing (CTF) frameworks. Being blacklisted carries serious consequences, including financial sanctions, restrictions on international financial transactions, and difficulty accessing global markets. Currently, North Korea and Iran are on this list.

2. **Grey List** This list includes countries for which the FATF urges its members and other nations to apply enhanced due diligence measures proportionate to the risks arising from these jurisdictions. Grey-listed countries have deficiencies in their AML/CTF frameworks.

Inclusion on this list subjects countries to heightened scrutiny and additional reviews and evaluations.

Due to the severity of money laundering crimes and their connection to organized crime such as terrorism, drug trafficking, corruption, and human trafficking, the international community has paid increasing attention to them since the late 1980s. The first international treaty addressing the criminalization of money laundering was the United Nations Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances.

The Principle of Independence in Money Laundering Offenses

The FATF's Recommendation 3 establishes the principle of the independence of money laundering as a standalone offense, distinct from the predicate crime. The recommendation specifies that proving that assets are the proceeds of a crime does not require a conviction for the predicate offense.

The Legal Framework for Money Laundering in Egypt

The Egyptian Anti-Money Laundering Law (Law No. 80 of 2002), as amended by Law No. 154 of 2022, includes the following provisions:

Key Provisions

- Article 2: Defines the perpetrator of a money laundering offense as anyone who knowingly handles funds or assets derived from a predicate crime and intentionally does any of the following:
 - Transfers or moves proceeds with the intent to conceal or obscure their nature, origin, location, ownership, or rights associated with them.
 - Acquires, possesses, uses, manages, safeguards, exchanges, deposits, guarantees, invests, alters the value of, or otherwise obscures the nature or movement of the proceeds.
- Article 14: Imposes a penalty of imprisonment for up to seven years and a fine equal to double the value of the funds or assets involved for anyone convicted of

committing or attempting to commit money laundering.

○ This article excludes money laundering offenses from the application of Article 32, Paragraph 2 of the Egyptian Penal Code.

○ Article 32 of the Penal Code stipulates that when a single act constitutes multiple crimes, only the crime with the severest penalty is considered. In cases where multiple crimes are committed for a single purpose and are inseparable, they are treated as a single crime, with the penalty for the most severe offense applied.

Article 2 bis of Prime Ministerial Decree No. 3331 of 2023 The amendment to certain provisions of the executive regulations of the Anti-Money Laundering Law states that:

“Money laundering is considered an independent offense, separate from the predicate crime. It is not required that an individual be convicted of the predicate offense beforehand for funds or assets to be deemed criminal proceeds.”

This decree, issued by the Prime Minister, was enacted pursuant to the legislative authority derived from Article 170 of the 2014 Constitution and Article 2 of the issuance provisions of the Anti-Money Laundering Law.

Based on the above, under Egyptian law, money laundering is treated as an independent offense, distinct from the predicate or source crime. A conviction or initiation of criminal proceedings for the predicate offense is not required for a judgment to be made in a money laundering case.

Judicial Applications of the Principle of Money Laundering Independence

A legal debate has emerged regarding the recognition of the principle of money laundering as an independent offense in the Egyptian judicial system. This debate holds significant implications for Egypt's compliance with international standards for combating money laundering. It also affects the timeline for rulings in money laundering cases, often delaying judgments until a final verdict is issued in the predicate offense. Additionally, it complicates the Public Prosecution's efforts to seize and manage criminal proceeds, as seizure orders often remain pending until a verdict is issued in the money laundering case.

Historically, several rulings by the Egyptian Court of Cassation —the highest judicial authority in Egypt, tasked with ensuring the uniform application of the law— have rejected the principle of independence. The most recent ruling,

dated June 5, 2024, in appeal No. 2665 of Judicial Year 93, affirmed this position, stating: “If criminal proceedings have been initiated for the predicate offense, the court hearing the money laundering case must wait until a final judgment is issued in the predicate offense. Relying on the mere sufficiency of evidence to establish the predicate crime based on its legal model is an imprecise criterion, inconsistent with the principle of procedural legality and the stability of legal positions, leading to unacceptable and contradictory outcomes.”

Several judicial rulings by the Court of Cassation and the Economic Courts affirm the principle of the independence of money laundering as a distinct offense. One such example is detailed below:



MENAFATF

On November 11, 2024, the Court of Cassation issued a judgment in Appeal No. 5490 of Judicial Year 94, in which a defendant appealed a ruling by the Cairo Economic Court. The lower court had convicted the defendant of money laundering, sentencing him to three years of imprisonment and a fine equal to double the laundered amount. The charges stemmed from laundering proceeds obtained through criminal activities, including embezzlement of public funds, forgery of official

documents, and their subsequent use. The defendant acquired, possessed, used, and concealed funds from the predicate crime. He partially utilized these funds to purchase gold jewelry, while hiding the remaining amount in his residence to obscure their origin, despite being aware of their illicit nature.

The defendant argued that the actions cited in the conviction did not constitute money laundering, pointing to his repayment of the embezzled funds as documented in the Public Prosecution's investigation of the predicate offense. However, the Court of Cassation rejected the appeal, stating:

- Repayment of Funds Does Not Negate the Crime: The court ruled that the repayment of funds associated with money laundering, even if verified by investigations into the predicate offense, does not invalidate the existence of the money laundering crime or exempt the defendant from criminal liability.
- Independence of Money Laundering and Predicate Crimes: The court emphasized that the Anti-Money Laundering Law does not provide for the termination of criminal proceedings in money laundering cases due to reconciliation or settlement in the predicate offense. The court clarified that money laundering and embezzlement of public funds are distinct crimes with differing natures and elements.
- No Requirement for Predicate Offense Prosecution: The court affirmed that initiating criminal proceedings

for the predicate offense or securing a conviction is not a prerequisite for prosecuting money laundering, provided that the trial court is satisfied with evidence demonstrating that the funds originated from a crime and that the defendant was aware of this fact.

- Judicial Discretion in Concurrent Proceedings: The court reiterated that the judiciary is not obligated to delay proceedings in a money laundering case pending a decision in the predicate offense. Article 302 of the Criminal Procedure Code grants judges full discretion to evaluate evidence presented during trial without being bound by specific methods of proof, unless explicitly required or prohibited by law.
- Broad Authority of Criminal Courts: According to Article 221 of the Criminal Procedure Code, criminal courts are authorized to rule on all matters essential to resolving a criminal case unless otherwise stipulated by law. This grants judges broad authority to uncover the truth, ensuring that no innocent person is punished and no guilty party escapes justice. The court emphasized that judges can address any related facts that may constitute separate offenses and provide a judgment on them within the context of the case under review.

On June 6, 2024, the Court of Cassation ruled in Appeal No. 11314 of Judicial Year 93, rejecting an appeal against a ruling by the Cairo Economic Court. The defendant had been convicted of money laundering, sentenced to three years in prison, and fined double the laundered amount. The case involved the embezzlement of victims' funds through fraud, as documented in cases No. 20860/2008, No. 20883/2008, and No. 20479/2008 in the Azbakeya Court.

The Cairo Economic Court had found the defendant guilty of laundering the embezzled funds by engaging in various money laundering activities. The defendant's appeal argued that the statute of limitations had lapsed on the original (predicate) offense, but the Court of Cassation rejected this argument, stating:

“Egyptian law adopts the principle of the independence of money laundering offenses in accordance with relevant global standards. However, given the varying judicial interpretations of this principle, it is anticipated that the Principles Unification Chamber of the Court of Cassation will resolve the issue and establish a unified legal precedent.”

The law does not require the court hearing the money laundering case to wait for a final ruling on the predicate offense. The court has the authority to assess the illegality of the funds independently. The appearance of the perpetrator of the predicate offense or the initiation of criminal proceedings against them is not necessary for convicting someone of money laundering if it is proven that the funds were acquired unlawfully, and the accused was aware of this.

The court had correctly inferred from the evidence

that the funds were the proceeds of fraud and that the defendant had knowingly laundered them.

On February 3, 2022, the Court of Cassation issued a judgment in Appeal No. 24557 of Judicial Year 88, rejecting an appeal by a defendant convicted of money laundering. The defendant had been sentenced to three years in prison and fined double the amount of the laundered funds. She had obtained large sums of money in US dollars through forgery of private documents (bank checks) and subsequently engaged in various money laundering activities.

The court ruled:

There is no specific method required to prove money laundering offenses; the general methods of evidence suffices.

The court only needs to be convinced by the evidence or indications presented.

The ruling clearly demonstrated the material and mental elements of the money laundering offense.

It is not necessary for the court to delay proceedings in a money laundering case pending a final ruling on the predicate offense.



Egypt was among the first Arab and African countries to criminalize money laundering under Anti-Money Laundering Law No. 80 of 2002, which has undergone numerous amendments to align with international developments.

On August 23, 2022, the Assiut Economic Court ruled in Case No. 1/2022 (Economic Felonies, Assiut) against a defendant accused of money laundering. The defendant had defrauded individuals, received funds for investment purposes, and

deposited the proceeds in his bank account. He later withdrew these funds and used them to purchase land and equipment to obscure their illegal origins. Despite being acquitted of the predicate offense of fraud by the Sohag Misdemeanor Appeals Court, the Assiut Economic Court convicted the defendant of money laundering, sentencing him to three years in prison and a fine. The court stated:

Money laundering is a standalone offense, independent of the existence or non-existence of the predicate offense.

For money laundering to be established, it is sufficient for the legal framework of the predicate crime, as outlined in Article 2 of the Anti-Money Laundering Law, to be met.

A conviction or acquittal in the predicate offense does not impact the validity of a money laundering charge. The Egyptian legislator has not specified a method for proving the predicate offense in money laundering cases, allowing money laundering charges to stand regardless of the outcome of the predicate offense.

In conclusion, Egyptian law has adopted the principle of the independence of money laundering as a distinct offense, aligning with relevant international standards. However, given the varying judicial applications regarding the independence of money laundering offenses, it is anticipated that the Principles Unification Chamber of the Court of Cassation will address this matter to establish a unified legal precedent.

The APRM as a Mechanism for Effective Governance



ضمير الوطن

Ambassador/ Marie-Antoinette

■ Chief Executive Officer (CEO)
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Is Africa winning the battle?

The 2023 Corruption Perceptions Index (CPI) compiled by Transparency International, ranks 180 countries and territories around the globe by their perceived levels of public sector corruption on a scale of 0 (highly corrupt) to 100 (very clean). Every region globally is either stagnant in its corruption efforts or showing signs of declining, Africa is not an exception. However, some countries have significantly improved their scores in the last decade.

Whilst North Africa has witnessed improvements, Sub-Saharan Africa maintains the lowest global average of 33, reflecting ongoing struggles with corruption and conflict. Ninety per cent of countries in Sub-Saharan Africa scored below 50 in the 2023 Corruption Perceptions Index (CPI). Thus Africa's fight against corruption requires more efforts to be won, but progress is being made in certain areas. Civil society engagement, technology and international cooperation is playing key positive roles to address corruption. Governance becomes key because corruption remains rooted in some systems.

What is the role of the APRM?

The African Peer Review Mechanism (APRM), is a mutually agreed instrument voluntarily acceded to by AU member States as an African self-monitoring mechanism. The APRM is often described as "Africa's unique and innovative approach to governance" with the objective of improving governance dynamics at the local, national and continental levels.

The mandate of the APRM is to ensure that policies and practices of participating Member States conform to the agreed political, economic and corporate governance values, codes and standards contained in the African



The relationship between governance, peace, security and corruption is intertwined. Scholars and policymakers have debated its nature for years, with consensus that these elements are interconnected in ways that either reinforce positive outcomes or perpetuate negative cycles. However, although generally connected, the Africa Governance report of 2019 presented evidence showing that the interaction between governance, corruption, peace and security do not always have a direct causal or predictable relationship due to different contexts and situational dynamics. In Africa however, there are several examples to show how poor governance and widespread corruption can contribute to prolonged conflict and instability. Countries with relatively stronger governance frameworks and lower levels of corruption, enjoy more stability, peace and security. Breaking the cycle amongst these factors requires a concerted effort to improve governance, strengthen institutions, reduce corruption and address the root causes of insecurity.

Union Declaration on Democracy, Political, Economic and Corporate Governance. As a voluntary self-monitoring instrument, APRM fosters the adoption of policies, standards and practices that lead to political stability, high economic growth, sustainable development and accelerated regional and continental economic integration through sharing of experiences and best practices, including identifying deficiencies and assessing the needs for capacity building.

The APRM has been an important tool for addressing corruption challenges. Through its comprehensive governance assessments, corruption is identified as one of the cross-cutting issues that has to be tackled holistically due to its overall impact on several areas of governance. The findings show that, generally, the anti-corruption bodies – although established – could face obstacles in some African countries due to weak legal structures and lack of independence of the judiciary. This makes it difficult for the anti-corruption bodies to investigate or prosecute corruption cases effectively. In addition, some anti-corruption bodies are operating with limited budgets, which restricts their ability to conduct thorough investigations and enforce laws.

Africa's Economic loss

The scourge of instability and poor governance have caused enormous economic losses in the Continent. The African Union estimates that corruption costs African economies about US\$150 billion annually through losses from illegal activities such as fraud, illegal natural resource extraction and siphoned funds from public contracts. This is depriving some African governments of much resources needed for socio-economic development such



as infrastructure, healthcare, education, and social services.

The United Nations Conference on Trade and Development (UNCTAD) estimates illicit financial flows - to be draining US\$88.6 billion annually from Africa.

This loss represents nearly 4% of Africa's Gross Domestic Product (GDP) and severely limits the funds available for development.

The Institute for Economics and Peace (IEP) estimates that conflict and violence costs African economies an estimated \$195 billion annually, or about 15% of the continent's GDP. IEP further proves that armed conflict and political instability have been shown to reduce GDP growth in affected African nations by 2-10% annually. Countries like South Sudan, Somalia, and the Central African Republic have seen substantial declines in GDP due to prolonged conflicts.

Also, the African Development Bank (AfDB) estimates that political instability leads to an approximate 5% decrease in Foreign Direct Investment (FDI) per year from investment disruption and capital flight. Over 30 million Africans are either internally displaced or refugees, draining the productive potential of these populations and costs host countries and international agencies enormous resources annually for humanitarian assistance.

Because of conflict, the United Nations, African Union, and other organizations spend billions each year on peacekeeping operations in African countries. For instance, the African Union's mission in Somalia (AMISOM) has cost an estimated one billion USD annually. These resources should have been utilised for more progressive development needs for citizens.

Need for effective governance

Whilst good governance does not guarantee getting rid of corruption, as some countries with well-established governance structures still face issues of corruption through corporate influence, lobbying and entrenched bureaucratic practices. Effective governance remains a crucial element for maintaining peace and security as governments that are transparent, accountable and responsive to their citizens build stronger institutions, foster trust and manage resources efficiently. Thus, good governance is important for creating a stable environment, reducing the likelihood of conflict.

The Africa Governance Report (2022) presents evidence from some regions where governance structures are weak, marginalized groups usually turn to violence, insurgency or civil unrest due to perceived or actual exclusion from political and economic opportunities. These factors have

led to a cycle of instability through weakening the security apparatus, as funds meant for defence, law enforcement, or public safety are siphoned off, leaving gaps that allow for violence, crime, and conflict. As a result, lack of good governance and corruption reinforce each other, making it difficult to break free from insecurity and conflict.

Solution

If there is a mutually reinforcing relationship between good governance, limiting corruption and promoting peace and security, then combatting corruption equally requires a comprehensive, concerted and coordinated

The United Nations Conference on Trade and Development (UNCTAD) estimates illicit financial flows - to be draining US\$88.6 billion annually from Africa. This loss represents nearly 4% of Africa's Gross Domestic Product (GDP) and severely limits the funds available for development.

effort by not only the relevant institutions but also those concerned with the political and economic stability and development of the African Union's member States. First, the APRM, as a valuable tool for promoting self-regulation, cooperation and best practices across Africa. AU member States need to continue to utilise this mechanism which emphasises mutual accountability and transparency.

Utilising the mechanism aligns well with Africa's broader development goals and the AU's endeavours for promoting peace, security, and prosperity across the Continent.

Second, UN convention of 2005, which aims to fight corruption, as well as institutions and organisations such as the Mo Ibrahim Foundation, Transparency International, World Bank and other watchdogs and agencies against corruption should aim to not only to curb corrupt practices but to educate and empower our populations at large. Lastly, Good governance, media freedom, democracy

and democratisation principles such as rule of law, checks and balances, separation of powers and transparency, probity and accountability should continue to be nurtured and rooted in Africa. This represents a political imperative call.

Biography

Ambassador Marie-Antoinette Rose-Quatre is the Chief Executive Officer (CEO) of the African Peer Review Mechanism (APRM) Continental Secretariat. She has over two decades of experience in the fields of politics, diplomacy, public policy, management, media and communications. She has served as a member of the Seychelles Parliament as well as the Seychelles Ambassador to several AU Member States.

Qatar's Success in Enhancing Integrity and Transparency



ضمير
الوطن

His Excellency Mr.
Hamad bin Nasser Al-Misnad

■ President of the Administrative Control and Transparency Authority
State of Qatar



The State of Qatar is preparing to host the eleventh session of the Conference of the States Parties to the United Nations Convention against Corruption, which will be held next year in 2025. This comes after Qatar officially requested to host the conference last year, reflecting its continuous commitment to supporting international efforts to prevent and combat corruption, and to promoting the implementation of the United Nations Convention against Corruption. Qatar's capabilities and expertise in organizing such conferences are widely recognized.



As part of its pioneering efforts to enhance international cooperation in preventing and combating corruption, Qatar was one of the first countries in the world to host the Conference of the States Parties to the United Nations Convention against Corruption, with Doha hosting the third session of the conference in 2009. During this session, the UN review mechanism for the implementation of the Convention was adopted, which continues to play a crucial role in promoting the implementation of the Convention and facilitating the exchange of related international expertise among the States Parties.

International Effort

Doha has become a landmark in the joint international effort to combat corruption and reinforce commitment to international agreements. Since hosting the third session of the Conference of the States Parties in November 2009, which adopted the review mechanism for the implementation of the Convention, Qatar has also implemented the Global Programme for the Doha Declaration from 2016 to 2021. This program completed projects aimed at enhancing the capacities of states, particularly developing countries, in areas such as judicial integrity, combating corruption, and protecting youth from crime, benefiting over one hundred countries.

Additionally, Qatar launched a unique initiative by establishing an annual international anti-corruption award in the name of His Highness Sheikh Tamim bin Hamad Al Thani, the Amir of Qatar, since 2016. The award has been presented in subsequent years. Furthermore, in 2011, Qatar established the Rule of Law and Anti-Corruption Center in Doha to build specialized knowledge and improve individual and institutional capacities, thereby enhancing the rule of law and combating corruption. This non-governmental center specializes in research, training, and providing technical support to countries worldwide in the areas of rule of law and anti-corruption.

Qatar also played a role in developing the Arab Convention against Corruption and is committed to its



The State of Qatar has adopted an integrated approach to prevent and combat corruption, combining attention to both national and international aspects. This stems from the recognition that no country can protect itself from or eradicate the scourge of corruption in isolation from its regional and international environment. The liberalization of international trade, the ease of movement of individuals and goods, and technological advances in communications and electronic transactions, despite their significant advantages, have made the world akin to a small village and imposed significant challenges, the most important of which is the rapid transfer and conversion of money obtained from corruption crimes.

implementation and supporting other Arab countries in doing so. Additionally, the Administrative Control and Transparency Authority was established by Emiri Decision No. 75 of 2011 as a specialized entity aimed at enhancing integrity and transparency. Its objectives include ensuring oversight, transparency, public service integrity, preventing crimes affecting public funds or public service, and working to detect and address such crimes.

Emiri Decision No. 6 of 2015 and the Reorganization of the Administrative Control and Transparency Authority

Emiri Decision No. 6 of 2015 was issued to reorganize the Administrative Control and Transparency Authority, emphasizing a greater focus on prevention. The decision aims to contribute to achieving the highest indicators of integrity and transparency in public service and to combat all forms and manifestations of corruption. To affirm the Authority's independence, the decision granted it legal personality and placed it under the direct supervision of the Amir. This reorganization involves organizing regional workshops



Since 2016, the State of Qatar launched a unique initiative by establishing an annual international award for combating corruption, named after His Highness Sheikh Tamim bin Hamad Al Thani, the Emir of Qatar.

on the application of the review mechanism for the implementation of the Anti-Corruption Convention, best practices in measuring and evaluating transparency and integrity, and various other topics related to combating

corruption.

National Development Strategy 2024-2030

The Third National Development Strategy (2024-2030), the final phase towards achieving the goals of Qatar National Vision 2030, aims to enhance accountability in government institutions by strengthening capacities, governance, and operational models in independent oversight bodies. It also seeks to address the challenge of limited availability of updated information to ensure easy access to government reports, policy changes, and public data.

Bilateral and Multilateral Arrangements

The Administrative Control and Transparency Authority of Qatar is committed to continuing its engagement in bilateral, regional, and international arrangements aimed at promoting integrity, transparency, and the prevention and combat of corruption at various levels. Domestically, the Authority has organized efforts to enhance integrity and transparency and combat corruption. It prepared the Public Employee Code of Conduct and Integrity, issued by Cabinet Decision No. 18 of 2020. Additionally, legislative amendments were made to the Penal Code and the Criminal Procedure Code to criminalize the bribery of foreign officials and facilitate mutual legal assistance between countries, including in matters of combating corruption.

The Authority has also drafted several laws to enhance integrity in the state, such as the Anti-Conflict



Qatar at the Conference of the States Parties in the Fifth Session of the Arab Convention against Corruption at the headquarters of the General Secretariat of the Arab League in Cairo

of Interest Law and the draft Law on the Right to Access Information. Furthermore, the Administrative Control and Transparency Authority conducts numerous awareness and training programs for government employees to enhance their standards of integrity and transparency. This is part of the Authority's development plan to build the capacities of public officials, improve their efficiency, and provide them with the knowledge necessary to advance their skills in the fields of integrity, transparency, and corruption prevention. This effort contributes to a significant pillar of Qatar National Vision 2030, which is human development.

The Authority has implemented educational and training programs to raise awareness among state employees, training them in advanced methods to detect corruption and preparing them to cooperate with the Authority in this field. In collaboration with national training centers and institutions, the Authority has executed various training programs and courses in areas such as integrity and transparency, work ethics and professional conduct, and fostering a culture of reporting violations and conflicts of interest.

Legal Frameworks

Qatar has always been a pioneering nation in establishing and updating legal frameworks for preventing and combating corruption. The latest initiative is the adoption of the National Strategy to Enhance Integrity and Transparency (2019-2022), aimed at strengthening systems for safeguarding public funds, improving the quality of public services, and enhancing the business and investment environment in the country. Draft laws in the areas of transparency, conflict of interest, and criminalizing international bribery have been prepared according to the highest international standards and expertise. These efforts have elevated Qatar's rankings on international anti-corruption indices. By establishing numerous national institutions dedicated to preventing and combating corruption, Qatar has developed institutional systems that align with the best international standards.

The establishment of the Administrative Control and Transparency Authority in 2011 and its reorganization in 2015 as an independent and specialized national body for preventing and combating corruption further

strengthened this exceptional institutional framework. This legal and institutional framework for preventing and combating corruption is part of a comprehensive and integrated national vision for sustainable development (2030). This vision establishes integrated strategic directions, making integrity and transparency fundamental components for achieving development goals.

The commendable rankings that Qatar has achieved would not have been possible without the wise directives of His Highness the Amir, who emphasized on several occasions, including his address to the Shura Council during its 44th session, that "financial and administrative corruption, or the abuse of public office for private purposes, or abandoning professional standards for personal interests will not be tolerated." With this high will, promoting integrity, transparency, and preventing corruption have become priorities in national policies, founded on the deeply rooted and established cultural constants of Qatari society.

In line with this firm belief, Qatar has adopted an integrated approach to preventing and combating corruption, focusing on both national and international aspects. Recognizing that no country can prevent or eradicate the scourge of corruption in isolation from its regional and international environment, Qatar has acknowledged the challenges posed by the liberalization of international trade, the ease of movement of individuals and goods, and



Qatar has always been a pioneering country in establishing and updating the legal frameworks for preventing and combating corruption. The latest of these efforts was the adoption of the National Strategy for Promoting Integrity and Transparency (2019- 2022), which aims to enhance systems for safeguarding public funds, improve the quality of public services, and create a better environment for business and investment in the country.

technological advancements in communications and electronic transactions. These advancements have made the world resemble a small village but also posed significant challenges, such as the rapid transfer and conversion of funds obtained from corruption crimes and the ease of integrating these funds into legitimate areas through money laundering. These challenges require greater international cooperation and coordination.

These challenges are exacerbated by the evolving nature of corrupt practices, as perpetrators often resort to legitimate means to achieve personal interests, avoiding scrutiny by relevant authorities. Therefore, the international community must facilitate mechanisms and means for exchanging expertise and best practices among countries, strengthening national systems, legislation, and institutions concerned with preventing and combating corruption. In this international context, Qatar's efforts and achievements have been diverse. Qatar was one of the first countries to join the United Nations Convention against Corruption and several related international and regional agreements. Qatar's efforts played a significant role in the adoption of the review mechanism for the implementation of the Convention by the international community at the Conference of the States Parties in 2009.

Additionally, Qatar launched a global excellence award in anti-corruption named after His Highness the Amir and established international centers focused on research and training in relevant fields. Qatar's international efforts and achievements in preventing and combating corruption fall within the broader international efforts to support peace and development regionally and globally, such as the international project for the implementation of the Doha Declaration resulting from the 13th United Nations Congress on Crime Prevention and Criminal Justice. This declaration served as a strong and enabling roadmap for the years 2015-2020 and beyond, guiding international efforts to combat organized crime and related crimes, such as corruption, drugs, and terrorism.

Development Plan

As part of its development plan aimed at enhancing the capabilities of public officials, the Administrative Control and Transparency Authority has established numerous educational and training programs. These programs are designed to educate state employees and train them in advanced methods for detecting corruption, as well as preparing them to collaborate with the Authority in this field. In collaboration with national training centers and institutions, the Authority has implemented programs and training courses in various areas, including integrity and transparency, work ethics and professional conduct, fostering a culture of reporting violations and conflicts of interest, and the Law on the Right to Access Information. This law aims to maximize the benefits of public services provided by various entities, contribute to recruitment processes, enhance transparency in the performance of relevant bodies, promote economic participation and investment, assist the media, combat rumors and misinformation, and support scientific research. These efforts aim to enhance the scientific and practical skills of public officials in the fields of integrity, transparency, and corruption prevention, contributing to a crucial pillar of Qatar National Vision 2030: human development.



To maintain Qatar's leadership and enhance its position as one of the most transparent countries in the world, the Administrative Control and Transparency Authority has taken several significant steps. Among its notable achievements in the past period are various regional initiatives. One of the most important in 2023



The State of Qatar launched a global award for excellence in combating corruption, named after His Highness the Emir of the State. Additionally, international centers dedicated to research and training in related fields were established. Qatar's international efforts and achievements in preventing and combating corruption are part of the broader international efforts to support peace and development regionally and globally.

was the "Arab Youth Hackathon for Anti-Corruption," which brought together young programmers from 17 Arab countries, providing them with a unique opportunity to collaborate and develop innovative technological solutions to address corruption-related challenges. Through this initiative, innovative projects were implemented to enhance transparency in public procurement, protect whistleblowers, safeguard sports from corruption, combat corruption in the private sector, report corruption related to water management, and support the digitization of educational systems.

The Administrative Control and Transparency Authority also aims to complete the updating of Qatari legislation in accordance with international standards, prepare for international review mechanisms, and develop a set of initial legislative proposals to support the implementation of the United Nations Convention against Corruption. These proposals will enhance transparency and integrity in the state and improve Qatar's rankings in relevant international indices.

Furthermore, the Authority is working on developing a national framework to promote transparency and integrity within national institutions and entities. This framework includes precisely defined standards covering all aspects related to transparency and integrity in these entities, aligning with the country's laws and administrative systems and adhering to the best international expertise in this field.



Strategic Management of Egypt's National Brand



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In today's world, branding has evolved beyond businesses and products, shaping how individuals, institutions, and even nations are perceived. As global competition intensifies, countries are turning to strategic national branding to carve out a distinct identity, enhance their image, and assert their position on the global stage.

National brands are no longer just about symbols or slogans; they are powerful tools that influence a nation's economic, political, cultural, and social standing. A strong and well-managed national brand can drive exports, attract foreign direct investment, and bolster international recognition of a country's policies. Culturally, it promotes tourism and broadens the global reach of a nation's heritage, while socially, it strengthens citizens' sense of belonging and pride.

In this era of interconnectedness and rapid information sharing, governments can no longer afford to overlook the importance of national branding as a cornerstone of their strategic vision. For Egypt, this approach aligns perfectly with its ambitious Vision 2030, which aims to redefine the country's global identity while fostering sustainable development across all sectors. Strategic national branding is no longer an option—it is an imperative.

The role of strategic management of national brands is further magnified in today's interconnected world, where globalization and social media platforms intensify competition. In this context, nations are not merely political and sovereign entities; they are also economic actors that manage international trade, encourage talent and innovation, create knowledge, impose taxes, and legislate laws. In essence, nations consolidate wealth, power, and status, leveraging their brand identities to serve their strategic interests. This issue holds particular significance for Egypt, aligning with the "Egypt Vision 2030" strategy, one of whose pillars is rebuilding the Egyptian state. A key priority of this vision is improving Egypt's global image and managing its national identity domestically and internationally.

Defining Strategic Management of a National Brand

British government advisor Simon Anholt (2008) defines strategic management of a national brand as "the systematic process of aligning a nation's actions, behaviors, investments, innovations, and communications with a clear strategy to achieve a strengthened competitive identity." Similarly, Fan (2010) views it as "a proactive process through

which a nation builds, modifies, monitors, evaluates, and manages its image to enhance its reputation among targeted international audiences."

We align with the comprehensive definition by Spanish communication and management scholars Rojas-Mendi and

Khushnavis (2023). They define strategic management of a national brand as: "The systematic strategic process involving

Numerous studies underscore the critical importance of strategic management for a nation's brand due to the substantial benefits it delivers. A strong and distinguished national brand plays a decisive role in shaping a country's reputation and attracting foreign direct investment.



government and non-government institutions in designing and implementing a nation's brand strategy, conveying the nation's core values and identity domestically and internationally, and applying marketing strategies and tactics to the national brand. This process aims to enhance the country's image, improve its reputation, differentiate it from other nations, and highlight its economic, social, political, and international competitive advantages."

The Importance of Strategic Management of National Brands

Numerous studies underscore the value of strategic management of a nation's brand due to the immense benefits it delivers:

1. Attracting Foreign Investment: A strong national brand significantly influences the flow of foreign direct investment.
2. Boosting Tourism: It promotes the growth of domestic tourism industries.
3. Enhancing Labor and Education Markets: A positive national image attracts talent to local job markets and educational systems.
4. Stabilizing International Relations: It strengthens political influence and diplomatic ties.
5. Functioning as a Soft Power Tool: A strong national brand serves as a medium for global and national communication, making it a vital soft power mechanism.

Additionally, a robust national brand drives export growth and success. It plays a critical role in shaping public perception of the quality and efficiency of a nation's goods and services, known as the "Country of Origin Effect." This perception directly impacts consumers' willingness to pay, ultimately ensuring greater economic returns. The Role of National Branding in Driving Positive Perceptions and Economic Growth

A strong national brand and a positive country image significantly influence the perceptions of

target audiences, including current and potential tourists, citizens, consumers, businesses, and various interest groups. This, in turn, contributes positively to improving GDP, attracting foreign currency, and raising national income levels.

Stages of Strategic Management of a National Brand

Keith Dinnie, a professor of international marketing and management at the University of Edinburgh,



In today's interconnected world, characterized by globalization and the proliferation of social media platforms, the strategic management of national branding has grown even more vital. It surpasses the importance of traditional resources like land, raw materials, and military power. Nations are no longer solely political entities but also economic players that manage international trade, foster innovation, nurture talent, and create knowledge.

Implementation

These stages together form a comprehensive framework for managing a country's national brand.

highlights that there is no universal model for the strategic management of national brands. Each country strives to develop a strategy that best aligns with its desired objectives. The strategic management process for a nation's brand consists of three sequential stages, each addressing a critical question:

1. Where are we now? – Strategic Analysis
2. Where do we want to go? – Strategic Planning
3. How do we get there? – Strategic

Stage One: Strategic Analysis Where are we now?

The first step in strategic brand management involves measurement and evaluation, which serve as the foundation for an effective branding strategy. This requires conducting internal analysis and external analysis to assess the current competitive position of the national brand.

Internal Analysis:

Focuses on evaluating the country's capabilities and strengths across key sectors, identifying areas that can promote the national brand effectively. Key sectors often include:

1. Tourism: A primary source of national income and economic development, where success is determined by factors such as service quality, safety and security, value for money, and accessibility.
2. Foreign Direct Investment (FDI): The ability to attract FDI depends on economic and political stability, skilled labor, and streamlined administrative processes.
3. Exports: Increasing exports is a central goal of national brand management due to its impact on economic activity and foreign currency earnings. Success factors include high-quality products, a strong "country of origin" reputation, targeted global market development, and innovation.
4. Talent Attraction: Encompasses skilled labor and international students. Success depends on:
 - For skilled labor: favorable visa and residency policies, career advancement opportunities, and lifestyle appeal.
 - For international students: the country's reputation in higher education, particularly in specialized fields, master's programs, and scholarships.

External Analysis:

External analysis involves studying competitors in the global arena. This includes identifying competitors, evaluating their strengths and weaknesses, understanding their strategic goals, and analyzing their responses. Nations need to conduct competitor analysis in every field where they seek to establish a strong brand presence, such as tourism, FDI, exports, and talent attraction.

Competitor analysis varies depending on the competitive field. For example, a country competing with another in tourism might not consider the same nation a competitor in FDI.

Stage Two: Strategic Planning Where do we want to go?

Strategic planning forms the second phase in the process of managing a nation's brand. This stage involves setting clear, measurable, and



Egypt can significantly benefit from the experiences of leading nations in managing their national brands. To ensure effective execution, leadership roles in strategic brand management must be entrusted to dedicated Egyptian professionals with expertise in management, marketing, politics, economics, culture, and international relations. These individuals must also possess a deep commitment to Egypt's national branding vision

time-bound goals that align with the overarching strategy of the national brand. Countries must define their strategic objectives carefully to ensure alignment with their branding framework.

One of the most widely used tools in strategic planning for organizations is Ansoff's Matrix, which outlines potential strategic directions based on changes to existing or new

products and markets. In the context of national branding, Ansoff's Matrix can help identify strategic pathways across all activities related to a nation's brand.

Stage Three: Strategic Implementation How do we get there?

The final and most critical phase in managing a nation's brand is strategic implementation. This phase involves putting plans into action while ensuring control, knowledge management, adaptability to changes, appropriate structural designs, and effective relationship management.

Governance of the Egyptian Tax Authority through Digital Transformation Projects



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Ms. Rasha Abdel-Aal Hassan
■ Chairperson of the Egyptian Tax Authority



In the modern era, digital transformation is no longer an option; it has become an absolute necessity to achieve sustainable development and enhance the competitiveness of national economies. In this context, Egypt is pursuing comprehensive reforms across various sectors by adopting modern information and communication technologies. Among these efforts is the development of the tax system, which serves as a cornerstone for financing the economy and promoting social justice. The Egyptian Tax Authority (ETA) stands as a prominent example in this regard, striving to achieve effective governance through digital transformation projects launched in recent years. These initiatives reflect the state's commitment to digital transformation as a fundamental goal in realizing Egypt's Vision 2030.

I. Framework for Governance and Digital Transformation

The Egyptian Constitution has established a set of principles to guide the achievement of economic goals. It emphasizes the importance of transparency, governance, and a fair taxation system, while recognizing informatization as the foundation of the national economy. This highlights the significance of adopting a fair and transparent tax system that enhances the state's ability to achieve tax justice—an outcome attainable only through effective reform policies that rely on the latest technological systems.

Egypt's Vision 2030 aligns with this direction, emphasizing the efficiency and effectiveness of public institutions, private sector organizations, and civil society through governance, adherence to laws and regulations, and institutional frameworks ensuring transparency, accountability, and anti-corruption measures.

To meet the demands of the modern era, Egypt has launched a national project to establish an information infrastructure linking all government entities. This project aims to provide services to citizens more efficiently, combat corruption, and safeguard the rights of both citizens and the state.

Egypt's experience in modernizing and digitizing the tax system exemplifies these efforts. The initiative relies on an integrated approach, including:

- Legislative Development: Updating legal frameworks to support digital transformation.
- Workplace Improvement: Enhancing working environments and procedures.
- Reengineering Tax Procedures: Modernizing processes and digitizing them.
- Establishing Technological Support: Creating specialized entities like e-Finance (Financial Facility Management Company) and e-Tax (Tax Solutions Operating Company) to implement these projects.

Notably, the Unified Tax Procedures Law No. 206 of 2020 was enacted as a legislative backbone for ETA's digital transformation projects. This law grants legal validity to digital documents and records exchanged through ETA's electronic system, mandating taxpayers to register on the platform and submit tax returns, invoices, and other documents electronically with certified digital signatures. Additionally, the ETA reexamined and reengineered its work systems and technical procedures to ensure automation that enhances governance.

II. Successful Models of Digital Transformation Projects at ETA

As part of efforts to achieve integration between the government, businesses, and individuals to reach the desired goals, the Egyptian Tax Authority has successfully established strong partnerships with leading companies specializing in the automation of tax systems. These partnerships have resulted in the implementation of several pioneering projects in the field of digital transformation, including: the Core Tax Administration System (SAP), the Electronic Invoicing System, the E-Receipt System, the Unified Payroll Tax Calculation System, the Citizen Incentive System for

Enhancing and Regulating VAT Collection, and other digital initiatives.

1. Core Tax Administration System

The Core Tax Administration System represents a significant advancement in Egypt's tax operations, aligning with global developments in modern tax systems where digitalization plays a crucial role. ETA implemented a comprehensive project to simplify and streamline tax procedures by reengineering them according to international standards and automating them. This includes 16 main functions and 48 sub-functions covering all tax-related activities, from taxpayer registration to tax payment. The system uses risk-based auditing by comparing sales and purchase invoices submitted with VAT and income tax returns, integrated with external and internal data from Egyptian state databases. This ensures tax fairness, enhances oversight of the tax community, and identifies cases of partial or total tax evasion.

2- The Electronic Invoicing and E-Receipt Systems

The Egyptian Tax Authority (ETA) launched the Electronic Invoicing System to govern transactions between businesses (B2B). Taxpayers were gradually mandated to adopt the system through eight phases, achieving full compliance by the end of 2022. Additionally, the E-Receipt System was introduced in July 2022 to regulate transactions between businesses and end consumers (B2C). The system's rollout is ongoing based on the strategy outlined in Ministerial Decree No. 38 of 2024, with full implementation expected by December 2025.

The successful implementation of both systems is evident, as over 1.16 billion documents have been processed through the Electronic Invoicing System. Meanwhile, the E-Receipt System, still in its deployment phase, has processed more than 590 million electronic receipts since its inception.

These systems contribute to:

Integrating the Informal Economy: Bringing it into the formal economy.

Accurate Taxpayer Data: Providing a clearer and more accurate picture of the tax community.

Tax Justice: Ensuring fair tax collection and safeguarding state treasury rights.

Additionally, the systems have generated extensive digital data on transactions within the tax community, enhancing the ETA's ability to analyze



The digital transformation at the Egyptian Tax Authority represents a significant step toward modernizing the tax system and achieving justice and equality among citizens. By leveraging technology to develop tax infrastructure, numerous achievements have been realized, including improving the business environment, expanding the tax base, and combating tax evasion.



data, track economic trends, identify taxpayer risks, reduce tax leakage, and increase tax revenue.

The Unified Payroll Tax Calculation System

This is the first government system of its kind in Egypt, designed to calculate payroll taxes in accordance with applicable laws and regulations, under the supervision of the ETA and the Ministry of Finance.

3- Standardization: Unify and simplify procedures for payroll tax calculations

Transparency: Enable state employees across all sectors to access their salary details and governmental deductions (e.g., taxes, social insurance, and universal health insurance).

Employee Empowerment: Provide a secure online portal where employees can create accounts to request payslips, ensuring encrypted and highly secure data.

Benefits

Transparency Across Stakeholders: Enhance transparency between employees, employers, the ETA, social insurance entities, and universal health insurance.

Unified Data Sources: Create a single, unified system with standardized rules and criteria for tax and deduction calculations.

Data Security: Implement advanced encryption and data protection measures to safeguard the system's databases.

This system enhances trust and accountability among all stakeholders while promoting tax compliance and ensuring data security at the highest standards.

Third: The Impact of Governance and Digital Transformation on the Egyptian Tax Authority

Governance and digital transformation have a significant impact on achieving the desired radical re-

forms in the tax system. This is achieved through the following pillars:

Pillar One: Expanding the Tax Base to Strengthen Social Justice The Egyptian Tax Authority has adopted a horizontal expansion strategy to increase the tax base, identify, and include the informal economy. This is to avoid increasing the tax burden on taxpayers, and to obligate those who have defaulted on their national duty to pay the due tax in application of the principle of tax justice, as the growth of informal economy activities has a very negative impact on achieving the principles of tax justice and transparency. Hence, the importance of digital transformation and information linkage with other revenue agencies such as real estate taxes, customs, land registration, and social insurance, among others, to improve and support efforts to identify the informal economy and thus double tax revenues and increase the efficiency of audit and inventory work.



The primary objective of the system is to standardize and simplify procedures for calculating payroll taxes, enhance tax compliance, and enable all state employees across various sectors to access details of their salaries and the amounts of governmental deductions.

Integrity, Transparency, Accountability, Public Participation, Equality, and Justice Instilling the taxpayer's conviction in the fairness and integrity of the tax systems, which encourages voluntary tax performance and enhances trust between taxpayers on the one hand and the tax authority on the other, by enabling

estate taxes, customs, land registration, and social insurance, among others, to improve and support efforts to identify the informal economy and thus double tax revenues and increase the efficiency of audit and inventory work.

Pillar Two: The Direct Impact of the (Tax Governance) System in Instilling the Foundations of

the taxpayer to submit their tax return and pay the due tax through simplified procedures that can be carried out through the authority's website and paying the tax using the prescribed applications and approved electronic payment methods. Digital transformation results in the simplification of procedures, including the procedures for submitting tax returns, as the information is available to the authority through electronic systems, which encourages taxpayers to voluntarily submit their returns and pay the due tax. Also, providing applications that enable taxpayers to send their requests, suggestions, and complaints easily and simply, and conducting evaluations and facilitating the means and tools of surveys and polls to measure the level of taxpayer satisfaction with the authority's services, all of which enhances public participation in the field of taxes. Here, the pivotal role of digitization appears in raising awareness and motivating citizens to participate actively, which maximizes belonging and a sense of responsibility by participating in nation-building and achieving sustainable development.

Pillar Three: Governance, Digital Transformation, and the Use of Technology, Information, and Effective Public Participation in the Field of Taxes (Awareness and Participatory Path) In light of the advanced tax systems' reliance on the information provided by citizens regarding violations of tax law, which leads to the collection of taxes due to the state, the authority has seen the need for communication channels to report tax violations. Within the same framework and in order to create a new tax culture, the authority decided to establish a system to encourage citizens to request tax invoices with the aim of controlling and maximizing the collection of value-added tax by providing material and in-kind incentives that encourage the citizen to request a receipt or invoice from stores and shops, in

light of the efforts to integrate the informal economy into the formal system.

Pillar Four: Combating Tax Evasion and Avoidance and Enhancing Information Exchange

There is no doubt that tax evasion and avoidance



The Egyptian Tax Authority has adopted a horizontal expansion strategy to increase the tax base and integrate the informal economy, thereby avoiding additional tax burdens on current taxpayers. This strategy aims to ensure that those who have neglected their national duty fulfill their tax obligations, in alignment with the principle of tax justice.

are global phenomena, not limited to developing countries. This underscores the necessity of fostering cooperation between tax administrations worldwide to address this universal challenge.

Moreover, the principles of tax justice and governance heavily rely on combating tax evasion, given the negative impact this phenomenon has on both the economy and the government.

To effectively tackle this issue, comprehensive reform of the tax administration is required. In this regard, the Egyptian tax system possesses a robust legislative framework that enables efficient combat against tax evasion and avoidance. The tax administration has adopted automated systems to identify and detect instances of tax evasion, allowing for necessary actions to be taken to safeguard public treasury rights.

Pillar Five: Digitalization Optimizes Human Resources Utilization

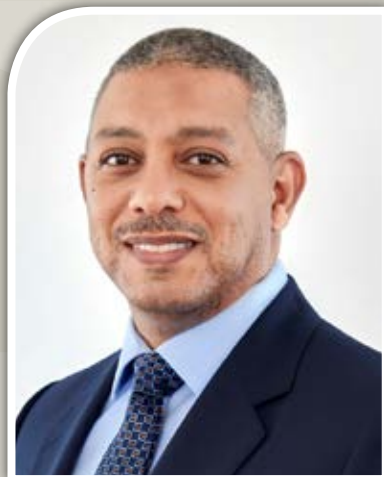
Automated systems, with their ability to streamline tax operations, reduce the time needed for these processes, and identify high-risk and critical files requiring examination and review, ultimately focus efforts on priority cases. This prevents wasted time and enhances the efficiency of human resources, ensuring their optimal utilization.

Thus, the digital transformation of the Egyptian Tax Authority represents a critical step toward modernizing the tax system and achieving equity and fairness among citizens. By leveraging technology to develop tax infrastructure, significant achievements have been realized, including improving the business environment, expanding the tax base, and combating tax evasion.

Digital transformation has also provided a substantial opportunity to encourage citizens to comply with tax obligations, contributing to increased tax revenues and enhancing the state's capacity to deliver better services to citizens in the future. These efforts are expected to foster transparency, achieve sustainable economic growth, and ultimately improve the quality of life for Egyptian citizens.



Digital Public Infrastructure : A Catalyst for Sustainable Development in Egypt



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In the digital age, developing Digital Public Infrastructure (DPI) has emerged as a cornerstone for achieving sustainable development. It is rapidly transforming societies worldwide, offering a powerful tool to achieve Sustainable Development Goals (SDGs). DPI refers to the foundational digital systems, platforms, and policies that enable governments, businesses, and citizens to interact, access services, and innovate. At the heart of DPI are elements such as digital identity systems, digital payment mechanisms, and data-sharing frameworks. These infrastructures provide a backbone for delivering public goods, improving governance, and driving inclusive economic growth.

Dr. Ammar Hamadi

Lead Advisor for Sustainable Development, at the UNDP
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Globally, countries are leveraging Digital Public Infrastructure (DPI) to address critical challenges in sustainable development, particularly in achieving the United Nations' Sustainable Development Goals (SDGs). DPI encompasses a range of digital systems and platforms that facilitate efficient and transparent governance, economic growth, and social inclusion. India's Aadhaar system—a biometric-based digital identity platform—has revolutionized access to public services and financial inclusion. By providing a unique identification number to over a billion residents, Aadhaar has enabled 1.3 billion citizens with direct benefit transfers, reduced fraud, and streamlined access to subsidies and welfare programs. The program saved the country USD 27 billion in budget leakages. This system has been instrumental in ensuring that government benefits reach the most vulnerable populations, thereby reducing poverty and promoting inclusive economic growth.

The e-Estonia Platform has set global benchmarks for e-governance by offering seamless digital interactions between the government and its citizens. E-Estonia provides services such as e-residency, digital signatures, and online voting through a comprehensive digital ecosystem, significantly enhancing administrative efficiency and citizen engagement. Estonia's 99% online approach has transformed public service delivery and fostered a culture of innovation and transparency, positioning the country as a leader in digital governance. As of 2023, e-Estonia had attracted around 100,000 e-residents from 170 countries, becoming a benchmark in government service delivery.

Singapore's Smart Nation Initiative focuses on integrating advanced technologies to enhance urban living and sustainability. Through initiatives like smart urban mobility, digital healthcare, and intelligent infrastructure, Singapore aims to improve the quality of life for its residents while promoting sustainable development. The government's commitment to harnessing technology for the public good is evident in its extensive use of data analytics, IoT, and AI to optimize resource management and service delivery.

As most Arab countries increasingly embrace digital transformation, DPI holds great promise for addressing longstanding development challenges. With many countries in the region actively working to integrate digital solutions into their public infrastructure, DPI is seen as a critical driver for economic growth, social inclusion, and sustainable development. In the Gulf Cooperation Council (GCC) states, countries like the United Arab Emirates and Saudi Arabia invest heavily in DPI to enhance public service delivery and economic diversification. The UAE's Smart Dubai initiative and Saudi Arabia's Vision 2030 are prime examples of how DPI can be leveraged to create smart cities, improve government efficiency, and foster a knowledge-based economy. While Saudi Arabia aims to have its digital economy contribute USD 16 billion to its national economy by 2030, Dubai has set a target to achieve 100% digital governance by the end of this decade. These initiatives highlight the critical role of digital infrastructure in enabling sustainable



Egypt looks to the future, where digital solutions become an integral part of its development strategy. By drawing on the successful experiences of leading nations such as Estonia and India, Egypt and other Arab countries can find models to emulate for enhancing their digital capabilities.

development and economic resilience.

In North Africa, countries like Morocco and Tunisia are making strides in digital transformation by expanding internet access and digital literacy programmes. These efforts are crucial in bridging the digital divide and ensuring that all citizens can participate in the digital economy. Similarly, in the Levant region, Jordan and Lebanon focus on building robust digital ecosystems to support innovation and

entrepreneurship, which are essential for sustainable economic development.

Egypt, in particular, is positioned to lead the region in utilizing DPI for sustainable development. With a strategic vision to become a regional digital hub, Egypt has implemented numerous initiatives to enhance its digital infrastructure and capabilities. The Egyptian government's efforts include expanding high-speed internet access, promoting digital literacy, and fostering a vibrant tech ecosystem. These initiatives are aligned with the country's broader goals of economic diversification, social inclusion, and environmental sustainability.

Egypt has emerged as a leader in implementing DPI and has hosted the Global DPI Summit in Cairo. The summit brought together 700 representatives from over 100 countries, highlighting Egypt's role in fostering strategic partnerships and collaborations to accelerate DPI implementation. Under the leadership of the Ministry of Communications and Information Technology and in partnership with the UNDP, the Egyptian government has prioritized DPI as a critical component of its digital transformation strategy. This strategy aims to enhance public service delivery, promote economic growth, and ensure social inclusion.



Representatives from the United Nations Development Programme (UNDP) in a recent workshop with the Egyptian Anti-Corruption Academy to discuss strategies for advancing digital infrastructure.

Key Highlights of the Summit

Regional Collaboration: The summit emphasized the importance of regional cooperation in building interoperable DPI systems across the Arab world.

Showcasing Egypt's Leadership: Egypt highlighted its progress in digital identity, payment systems, and e-governance as a model for other developing countries.

Public-Private Partnerships: Discussions focused on leveraging partnerships with technology firms to scale DPI solutions sustainably.

Inclusion and Equity: A key theme was ensuring that DPI initiatives are inclusive, particularly for women, youth, and rural communities.

(DPI) is poised to transform sustainable development in Egypt.

By improving access to public services, DPI has enhanced the efficiency and effectiveness of government operations. For example, digital health platforms have improved healthcare delivery, while e-governance initiatives have streamlined administrative processes. In many countries, DPI has also played a crucial role in promoting financial inclusion, enabling more people to access banking services and participate in the digital economy. Additionally, DPI has supported environmental sustainability by providing tools for monitoring and managing natural resources.

DPI has the potential to contribute significantly to Egypt's sustainable development goals. By leveraging digital technologies, Egypt can:

Improve Public Service Delivery: DPI can streamline government processes, reduce corruption, and enhance the efficiency and effectiveness of public services.

Promote Economic Growth: DPI can foster innovation, entrepreneurship, and digital commerce,

which can lead to job creation and economic growth.

Empower Citizens: By providing access to information and digital services, DPI can empower citizens to participate in decision-making and hold governments accountable.

Address Social Challenges: DPI can be used to address social issues such as poverty, inequality, and healthcare disparities.

Protect the Environment: DPI can facilitate sustainable resource management, promote clean energy solutions, and reduce carbon emissions.

Egypt's DPI initiatives can directly contribute to progress on several SDGs:

SDG 1: No Poverty; Digital identity and payment systems enable direct cash transfers to vulnerable populations, ensuring that assistance reaches those who need it most.

SDG 4: Quality Education; The Ministry of Education's adoption of e-learning platforms has expanded access to education, especially in remote areas across Egypt.

SDG 8: Decent Work and Economic Growth; DPI fosters innovation and entrepreneurship in Egypt's digital economy. Startups in sectors like e-commerce, FinTech, and Health Tech are thriving due to improved infrastructure and regulatory support.

SDG 16: Peace, Justice, and Strong Institutions; E-government platforms promote transparency and reduce corruption, aligning with building strong and accountable institutions.

E-Governance is critical for the success of DPI. Effective governance ensures that DPI initiatives align with national priorities and are implemented transparently, accountably, and inclusively. It provides the necessary frameworks and policies that guide digital systems' development, deployment, and maintenance, ensuring they are secure, reliable, and equitable. Good e-governance also fosters



collaboration among various stakeholders, including government agencies, private sector partners, and civil society organizations, enabling a holistic approach to digital transformation. By establishing clear roles, responsibilities, and mechanisms for oversight and feedback, governance helps to mitigate risks, enhance public trust, and ensure that the benefits of DPI are widely shared, thus driving sustainable development and social progress.

While DPI offers significant benefits, it also presents challenges that must be addressed. One of the main challenges is the digital divide, which can exacerbate existing inequalities. To overcome this, Egypt has implemented initiatives to improve digital literacy and expand internet access, particularly in rural areas. Another challenge is ensuring the security and privacy of digital systems, which requires robust governance frameworks and regulatory measures. Despite these challenges, DPI presents numerous opportunities for innovation and growth, making it a key driver of sustainable development in Egypt.

Digital public infrastructure (DPI) is a transformative force in pursuing sustainable development. On a global scale, DPI is revolutionizing public service delivery, fostering economic growth, and promoting social inclusion. The Arab region, with its unique challenges and opportunities, should focus on harnessing DPI to bridge digital divides and enhance regional connectivity. As a regional leader, Egypt has demonstrated a solid commitment to DPI, as evidenced by its hosting of the Global DPI Summit in Cairo and its ambitious digital transformation strategy.

Egypt's efforts to integrate DPI into its national framework will yield significant benefits, improving public service efficiency, promoting financial inclusion, and supporting environmental sustainability. These advancements underscore the critical role of effective governance, collaboration, and innovation in leveraging DPI for sustainable development. By addressing challenges such as the digital divide and ensuring robust cybersecurity measures, Egypt can continue to build on its successes and drive its sustainable development agenda forward. As Egypt moves towards a future where digital solutions are

integral to its development strategy, the lessons learned, and best practices of countries like Estonia and India can serve as a model for Egypt and other Arab countries. The nexus between DPI and sustainable development is vital for achieving national priorities and contributing to the global effort to meet the Sustainable Development Goals (SDGs). Through continued investment in DPI and a commitment to inclusive and resilient digital transformation, Egypt can pave the way for a more prosperous, equitable, and sustainable future.

The United Nations Development Programme (UNDP) plays a pivotal role in supporting these efforts. As a key partner, the UNDP provides technical assistance and policy guidance to help Egypt build robust digital public infrastructure. The UNDP's expertise in Digital for Sustainable Development (D4SD) and global network of resources makes it an invaluable ally in driving Egypt's digital transformation agenda. By working closely with the Egyptian government and other stakeholders, the UNDP helps ensure that DPI initiatives align with national priorities and contribute to achieving the Sustainable Development Goals (SDGs).



Egypt has emerged as a leader in implementing public digital infrastructure, solidifying its position by hosting the Global Digital Public Infrastructure Summit in Cairo. The summit brought together over 700 representatives from more than 100 countries, highlighting Egypt's pivotal role in fostering strategic partnerships and international cooperation to accelerate the implementation of digital public infrastructure, under the leadership of the Ministry of Communications and Information Technology.

Modern Trends in Training on Combating Corruption



ضمير الوطن

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Training and skills development fields are witnessing rapid advancements in response to continuous and accelerating technological changes. Aligning with this rapid development, the Egyptian Anti-Corruption Academy adopts a clear approach to developing and updating the training programs and methods it provides, making training on combating corruption more interactive. This approach helps trainees acquire the skills and knowledge necessary to combat corruption using modern and innovative techniques. In this essay, we shed light on the concept of effective training, its importance, the major challenges it faces, and the key modern trends in training on combating corruption.

First: The Concept of Effective Training

Effective training serves as the cornerstone for development and creating positive change in participants' skills and knowledge, in addition to building positive convictions. Knowledge is a treasure, and training is its key.

Effective training can be defined as a process that encourages participants to think about what they learn, enjoy the experience, and apply it in their daily lives. Accordingly, the concept of effective training can be summarized in three words: Think, Enjoy, Apply. This contrasts sharply with what happens in many traditional training programs, which focus on three completely different practices: Memorize, Recite, Forget.

Second: The Importance of Effective Training

Effective training plays a significant role in building participants' capacities and raising awareness, both at the individual and institutional levels. Its importance can be summarized in the following points:

- **Developing Technical Skills:** Enhancing the technical skills necessary for carrying out daily tasks and responsibilities.
- **Building Awareness:** Raising awareness among individuals, particularly about national issues such as combating corruption, leading to positive changes in behavior and fostering a sense of social responsibility.
- **Improving Performance and Productivity:** Effective training improves individual performance by enhancing their skills, which contributes to achieving goals efficiently and effectively.
- **Keeping Up with Accelerating Knowledge Advances:** As knowledge evolves rapidly, those who do not advance fall behind. Effective training provides an opportunity to continually update individuals' knowledge and skills.
- **Creating Opportunities for Self-Growth and Lifelong Learning:** This fosters a culture of creativity within institutions.
- **Achieving Performance Quality:** By reducing errors and potential risks, effective training builds comprehensive awareness of best practices and preventive measures.

Effective training is not merely a series of workshops but rather a form of long-term investment that positively reflects on individuals and communities by building constructive cadres capable of addressing challenges and achieving sustainable development across all sectors of society.

Third: Challenges Facing Effective Training

Achieving effective training requires providing a safe training environment, one that allows participants to experiment and interact freely without feeling threatened. However, several challenges may hinder effective training, including:

- **Resource-Related Challenges:** These involve shortages in financial resources or skilled human resources (competent trainers).
- **Design and Implementation Challenges:** These include failing to align training with participants' needs, weak implementation mechanisms, and reliance on traditional, non-interactive methods that do not keep pace with modern developments.
- **Participant-Related Challenges:** These involve varying skill levels among trainees and resistance to change from many participants.
- **Environmental and Technical Challenges:** These include weak technological infrastructure and a lack of alignment with global modern trends in training.



- **Evaluation and Follow-Up Challenges:** These are represented by the failure to measure the impact of training on participants' skills, knowledge, and attitudes in the field after a suitable period of time post-training.

Despite these challenges, they can be overcome through careful planning, maximizing the use of available resources, and ensuring that training objectives meet participants' needs. Additionally, it is essential to align training methods and techniques with global modern trends in the field, which will be clarified in the next part.

Fourth: Key Modern Trends in Training on Combating Corruption

Below are the most prominent contemporary trends in the field of training, which can be implemented to achieve effective training in combating corruption:

Micro Training

This approach focuses on delivering training content in short, concentrated units, making it easier for participants to quickly absorb and apply information.

Example: For employees with busy schedules, short videos on concepts such as integrity and transparency can be shared. Daily tips on combating corruption can also be sent via email or mobile apps.

At the Egyptian Anti-Corruption Academy, this approach is already applied, where a single training day consists of three sessions, each lasting 1.5 hours. Each session covers specific skills, ensuring practical and procedural learning.

Flipped Training

This modern approach shifts theoretical learning outside the training room, allowing participants to independently acquire basic knowledge through pre-prepared educational materials (videos, articles, interactive lessons, etc.). Training sessions are then used for practical activities.

- **Example:** To address corruption, videos explaining the basics—such as its definition, types, effects, and key strategies to combat it—can be provided beforehand. During sessions, time is allocated for practical exercises, like analyzing real corruption cases or engaging in role-playing to simulate decision-making in critical scenarios.

Gamification-Based Training

This approach incorporates game elements into the training process to motivate and engage participants, such as offering rewards and points for achievements, making learning more enjoyable and stimulating.

Example: A gamified training program could



Training is not merely the execution of a series of workshops; it is a form of long-term investment that positively impacts individuals and communities by building constructive cadres capable of addressing challenges and achieving sustainable development across all sectors of society.

involve a game where participants progress through stages like “Understanding Corruption,” “Investigation,” and “Solution Proposals.” Points or badges can be awarded for good performance, such as identifying corrupt practices or offering effective recommendations.

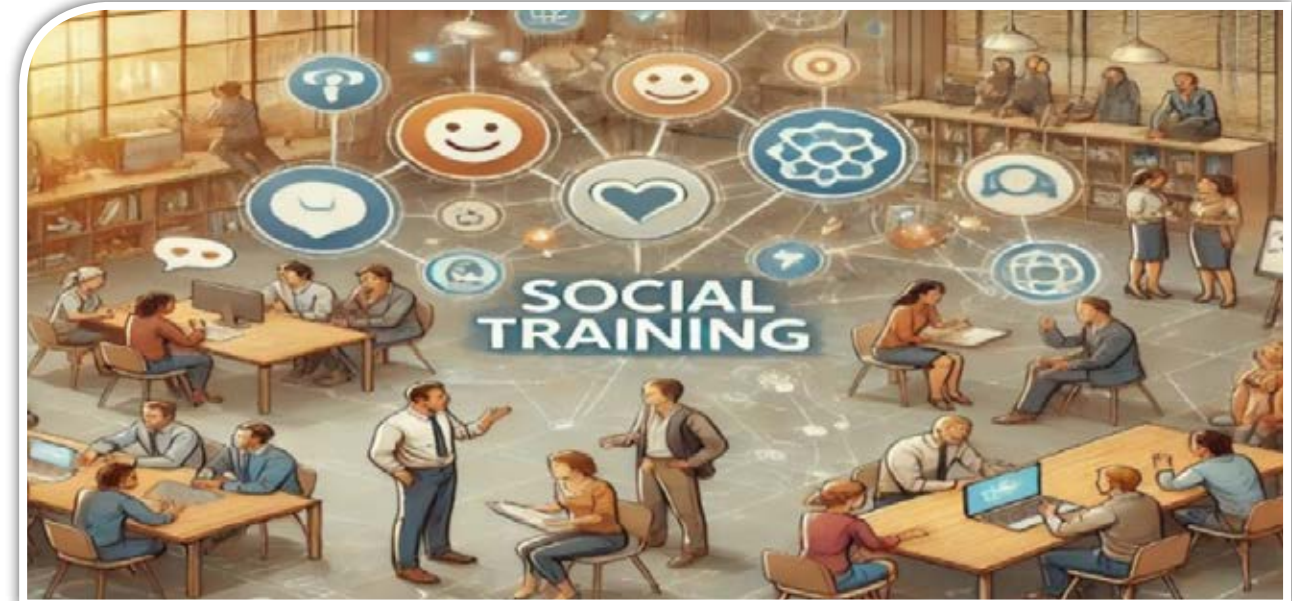
Competitions among participants could also be organized to see who provides the best solutions to ethical dilemmas in workplace scenarios.

Simulation Training

This approach is based on designing realistic scenarios that mimic actual situations and events, allowing participants to learn from experience without real risks. Scenarios are created to showcase various forms of corruption (e.g., bribery, embezzlement, abuse of power, document forgery).

A simulated environment is developed, replicating procedures and situations similar to real workplace conditions.

This includes simulations for analyzing suspicious data to identify patterns indicative of corruption. At the Egyptian Anti-Corruption Academy, this method is applied in training programs, especially those aimed at law enforcement agencies. Participants are trained on how to collect and analyze information, investigate corruption crimes and perpetrators, gather evidence, and present it to investigative bodies. They are also exposed to unexpected scenarios that



may challenge their ability to make sound decisions under pressure, ensuring compliance with the law. Through such simulations, participants' capabilities are enhanced, improving the operations of their respective organizations, particularly those comparable in other countries.

Social Training

This method enhances learning through interaction with others and group collaboration. Trainees are divided into groups to discuss anti-corruption topics, exchange ideas, and propose solutions. Group games are also organized to strengthen teamwork and foster a better understanding of strategies to combat corruption. This approach increases opportunities for peer learning, enabling participants to benefit from each other's experiences and insights.

Performance-Based Training

This method focuses on developing practical skills and actual performance through challenges and hands-on tasks.

Example: Participants may be tasked with addressing practical corruption-related challenges, such as analyzing cases of corruption and proposing potential solutions.



Performance evaluation tools are employed to assess the trainees' effectiveness in handling corruption-related scenarios, with immediate feedback provided to enhance their performance.

In conclusion, the diligent efforts of the Egyptian Anti-Corruption Academy to continuously update and develop training programs, while employing modern trends in training, play a crucial role in achieving greater efficiency and effectiveness in addressing this global issue.

Using modern training approaches enhances participants' critical thinking abilities, improves their skills, and reinforces values of compliance with international agreements and standards, such as the United Nations Convention against Corruption. This enables Egyptian state institutions to align their strategies with best practices in combating corruption and promoting integrity, transparency, and accountability.



Effective training is the cornerstone of development and creating positive change in participants' skills and knowledge, as well as fostering positive convictions. Knowledge is a treasure, and training is its key.

The training programs also focus on instilling workplace integrity values, enhancing skills in analysis, crisis management, and decision-making in challenging environments. They address evolving challenges, such as digital corruption and technological threats, fostering

comprehensive awareness of new dimensions of corruption and how to counter them at an early stage.

To sum up, employing these modern training approaches in combating corruption is no longer optional—it has become an urgent necessity to effectively and sustainably address contemporary challenges.



The Importance of Training Trainers on Integrity and Transparency



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Dr.Eng. Hossam Ahmed Farahat

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Expert in Institutional Development and Restructuring



Integrity and transparency are fundamental principles that underpin stable and just societies. They play a pivotal role in fostering trust among individuals and institutions while ensuring sustainable development.

In today's world, marked by an unprecedented flow of information through the internet and various media outlets, societies face significant challenges such as the spread of misinformation and rumors. These phenomena threaten the stability of nations and adversely affect economies, politics, and social security.

From this perspective, training trainers emerges as an effective tool for promoting a culture of integrity and transparency while strengthening societal capacities to address these challenges.

Training trainers in this field is a strategic investment. It prepares individuals who are capable of raising awareness and guiding institutions and communities, thereby contributing to the development of societies that can combat corruption and wisely navigate the flood of information.

Trainer education holds immense importance as it serves as the initial link in the chain of knowledge and value dissemination. A well-trained trainer can influence

a large number of individuals and institutions, fostering the spread of a culture of integrity across various sectors.

In the public sector, training trainers is essential to ensure the application of good governance principles, which rely on transparency and accountability. When public sector employees are equipped with integrity values, citizens' trust in governments increases, and opportunities for corruption decrease.

In the private sector, training trainers enhances compliance with laws and ethical standards, leading to improved work environments and attracting investments.

In education, specialized trainers can instill integrity values in young minds. Education remains the most effective means of achieving long-term cultural change.

In the media sector, the demand for qualified trainers is growing to educate journalists and media professionals on the importance of verifying information before dissemination. While media is a powerful tool for spreading truth, it can also become a dangerous weapon for propagating rumors if not wielded wisely. Training trainers in this domain is a crucial step in countering misinformation and rumors.

In light of the escalating challenges posed by the digital age, societies require trainers capable of raising community awareness about verifying the authenticity of news shared on social media platforms. By doing so, they can help ensure a more informed and resilient public in the face of modern information challenges.

The Egyptian Anti-Corruption Academy (EACA) plays a pivotal role in fostering values of integrity and transparency through its specialized training programs targeting trainers. These programs are designed to equip trainers with the skills needed to perform their roles effectively and address the specific needs of various sectors. They also enhance participants' understanding of corruption risks and mechanisms to combat them.

One of the Academy's key activities includes organizing workshops and awareness conferences that highlight the impact of rumors and misinformation on national stability. Additionally, the Academy prepares specialized trainers to identify methods used to spread false information and develop their skills to present facts in an engaging and effective manner.



The Academy's role goes beyond training trainers; it also focuses on fostering collaboration between institutions to spread awareness about the importance of integrity and transparency. This collaboration includes



Training trainers on integrity and transparency opens doors to positive societal changes. It enhances individuals' ability to confront challenges related to misinformation and corruption while building a sustainable culture of accountability and transparency.

partnerships with ministries, regulatory bodies, and media outlets, creating a network of alliances that contribute to achieving sustainable development goals and addressing shared challenges.

Moreover, the Academy works on developing innovative educational strategies that leverage technology to expand the reach of its programs to broader segments

of society. These efforts contribute to building an environment that promotes accountability and curbs the spread of corruption.

However, training trainers in the field of integrity and transparency faces significant challenges that require comprehensive responses. One of the most prominent challenges is the lack of awareness about the importance of integrity in



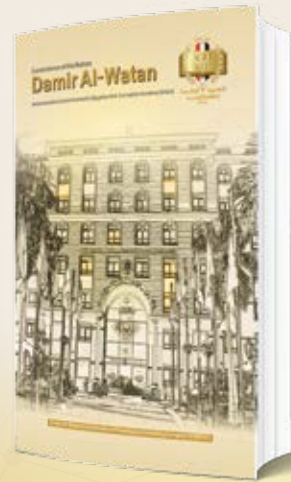
The Egyptian Anti-Corruption Academy plays a key role in promoting values of integrity and transparency through its specialized training programs, equipping trainers to perform their roles effectively and enhancing participants' understanding of corruption risks and how to address them.

some communities, necessitating intensified awareness efforts to change prevailing cultural norms. Additionally, the rapid spread of misinformation through social media presents a major obstacle to controlling rumors. Addressing these challenges calls for increased resources and support to better prepare and enhance the skills of trainers.


There is no doubt that training trainers

in integrity and transparency opens vast opportunities for achieving positive changes in society. It strengthens individuals' abilities to tackle challenges related to misinformation and corruption, contributing to the development of a sustainable culture of transparency and accountability.

Through its vital role, the Egyptian Anti-Corruption Academy can make tangible progress in this field. By developing comprehensive training programs and enhancing cooperation among various sectors, the Academy is paving the way for a strong society capable of facing challenges, achieving justice, and advancing development in alignment with Egypt's 2030 Strategy for building a new republic.



Training Programs and High-Level Delegations: Recent Contributions of the EACA

 Editorial Board

The Egyptian Anti-Corruption Academy continues to play a pivotal role in raising public awareness about combating corruption and preparing future generations equipped to address corruption effectively. By employing modern training methods, the Academy has carried out numerous activities, including training courses, workshops, and hosting visits from senior officials of oversight bodies from various friendly and allied countries. These visits aim to showcase the Academy's successful experience and explore avenues for cooperation in training and capacity-building in the field of anti-corruption.

In the Field of Hosting Programs and Courses for National and Local Entities



Over 300 University Students Join Nine Intensive Programs on Governance and Anti-Corruption



Over the course of four months, the Egyptian Anti-Corruption Academy, in collaboration with the United Nations Office on Drugs and Crime (UNODC), conducted nine intensive training programs for young people in governance and anti-corruption. These programs were part of the Global Initiative for Education and Empowering Youth (GRACE) and were held across the governorates of Cairo, Alexandria, Beni Suef, and Assiut.



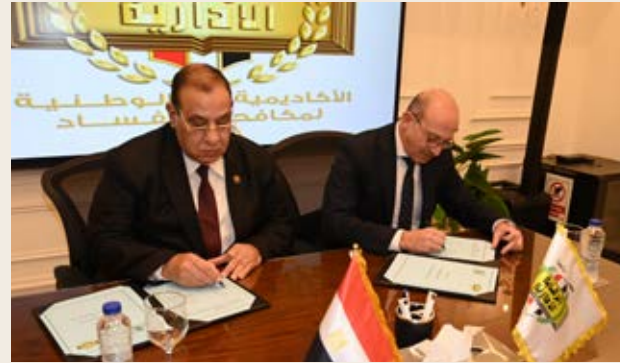


«Partnerships in Combating Corruption»

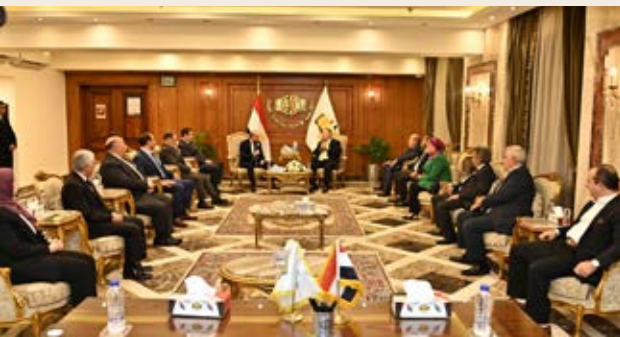
A cooperation protocol was signed between the Egyptian Anti-Corruption Academy and the General Federation of NGOs and Associations

with the aim of jointly building and developing the capacities of members and employees of NGOs and associations in governance, corruption prevention, and anti-corruption practices.

As part of the protocol's implementation, a training course was conducted with the participation of 30 representatives from the



Federation. The course covered the role of the Administrative Control Authority in preventing and combating corruption, an overview of Egypt Vision 2030, and a discussion on the Law Regulating the Practice of Civil Work, in addition to highlighting the main challenges faced by NGOs.



Enhancing the Investment Environment A Collaborative Effort Between the Academy and the Egyptian Federation of Investor Associations

The Egyptian Anti-Corruption Academy has signed a cooperation protocol with the Egyptian Federation of Investor Associations and Institutions. The partnership aims to foster coordination and collaboration in capacity-

building initiatives and joint events, promoting the values of integrity and transparency. This effort is directed at improving Egypt's investment and business environment, creating favorable conditions to attract and grow investments.



Training Program for 77 Neighborhood Secretaries and Housing Managers in Cairo, Attended by Dr. Ibrahim Saber, Governor of Cairo



Expanding Outreach Beyond Cairo Training Program on Governance and Anti-Corruption in Alexandria

The Egyptian Anti-Corruption Academy conducted a training program on governance and anti-corruption for 72 participants in Alexandria. The program covered several key topics, including an introduction to corruption, its causes and effects on society, Egypt's anti-corruption frameworks, and Egypt Vision 2030, as well as subjects related to management and work ethics.



Egyptian Anti-Corruption Academy Trains 560 Internal Audit and Governance Professionals in Youth and Sports Directorates

Egyptian Anti-Corruption Academy Leads Efforts to Raise Awareness on Illegal Migration Risks



Over the past years, the Egyptian Anti-Corruption Academy has been committed to organizing numerous events, activities, and workshops targeting various societal groups to raise awareness about the dangers of illegal migration and methods to combat it. The “Conscience of the Nation” magazine has also featured articles addressing advanced law enforcement tools to counter illegal migration and emphasized the importance of international cooperation in this area.



Productive Cooperation with Iraq's Federal Integrity Commission Twelve Training Programs for 299 Members of Iraq's Federal Integrity Commission

As part of efforts to strengthen cooperation and share expertise with counterpart Arab organizations, the Egyptian Anti-Corruption Academy conducted 12 training programs for 299 members of Iraq's Federal Integrity Commission.

The training covered topics such as:
Investigation Techniques for Detecting Corruption Crimes

Modern Trends in Management
Legal Frameworks for Combating Corruption
The Role of Media in Preventing and Combating Corruption
Planning Strategies for Institutional Performance Development
Program and Performance-Based Budgeting
The programs also included cultural visits to the National Museum of Egyptian Civilization.



Cultural Visit to the National Museum of Egyptian Civilization



New Workshop on “The Links Between Illegal Migration Crimes and the Laundering of Criminal Proceeds”

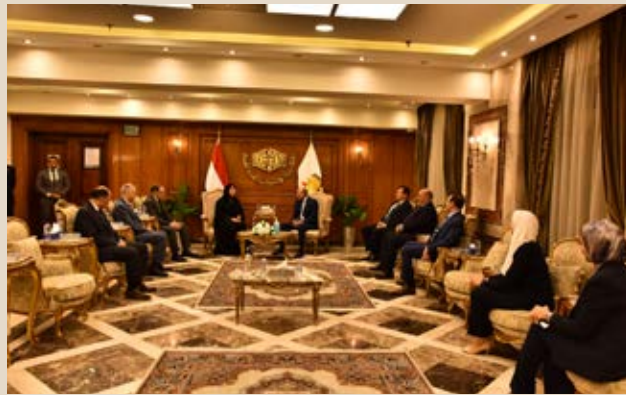
From December 3 to 5, 2024, the Egyptian Anti-Corruption Academy organized a workshop on “The Links Between Illegal Migration Crimes and the Laundering of Criminal Proceeds” in collaboration with the Fund for Combating Illegal Migration and Protecting Migrants and Witnesses. The workshop was attended by members of various

law enforcement agencies.

Key topics included the legal and legislative frameworks for combating illegal migration crimes and money laundering, the role of financial intelligence units, mechanisms for international judicial cooperation in addressing such crimes, and the challenges associated with combating these offenses.



In the Field of International Cooperation



Visit of Ambassador Maryam Al-Kaabi, UAE Ambassador to Egypt

As part of efforts to strengthen Arab cooperation in governance and anti-corruption, the Egyptian Anti-Corruption Academy welcomed Ambassador Maryam Al-Kaabi, the United Arab Emirates Ambassador to Egypt. The meeting focused on exchanging expertise and perspectives on successful governance practices implemented in both countries.



20 African Leaders Awarded Certificates for Completing Training at the Egyptian Anti-Corruption Academy



The Academy organized a training program on governance and anti-corruption in collaboration with the Egyptian Agency of Partnership for Development under the Ministry of Foreign Affairs. The closing ceremony was attended by Ambassador Osama Al-Hadi, Deputy Secretary-General of the Agency.

This training is part of the Academy's strategy to enhance the skills and capabilities of professionals in corruption prevention, law enforcement, and anti-corruption across African nations.

Marking the International Anti-Corruption Day Across Governorates



Integrity Day Held at the Egyptian Anti-Corruption Academy



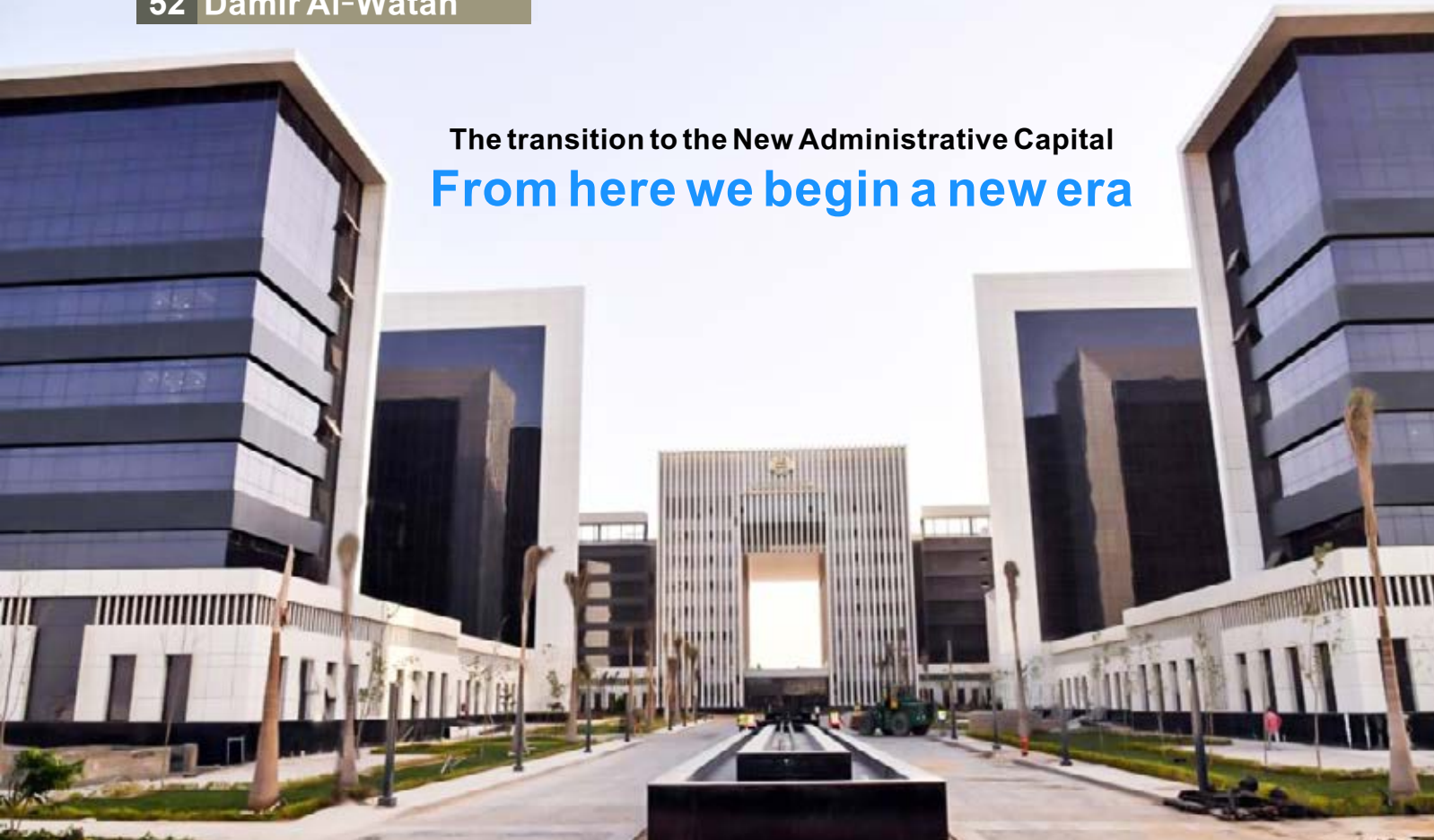
Gharbia



Alexandria



Graduation Ceremony for the Second and Third Cohorts of the Academic Diploma in Governance and Anti-Corruption at the Academy Headquarters



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

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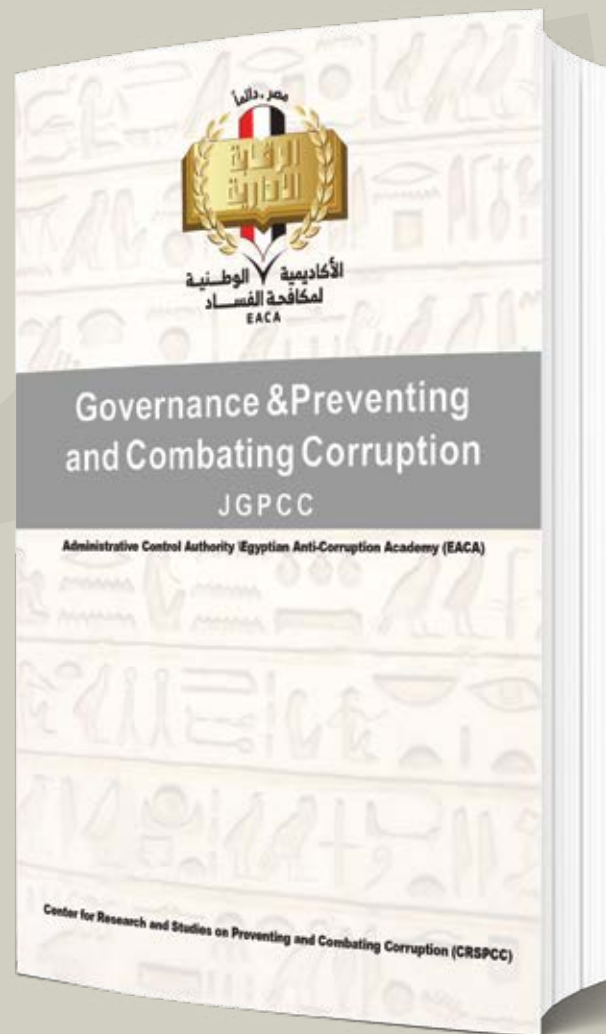
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The Journal of Governance, Preventing and Combating Corruption (JGPCC)

The Journal of Governance, Preventing and Combating Corruption (JGPCC) is a peer-reviewed scientific journal published by the Egyptian Anti-Corruption Academy for Combating Corruption. It aims to disseminate specialized research papers in the fields of corruption prevention, combating corruption, administration, law, economics, and interdisciplinary sciences related to governance and countering corruption.

Mission of the Journal

To contribute to the enlightenment and knowledge by serving as a platform for objective scientific publishing and as a beacon for realistic and innovative academic research for researchers at the national, regional, continental, and international levels. The journal covers issues related to governance, prevention, and combating corruption as well as other relevant sciences, utilizing research methodologies that support the development of thinking and analysis methods to achieve clear and implementable results.





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