

Conscience of the Nation

Damir Al-Watan

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



الأكاديمية الوطنية
لمكافحة الفساد
EACA



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

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**Partners in
Protecting
the Nation's Interests**

Conscience of the Nation

Damir Al-Watan

Issue No. 10 June 2026



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Developing the state's administrative apparatus is a comprehensive reform process built on several key pillars. These include investing in and developing human capital, modernizing infrastructure, and restructuring institutional and organizational frameworks to reflect the distinct roles and specializations of government entities. Equally important is investing in people by selecting highly qualified professionals capable of driving effective leadership, institutional development, and improved public service delivery through close coordination among all relevant government bodies.

These reform efforts are intended to strengthen efficiency, enhance institutional effectiveness, and equip the public sector to meet the demands of comprehensive national development. They also promote the prudent use of public resources while advancing higher standards of governance and institutional performance. At the same time, the state remains firmly committed to upholding the principles of competence, merit, and transparency across all government entities and throughout every stage of administrative decision-making and public service delivery.

From the directives of His Excellency
President Abdel-Fattah El-Sisi

during the meeting on the governance
of new public sector appointments
11 June 2026





When the aspiration to achieve a worthy goal is matched by clear vision and determined leadership, it becomes possible to build a better reality and a brighter future.

It was this belief that inspired the launch of the "Conscience of the Nation" magazine as one of the earliest initiatives dedicated to supporting corruption prevention and promoting integrity. The magazine was founded on the conviction that raising public awareness and advancing knowledge are essential to building a society capable of safeguarding its achievements and protecting its national assets. Since its inaugural issue, it has served as a platform for engaging the wider public while bringing together specialists, experts, and academics to foster a culture rooted in integrity, transparency, and accountability.

The magazine has also played an important role in advancing the objectives of the Egyptian Anti-Corruption Strategy by helping to foster a society that is more aware of the

dangers of corruption and better equipped to combat it. In doing so, it contributes to Egypt's broader vision for sustainable development and supports the national goals set out in Egypt Vision 2030.

The recognition Conscience of the Nation has earned from experts, academics, and practitioners is a testament to its success. Through its thoughtful, high-quality content, the magazine has enriched informed public discourse and helped deepen awareness of the principles of good governance, integrity, and the fight against corruption.

As we celebrate the publication of the magazine's tenth issue in its fifth year, we take pride in this important milestone and extend our sincere congratulations to its editorial team. We wish "Conscience of the Nation" continued success in fulfilling its national mission of serving the country, advancing knowledge, and contributing to the development of its people.

Minister/ Amr Adel
Chairman of the Administrative Control Authority



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«Conscience of the Nation»:

Five Years of Leadership and Enlightenment



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**First Undersecretary
Dr/ Mohamed Salama**

■ Editor-in-Chief

Five years have passed since the launch of the Conscience of the Nation magazine, and today we are proud to present its tenth issue to our valued readers. Those years have flown by. What began as a simple idea has evolved into an integral part of the Egyptian Anti-Corruption Academy—a distinguished institution dedicated to promoting public awareness and advancing scientific knowledge. As the training and educational arm of the Administrative Control Authority, the Academy was established with an ambitious vision. Over the years, it has grown into a modern institution whose impact has been both far-reaching and enduring. Since its establishment in 1964, the Administrative Control Authority has assumed the responsibility of serving as the nation's frontline defense against corruption. It has worked tirelessly to confront corruption in all its forms by dismantling its foundations, exposing its networks, and bringing those responsible to justice, thereby safeguarding the rights of both society and its citizens. Beyond its direct enforcement role, the Authority has also contributed to improving the performance of the state's administrative apparatus. By identifying institutional shortcomings, addressing inefficiencies in public administration, reforming flawed systems that hinder government operations, supporting informed decision-making, enhancing public sector performance, and improving the delivery of public services, it has played a vital role in strengthening governance.



As anti-corruption strategies and mechanisms have evolved, the Authority has embraced new approaches aimed at raising public awareness across all segments of society. These efforts seek to help citizens recognize the causes, dangers, and consequences of corruption while equipping them with the knowledge needed to confront it. Anti-corruption is no longer viewed solely as the responsibility of government agencies or public officials; rather, it is understood as a shared societal obligation requiring the coordinated efforts of public institutions, civil society, and individual citizens alike. This evolving philosophy also reflects broader international, regional, and national commitments within an emerging global social contract based on cooperation, transparency, and sustainable development.

The Role of the Sustainable Development Goals in Combating Corruption

Researchers and specialists examining the United Nations Sustainable Development Goals (SDGs) increasingly recognize that combating corruption is fundamental to the effective achievement of nearly every SDG.

From an economic perspective, Goals 1 (No Poverty), 2 (Zero Hunger), 8 (Decent Work and Economic Growth), 9 (Industry, Innovation and Infrastructure), and 12 (Responsible Consumption and Production) all depend upon robust measures to combat financial, administrative, and economic corruption. This includes safeguarding public resources, ensuring transparency in the management and distribution of essential goods, promoting fair access to subsidized commodities, creating an attractive and trustworthy investment environment, rationalizing public spending and consumption, and strengthening oversight of government procurement. Together, these measures preserve national

resources and support the country's broader economic objectives through transparency, integrity, and accountability.

From a social perspective, Goals 3 (Good Health and Well-being), 4 (Quality Education), 5 (Gender Equality), and 10 (Reduced Inequalities) require sound governance and effective oversight to ensure the delivery of high-quality healthcare supported by sustainable financing and balanced health insurance systems. They also call for genuine improvements in educational quality, the empowerment of women, and the promotion of social justice through the protection of shared social rights.

From an environmental and sustainability perspective, Goals 6 (Clean Water and Sanitation), 7 (Affordable and Clean Energy), 11 (Sustainable Cities and Communities), and Goals 13, 14, and 15 (Climate Action, Life Below Water, and Life on Land) demand the responsible management and protection of natural resources. This includes

strict oversight of industrial waste disposal into waterways, preventing the waste of energy resources, expanding renewable energy projects, protecting deserts, forests, and other terrestrial ecosystems, combating environmentally harmful projects that contribute to climate change, preserving

“
Guided by international and regional anti-corruption conventions, the Administrative Control Authority has placed prevention at the heart of Egypt's National Anti-Corruption Strategy, recognizing integrity as a cornerstone of sustainable development.



2030 EGYPT VISION

coastlines and marine ecosystems, safeguarding fisheries, and employing advanced technologies, including satellite monitoring, to detect environmental violations.

From an institutional and international cooperation perspective, Goals 16 (Peace, Justice and Strong Institutions) and 17 (Partnerships for the Goals) can be advanced by strengthening the independence of oversight bodies, enhancing the capabilities of personnel working within security and judicial institutions, recovering assets acquired through corrupt practices, and fostering strong partnerships among national, regional, and international organizations. Such collaboration promotes the exchange of expertise and best practices while helping to build resilient institutions capable of safeguarding the path toward sustainable development.



“Combating corruption is not merely one Sustainable Development Goal among many—it is the foundation upon which the successful achievement of nearly all the Goals depends.”

Raising Public Awareness as a Core Objective of International and Regional Anti-Corruption Conventions

The United Nations Convention against Corruption (UNCAC) underscores the responsibility of States Parties to promote public awareness through the provisions of Chapters II and V, particularly Articles 5, 6, and 13. These articles call for greater public participation within a coordinated anti-corruption framework, the establishment and promotion of effective anti-corruption practices, and enhanced cooperation among States Parties and with regional and international organizations in developing appropriate preventive measures. The Convention also emphasizes expanding and disseminating knowledge on corruption prevention, encouraging the active participation of civil society organizations, non-governmental organizations, and local community groups in anti-corruption initiatives, promoting transparency, and engaging the public through media campaigns and educational programs at both school and university levels to foster a culture of zero tolerance for corruption.

Similarly, the African Union Convention on Preventing and Combating Corruption places strong emphasis on public awareness. Article 5 calls for increasing awareness of corruption risks in both the public and private sectors through the adoption of codes of conduct, asset disclosure

requirements for public officials, and the development of educational curricula that support anti-corruption efforts. Article 12 further highlights the role of civil society and the media in informing the public about the dangers and consequences of corruption through specialized awareness and educational programs.

The Arab Convention against Corruption likewise devotes significant attention to public awareness. Article 10 of Chapter II encourages each State Party to participate in international programs and projects aimed at preventing corruption while promoting and disseminating knowledge in this field. Article 11 calls upon States Parties to adopt appropriate measures that enable individuals, civil society institutions, and community organizations to participate actively in preventing and combating corruption through public awareness initiatives and educational activities.

The Makkah Convention of the Member States of the Organization of Islamic Cooperation focuses primarily on law enforcement cooperation, including collaboration in security matters, intelligence sharing, joint investigations, and the use of modern cross-border investigative techniques. However, in areas not specifically addressed—including public awareness—it defers to the relevant provisions of the United Nations Convention against Corruption.

Promoting Public Awareness and Integrity within Egypt's National Anti-Corruption Strategy

In line with the principles enshrined in international and regional conventions, the Administrative Control Authority has made prevention and public awareness central pillars of Egypt's National Anti-Corruption Strategy. As a sectoral strategy aligned with the country's broader development agenda—Egypt Vision 2030—the Strategy has consistently emphasized public education and awareness across its three successive editions (2014–2018, 2019–2022, and 2023–2030).

Each edition has placed increasing emphasis on building a well-informed society capable of preventing and confronting corruption. Most notably, the fourth objective of the current (2023–2030) Strategy is the creation of “a society that is aware of the risks of corruption and capable of combating it.” The Nation's Conscience magazine was conceived as one of the Administrative Control Authority's key initiatives—published through the National Anti-Corruption Academy—to help realize this objective as part of the implementation of the Strategy's second phase.

Five Years of The Conscience of Nation's: A Platform for Building an Anti-Corruption Culture

Over the past five years, The Nation's Conscience has established itself as one of the leading platforms dedicated to promoting public awareness of anti-corruption and

advancing knowledge in governance and related disciplines, including law, public administration, economics, strategy and national security, international cooperation, programming, and cybersecurity.

The magazine has become an important forum for distinguished scholars, policymakers, practitioners, and subject-matter experts from Egypt and abroad to exchange ideas and contribute to the development of a culture that rejects corruption. Its reach now extends well beyond Egypt through the Authority's international partnerships and the participation of Arab and international professionals studying at the National Anti-Corruption Academy.

To date, the magazine has published 19 articles on anti-corruption, 14 on public administration and leadership development, seven on governance, 11 on digital technologies and cybersecurity, eight on economics, 18 on media and public awareness, and nine on strategy and national security.

From an international perspective, the magazine has featured ten articles addressing African issues, four focusing on the Arab region, and eight covering broader international themes and collaborative initiatives involving counterpart organizations and experts from around the world. In addition, it has regularly documented the Administrative Control Authority's and the National Anti-Corruption Academy's national and international activities in training, education, and capacity building.

During this five-year period, Conscience of the Nation also published two special editions. The first commemorated Egypt's hosting of the Ninth Session of the Conference of the States Parties to the United Nations Convention against Corruption (CoSP9) in Sharm El-Sheikh in December 2021.

The conference culminated in the adoption of the Sharm El-Sheikh Declaration on Strengthening International Anti-Corruption Cooperation in Times of Emergency, issued amid the global COVID-19 pandemic. The Declaration reflected the need to adapt anti-corruption efforts to unprecedented global challenges, during a session chaired by Egypt's Administrative Control Authority.

The second special edition was devoted to women, published under the title “Partners in Tomorrow, Makers of Glory.” Released to coincide with International Women's Day in March 2026, the issue celebrates the enduring contributions of Egyptian women to the nation's development and public service throughout history. It documents their achievements through articles authored by distinguished women who have held ministerial and international leadership positions, alongside contributions from leading female experts across a wide range of disciplines. The edition also features inspiring profiles of prominent women representing both the Arab world and the international community.

To maximize its reach, Conscience of the Nation is published in Arabic, English, and French, enabling it to serve readers across the Arab region, the African continent, and the wider international community of practitioners, researchers, and specialists in the fields covered by the magazine. To



As the fight against corruption has evolved, so too has the Authority's approach—expanding public awareness beyond the public sector to empower every citizen with the knowledge needed to recognize, prevent, and confront corruption.



ensure fast, secure, and specialized access to its content, the magazine is available through the Egyptian Knowledge Bank (EKB)—one of the world's largest digital knowledge platforms—as well as on the official website and social media channels of the Administrative Control Authority and the National Anti-Corruption Academy.

A Three-Pillar Strategy for Public Awareness

Conscience of the Nation represents one of three complementary initiatives launched by the Administrative Control Authority to promote public awareness of corruption and strengthen a culture of integrity.

Published twice annually, in June and December, the magazine complements the Authority's second publication, the Journal of Governance for the Prevention and Combating of Corruption (JGPCC), a peer-reviewed scientific journal issued every March and September.

The third pillar of this integrated awareness strategy has been the Authority's annual participation—through the National Anti-Corruption Academy—in the Cairo International Book Fair, where it has maintained a dedicated pavilion for five consecutive years. Together, these three initiatives form a comprehensive public outreach program designed to engage all segments of society while serving researchers, students, and professionals interested in the Authority's work and the Academy's educational and cultural activities.

Conclusion

As we publish the tenth issue of Conscience of the Nation in its fifth year of publication, we reaffirm our commitment to continuing these pioneering initiatives in support of the fight against corruption.

We remain dedicated to fostering a culture of integrity across Egyptian society by promoting the principles of corruption prevention and prevention-based governance. Equally important is our commitment to instilling these values and this knowledge in younger generations, helping to prepare them for a future founded on integrity, responsibility, and public service.

Together, we look forward to building a more prosperous future and advancing comprehensive and sustainable development, united under the banner:

“Partners in Protecting the Nation's Interests.”

From the Conscience of the
Nation Archive
Issue One – December 2021



From the Conscience of the
Nation Archive
Issue One – December 2021



From its inaugural issue, the Editorial Board of Conscience of the Nation was committed to bringing together a distinguished group of ministers, public figures, national experts, and leading academics to contribute thought-provoking articles and shape the magazine's intellectual foundation.



From the outset, the Administrative Control Authority recognized that raising public awareness is one of the most effective means of preventing corruption. Accordingly, the magazine sought to foster a culture of integrity by engaging young people and students across all stages of education.



Tributes to the «Conscience of the Nation»



It has been a privilege to contribute to Conscience of the Nation magazine, as we celebrate the publication of its tenth issue and its fifth anniversary. The magazine has filled a significant gap by providing a distinguished platform for rigorous, knowledge-based articles on governance, anti-corruption, oversight, and performance evaluation. Its success has been made possible by an outstanding group of scholars and experts whose contributions have elevated the publication to its remarkable standing in a relatively short time. My sincere appreciation goes to the editorial team and to the National Anti-Corruption Academy. I wish them continued success and excellence in the years ahead.

Prof. Hussein Eissa
Deputy Prime Minister for Economic Affairs

Tributes to the «Conscience of the Nation»

In a remarkably short time, Conscience of the Nation has established itself as a publication with a distinctive identity and lasting impact. Few magazines are published in three languages, enabling Egypt's voice to reach audiences far beyond its borders. By addressing issues of growing importance not only in Egypt but across many regions of the world, it has earned the attention of readers, analysts, policymakers, and academics alike. I have been pleased to contribute alongside a distinguished group of internationally recognized experts whom the magazine has successfully brought together. My sincere congratulations to the editorial and review teams, and my best wishes for the magazine's continued growth and success.

Prof. Ahmed Darwish
Former Minister of State for Administrative Development





Enabling Sustainable Development



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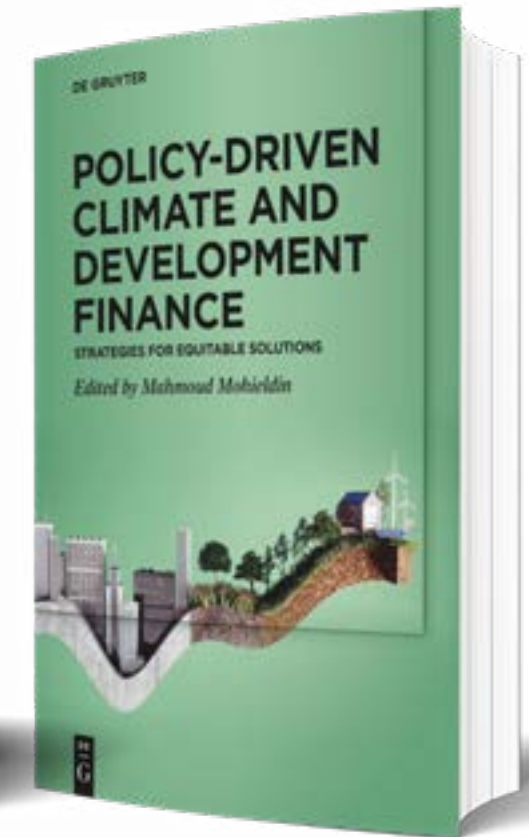
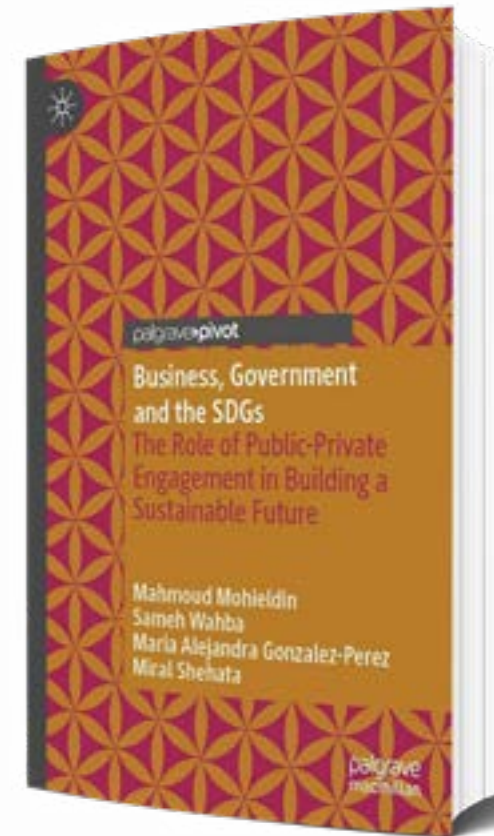
Prof/ Mahmoud Mohieldin

■ Professor of Economics, Faculty of Economics and Political Science, Cairo University
The United Nations Secretary General Special Envoy on Financing Sustainable Development



When leaders of United Nations Member States gathered at the Sustainable Development Summit in September 2015 to adopt the Sustainable Development Goals (SDGs), the global climate for economic cooperation was far more favorable than it is today. This enabled the international community to agree on an ambitious 15-year development agenda extending to 2030.

As I explained in a book I co-authored in 2023 on the respective roles of governments and the private sector in achieving the 17 Sustainable Development Goals, the SDGs can be envisioned as a pyramid. At its core lies participation, which provides the overarching framework, while good governance forms the foundation. Built upon that foundation is investment in human development through high-quality education and healthcare, supported by partnerships with the private sector to finance infrastructure, energy, urban and rural development, and economic growth. Public investment in water resources, together with sustainable patterns of production and consumption, constitutes another essential pillar of this framework.



At the apex of this pyramid are investments in climate action and the protection of ecosystems, both on land and below water. When sustained over time, these investments create the conditions for eradicating extreme poverty—the first of the Sustainable Development Goals—while promoting greater equity within and among nations.

To track progress, the 17 SDGs have been translated into 169 specific targets, measured through more than 230 quantitative and qualitative indicators. In 2015, the annual financing gap facing developing countries in achieving these goals was estimated at approximately US\$2.5 trillion. According to the latest United Nations report, that gap has since widened to US\$4 trillion.

The report also presents a sobering assessment of global progress. Only 18 percent of the SDG targets are currently on track to be achieved by 2030. More than half remain significantly off track, while over 30 percent have moved in the wrong direction, with performance now worse than at the 2015 baseline.

Many observers attribute this disappointing performance to the succession of global shocks that began with the COVID-19 pandemic in 2020, followed by escalating geopolitical conflicts and the fragmentation of the global economy through rising trade protectionism. While these developments have undoubtedly compounded existing challenges, they do not fully explain the current development crisis.

A United Nations assessment of global development performance through 2019—before these shocks occurred—had already concluded that progress toward the SDGs was insufficient and well below the pace required. External crises alone, therefore, cannot account for the shortfall. Equally important are domestic structural weaknesses, including fragile institutions, inconsistent public policies, conflicting policy priorities, declining competitiveness, weak investment, and slower economic growth—all of which undermine the prospects for sustainable development.

The World Bank's Global Economic Prospects report, published in June 2026, reinforces these concerns. It projects

global economic growth of just 2.5 percent, the lowest rate recorded since the pandemic, while growth in developing economies and emerging markets is expected to slow to 3.6 percent. This trend threatens employment creation and further complicates efforts to achieve the Sustainable Development Goals, particularly in developing countries, where an estimated 1.2 billion people are expected to enter the labor market over the coming decade.

Accelerating progress toward the SDGs requires activating three fundamental enablers: financing, technology,

and incentives that encourage governments, the private sector, and civil society to change behavior in support of sustainable development.

My emphasis on these three enablers was reinforced during a discussion I moderated with Nobel Prize-winning economist Esther Duflo, whose pioneering research has transformed the field of poverty reduction. Our

conversation took place during preparations for the 27th United Nations Climate Change Conference (COP27), held in Sharm El-Sheikh in 2022.

The first enabler—financing—requires every country to establish an effective framework for financing sustainable development. This framework was further refined at last year's conference in Seville, Spain. Among its most significant outcomes were recommendations for reforming public financial management and tax systems to mobilize domestic public resources and align national budgets



The United Nations' May 2026 report, Measuring What Matters: A Compass for People and Planet, calls for a fundamental shift in how national progress is assessed, proposing a new framework built around four pillars: peace and human rights, the well-being of people and the planet, equity and inclusion, and sustainability and resilience.

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with development priorities, particularly in education, healthcare, and critical infrastructure.

The conference also emphasized strengthening public debt management and reducing debt-servicing burdens that constrain government budgets, while improving the investment climate and creating a level playing field that enables private-sector investment and economic activity to flourish.

The second enabler—technology and knowledge—is indispensable for improving productivity and competitiveness. In an era defined by digital transformation and the transition to a green economy, technological innovation is central to achieving many of the Sustainable Development Goals, including better healthcare, higher-quality education, access to clean and renewable energy, climate action, and sustainable water management.

Realizing these opportunities requires stronger international cooperation, greater investment in research and development, and enhanced institutional and economic capacity to absorb and apply new technologies and knowledge. Without such efforts, disparities in technological readiness will widen, leading to greater inequalities in income, wealth, and development outcomes.

The third enabler—arguably the most critical—is the one that shapes behavior toward reform, innovation, and progress. It lies in creating the right incentives: activating the principles, policies, and mechanisms that encourage meaningful change.

These incentives take many forms. They include modernizing legislation, strengthening regulatory systems, and ensuring their effective enforcement. They also involve redesigning reward and incentive structures within government, the private sector, and society at large so that they support sustainable development objectives.

Behavior is also influenced by the culture of society itself. As knowledge expands, education advances, and people learn from successful models, societies become more inclined to pursue progress, uphold justice, and improve living standards. These aspirations have long been among the defining values and responsibilities of the middle class in any society.

Meaningful behavioral change, however, requires public policies that are clearly articulated and transparently communicated. It also demands avoiding the false policy dichotomies that often distort public debate. A notable example is the perceived divide between advocates of climate action and proponents of economic development. In reality, no practical or scientific conflict exists between the two. Measures that reduce greenhouse gas emissions simultaneously advance renewable energy—one of the Sustainable Development Goals—while climate adaptation efforts, such as protecting water resources and improving water management, are themselves integral to sustainable development.

In today's increasingly fluid international environment—

In today's fragmented world—marked by uncertainty, declining trust, and geopolitical conflict—policymakers face two clear choices: rebuild international cooperation and make the most of existing global mechanisms for finance, technical assistance, and dispute resolution, or risk further fragmentation.



characterized by heightened uncertainty, declining trust, and geopolitical conflicts that have fragmented the global landscape—policymakers face two principal courses of action.

The first is to work toward repairing international cooperation while making the best possible use of the remaining global mechanisms for development finance, technical assistance, and dispute resolution.

The second—and arguably the more important—is to embrace a new model of regionalism founded on pragmatic cooperation and the localization of development.

Practical cooperation among neighboring countries has become an economic necessity. Improved transportation and connectivity have expanded opportunities beyond immediate geographic proximity, making regional integration more feasible than ever. Stronger regional partnerships can increase intra-regional trade at a time when global trade faces growing protectionist pressures. They can also facilitate the orderly movement of labor in response to increasing migration driven by political instability and discrimination. Across the Global South, new forms of regional cooperation are emerging as countries seek greater economic resilience and shared prosperity.

The Association of Southeast Asian Nations (ASEAN) provides a compelling example. Home to approximately 700 million people across ten highly diverse and rapidly growing economies, ASEAN has become the world's fifth-largest economic bloc. It now seeks to play a more influential role in shaping the emerging global order through a pragmatic, goal-oriented approach while expanding cooperation with other regional groupings across the Global South to advance mutual interests.

Within Egypt's Arab, African, and Mediterranean neighborhoods, similar opportunities exist and should not be overlooked. Countries that share common aspirations for peace, security, and development have every reason to

establish practical regional partnerships without waiting for reluctant actors or allowing hesitation to delay cooperation.

At the same time, regional integration should complement—not replace—broader engagement with the global economy. Expanding trade, investment, technological exchange, and knowledge partnerships with countries around the world remains essential, provided such relationships are based on mutual respect, fair competition, and shared progress.

Measuring development is equally important. Traditional indicators have often proved too narrow to adequately support sound governance, policy evaluation, and continuous improvement. In May of last year, a United Nations expert panel released its final report, *Measuring What Matters: A Compass for People and Planet*, proposing a new framework for assessing national performance.

Following a year of consultations, the report recommended replacing conventional accounting approaches with a multidimensional dashboard organized around four pillars: peace and human rights; the well-being of people and the planet; equity and inclusion; and sustainability and resilience.

The proposed framework comprises 31 quantitative and qualitative indicators, more than half of which are directly linked to the Sustainable Development Goals. The first measures governance, institutional effectiveness, and accountability. The second evaluates citizens' quality of life, including employment, income, health, education, security, social cohesion, and environmental quality. The third focuses on equity and inclusion by tracking poverty, income inequality, and disparities among population groups and generations. The fourth assesses sustainability and resilience by connecting present-day conditions with future living standards while measuring different forms of capital, including human, social, physical, institutional, and natural capital.

With fewer than five years remaining until the 2030 deadline for achieving the Sustainable Development Goals, there is no room for further delay or wasted opportunity. Despite the uneven global progress described above, countries such as China, India, several ASEAN members, and members of the Organisation for Economic Co-operation and Development (OECD) have demonstrated noteworthy achievements. Other developing countries are also accelerating progress by mobilizing financing, improving

implementation capacity, harnessing available technologies, and introducing targeted policy accelerators in areas such as poverty reduction, education, healthcare, and investment in the digital and green economies.

Egypt, for its part, possesses significant competitive advantages. Its political stability, secure environment, youthful population, and diversified economic base provide a strong platform for future growth. These strengths position the country to expand into emerging fields such as artificial intelligence, digital transformation, and the green economy powered by renewable energy. They also create opportunities to attract greater investment in industry, agriculture, and services through a development strategy rooted in local capacity while pursuing carefully planned regional expansion based on sound economic fundamentals.

«Regional cooperation is no longer simply a strategic option; it has become an economic imperative. Stronger partnerships among neighboring countries can expand intra-regional trade, enhance resilience, and create new opportunities in an increasingly uncertain global economy.»

From the Conscience of the Nation Archive: Proceedings of the Ninth Session of the Conference of the States Parties to the United Nations Convention against Corruption (Commemorative Issue, June 2022)



Commemorative
Issue



Commemorative
Issue

From the Conscience of the Nation Archive:
Proceedings of the Ninth Session of the
Conference of the States Parties to the United
Nations Convention against Corruption
(Commemorative Issue, June 2022)



Participants at the Ninth Session of the Conference of the States Parties to the United Nations Convention against Corruption (December 2021).



Sharm El-Sheikh Declaration: The World United Against Corruption

The Administrative Control Authority documented the proceedings of the Ninth Session of the Conference of the States Parties to the United Nations Convention against Corruption (COSP9), held in Sharm El-Sheikh, in a special commemorative issue. Designed as a key reference for researchers and practitioners, the publication highlights the conference's principal outcomes and decisions, including the Sharm El-Sheikh Declaration, which sets out measures for strengthening international cooperation in preventing and combating corruption during emergencies, crisis response, and recovery.



Coverage of the COSP9 Youth Simulation Conference organized by Cairo University

Tributes to the «Conscience of the Nation»



On the occasion of the publication of the tenth issue of Conscience of the Nation in its fifth year, I commend the Administrative Control Authority for its leading national role in promoting integrity, transparency, and institutional excellence. The magazine has become an important knowledge platform that reflects this mission while raising awareness of governance and anti-corruption issues, supporting Egypt's development journey and the pursuit of a more sustainable future.

Dr. Ashraf El-Araby

Former Minister of Planning, Follow-up and Administrative Reform

Tributes to the «Conscience of the Nation»

Over the past five years, Conscience of the Nation has consistently delivered rigorous, knowledge-driven content that connects integrity, governance, and sustainable development. The publication of its tenth issue marks an important milestone and an opportunity to recognize its sustained contribution to advancing awareness of national priority issues. I extend my best wishes for its continued success.

Prof. Mahmoud Mohieldin

Professor of Economics, Faculty of Economics and Political Science, Cairo University
The United Nations Secretary General Special Envoy on Financing Sustainable Development



Egyptian Governance: From State Administration to Building Public Trust



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In today's world, governance has become one of the fundamental pillars of a state's ability to manage its resources effectively, uphold justice, and strengthen public trust in its institutions. Against this backdrop, Egypt's recent governance experience deserves particular attention. Over the past several years, governance has evolved from a policy aspiration into a practical framework underpinning institutional reform, anti-corruption efforts, digital transformation, and improvements in the quality of public services.

Eng/ Khaled Abdel Aziz

■ Chairman of the Supreme Council for Media Regulation

The Egyptian state has recognized that sustainable development is not achieved solely through the implementation of major national projects. It also depends on a strong and capable public administration able to plan, implement, monitor, and evaluate policies within a framework of transparency and accountability. Governance, therefore, has become the mechanism through which public resources are translated into measurable outcomes and public policies are implemented according to a coherent national vision rather than fragmented initiatives.

This vision is closely aligned with Egypt Vision 2030, which places sustainable development—across its economic, social, and environmental dimensions—at the heart of the country's national agenda. The strategy links improvements in quality of life to the creation of more efficient, responsive public institutions capable of meeting citizens' needs. As a result, governance has become a matter of direct relevance to every citizen, influencing everything from the quality of government services and the integrity of public financial management to equality of opportunity.

One of the defining features of Egypt's governance model is its integration of governance and anti-corruption policies. The launch of the Third National Anti-Corruption Strategy (2023–2030) builds upon earlier initiatives aimed at promoting integrity, preventing corruption, and strengthening coordination among state institutions. The significance of this approach lies in its recognition that corruption is not simply a matter of individual misconduct, but often reflects systemic weaknesses within the administrative environment. Accordingly, prevention is pursued through streamlined procedures, simplified public services, reduced unnecessary human intervention, and more effective systems of monitoring and accountability.

Within this framework, oversight institutions play an essential role in protecting public resources and improving administrative efficiency. Foremost among them is the Administrative Control Authority, whose institutional model extends beyond detecting violations to preventing them, strengthening the performance of the public administration, and closing opportunities for corruption before they emerge. Such progress has been made possible through sustained political commitment and close coordination among state institutions, enhancing the government's capacity for effective oversight and evaluation.

Perhaps more important than detecting violations after they occur is establishing systems that prevent them from occurring in the first place. Egypt's governance model is therefore built not only on identifying wrongdoing, but also on understanding its underlying causes, eliminating its sources, and preventing its recurrence.

Digital transformation represents another cornerstone of Egypt's governance framework. The digitalization of public services reduces direct interactions between service providers and citizens, accelerates administrative procedures, and generates more accurate data to support informed decision-making. In this context, the Digital Egypt initiative has emerged as a national program designed to modernize government services while building a public administration driven by technology and data.

Transparency is equally indispensable. Citizens should understand how public services are delivered, what their rights are, which procedures they must follow, and which authority is responsible for providing each service. When rules are transparent and clearly communicated, opportunities for arbitrary decision-making are significantly reduced. Governance thus becomes not only a mechanism for oversight but also a means of strengthening institutional capacity. Sound legislation alone is insufficient without qualified public servants, capable managers, and administrative systems that enable performance to be measured and continuously improved.

For this reason, modernizing the public administration, investing in human capital, and updating management practices are all indispensable components of successful

reform. Institutions are not transformed by legislation alone; lasting change requires a shift in the administrative culture that shapes decision-making and organizational behavior.

At the societal level, the state has sought to broaden participation in the development process by encouraging community initiatives, civil society engagement, and collaborative partnerships. A strong state does not operate in isolation from its society; rather, it derives much of its strength from an engaged and informed citizenry. Experience has consistently demonstrated that sustainable development can only be achieved through genuine cooperation between public institutions and civil society.

The state has likewise recognized the importance of cultivating public awareness. When practiced with professionalism and responsibility, the media serves as a vital partner in protecting society from misinformation, presenting facts objectively, and fostering informed public dialogue that supports stability. Regulating the media landscape on the basis of a balanced relationship between freedom and responsibility is therefore intended not to restrict freedom of expression, but to safeguard it, ensuring that public discourse remains a force for constructive nation-building.

Even so, embedding governance as a lasting institutional culture is neither a simple nor a rapid undertaking. It is a long-term process that requires continuity, political commitment, continuous evaluation, and the willingness to acknowledge institutional shortcomings. It also requires a society that understands institutional reform may not produce immediate results, but instead lays the foundations for a stronger and more resilient future.

Undoubtedly, the path ahead presents significant challenges. Public expectations remain high, policy issues are increasingly complex, and sustained effort and regular reassessment are essential. Yet there is reason for confidence in the clear commitment of the political leadership to continuous improvement and in an approach grounded in learning, adaptation, and institutional development.

Ultimately, Egypt's governance experience represents an effort to redefine the relationship between the state and society on the principles of efficiency, accountability, and mutual trust. As the country continues to strengthen transparency, improve oversight, expand digital transformation, and invest in developing human capital within public institutions, it will be better positioned to achieve sustainable development. The true measure of progress lies not only in the roads, cities, and infrastructure that are built, but also in the institutions that govern them, the laws that regulate them, and the public trust that gives them lasting meaning. Institutional cohesion, coupled with an increasingly informed society, remains the surest path toward meeting the major challenges confronting both Egypt and the wider world.

Modernizing the public administration, investing in talent, and updating management practices are essential to any successful reform. Institutions are transformed not by decisions alone, but by changing the administrative culture that shapes how people think, lead, and perform.

Digital transformation is a cornerstone of Egypt's governance model. By digitizing public services, the state can reduce unnecessary human interaction, accelerate service delivery, and provide decision-makers with more accurate, data-driven insights.



Issue Two



Issue Two



As part of its comprehensive public awareness mission, Conscience of the Nation reached out to all segments of society, including persons with disabilities, through coverage of specialized training programs organized by the Egyptian Anti-Corruption Academy in cooperation with the National Council for Persons with Disabilities.



The magazine also highlighted training initiatives for African participants under the President's initiative to build the capacities of African law enforcement and anti-corruption professionals.

Tributes to the «Conscience of the Nation»



In recognition of the distinguished academic mission of Conscience of the Nation Journal, its outstanding scholarly and intellectual contributions, and its pioneering role in promoting a culture of integrity and transparency and advancing the principles of corruption prevention and anti-corruption, the President of the Algerian High Authority for Transparency, the Prevention and Fight against Corruption, on her own behalf and on behalf of the members of the High Authority's Council and its staff, extends her highest appreciation, gratitude, and sincere thanks.

This tribute acknowledges the Journal's distinguished efforts and significant contributions to raising public awareness and promoting the values of good governance, accountability, and responsible citizenship, thereby helping to build a more transparent and integrity-driven society.

Prof. Salima Mesrati

President of the High Authority for Transparency, the
Prevention and Combating of Corruption - Algeria



In addition, it emphasized the role of governance principles and high-quality, reliable data in advancing Egypt's Sustainable Development Strategy: Vision 2030.



It ensures success of the development goals

**Combating Corruption
through Data Quality**



Combating
Corruption
through Data
Quality
Prof. Dr. Mahmoud Al-Saeed

Tributes to the «Conscience of the Nation»

Raising public awareness about the importance of combating corruption is one of the most effective means of preventing it, in line with the principles of the United Nations Convention against Corruption. We therefore commend the role of Conscience of the Nation, published by Egypt's Administrative Control Authority, in promoting public awareness and encouraging community participation in fostering ethical conduct while strengthening understanding of the concepts of integrity and transparency.

Cristina Albertin

Regional Representative, United Nations Office on Drugs and
Crime (UNODC) Middle East and North Africa



The Parallel Financial Investigations Guide

An Institutional Framework for Strengthening International Capacity to Combat Financial Crime



ضمير
الوطن

Dr/ Alaa El Oweiny

**■ Undersecretary-
Administrative Control
Authority**



Financial crime has emerged as one of the most serious threats facing the modern world. Its impact extends well beyond national economies, posing significant risks to the stability and integrity of the global financial system. Driven by rapid digitalization and the growing interconnectedness of international financial markets, illicit proceeds can now cross borders almost instantaneously, disappearing behind complex layers of corporate structures, bank accounts, and digital assets. These increasingly sophisticated schemes have made financial investigations far more challenging, complicating efforts to trace illicit funds and identify those responsible. Against this backdrop, traditional criminal investigation techniques are no longer sufficient on their own. Today's enforcement authorities require specialized, integrated financial investigation tools capable of tracing complex financial flows, following the proceeds of crime, uncovering the predicate offenses from which those proceeds originated, and ultimately bringing perpetrators to justice.



A Capacity-Building Framework for Combating Transnational Financial Crime

The Parallel Financial Investigations Training Guide was developed in response to these evolving challenges. It represents the outcome of a broad institutional partnership that combines Egypt's accumulated national expertise with effective regional and United Nations cooperation. Designed as a comprehensive practical resource, the Guide equips competent authorities across the Middle East and North Africa with a structured methodology for conducting parallel financial investigations professionally and effectively.

The Guide is intended for law enforcement personnel, public prosecutors, financial intelligence analysts, and all professionals whose responsibilities involve investigating complex financial crimes and tracing criminal assets.

An Institutional Partnership Built on International Cooperation

The preparation of the Guide reflects an exceptional collaboration among national, regional, and international institutions, exemplifying the importance of collective action in combating financial crime.

The initiative originated from a recommendation by the League of Arab States, which called upon States Parties to the Arab Convention against Corruption to develop a specialized training manual on conducting parallel financial investigations in cases involving criminal proceeds.

In response, the Guide was jointly prepared by Egypt's Administrative Control Authority, the United Nations Office on Drugs and Crime (UNODC), the Egyptian Public Prosecution, the Anti-Money Laundering and Counter-Terrorist Financing Unit, and the National Coordinating Committee for Combating and Preventing Illegal



MENAFATF

Migration and Trafficking in Persons.

This partnership between Egyptian national institutions and the United Nations Office on Drugs and Crime is firmly grounded in a robust international legal framework. The United Nations Convention against Corruption (UNCAC) calls upon States Parties to strengthen international cooperation, enhance the use of financial investigations, and implement effective mechanisms for asset recovery.

Similarly, the Arab Convention against Corruption urges States Parties to adopt legal and institutional measures enabling the confiscation of proceeds derived from criminal activity.

The initiative also reflects the recommendations of Resolution No. 1325, adopted by the Council of Arab Ministers in 2023, which called for the institutionalization of financial investigations in corruption cases through specialized training programs and regional professional forums.

In addition, Recommendations 30 and 31 of the Financial Action Task Force (FATF) emphasize the importance of equipping law enforcement authorities with comprehensive investigative powers, including full access to the documents, financial records, and information necessary to investigate money laundering and the predicate offenses associated with it.

The fact that the Guide was developed by a multidisciplinary team of practitioners with extensive experience in financial investigations, prosecution, and law enforcement gives it a distinctive practical dimension. Rather than being a purely academic or theoretical publication, it is firmly rooted

in operational experience and reflects the realities encountered by investigators in the field.

Structure of the Training Guide

The Guide is organized into seven integrated chapters, combining theoretical foundations with practical application through the use of real-world case studies. Its structure follows a logical progression, guiding participants from the relevant legal framework to the practical investigative techniques required to conduct effective parallel financial investigations.





Regional Experts' Meeting, attended by representatives of 13 Arab countries and international organizations, to launch the Guide on Parallel Financial Investigations, held at the Academy Headquarters.

Chapter One: Money Laundering

The opening chapter introduces the concept of money laundering, providing a comprehensive explanation of its legal definition and the three classic stages of the laundering process: placement, layering, and integration. It examines the constituent elements of the offense, including the predicate offense, the material element (*actus reus*), and the mental element (*mens rea*).

The chapter also reviews the principal international legal instruments governing anti-money laundering efforts. These include the United Nations Convention against Transnational Organized Crime (Palermo Convention, 2000), which broadened the criminalization of money laundering to encompass the proceeds of organized crime while strengthening international cooperation and asset confiscation mechanisms.

It further examines the United Nations Convention against Corruption (UNCAC, 2003), which established a comprehensive international framework for combating corruption through criminalization, international cooperation, and asset recovery. Additional instruments discussed include the Arab Convention against Corruption, the African Union Convention on Preventing and Combating Corruption, the Makkah Convention for Member States of the Organisation of Islamic Cooperation, and the recommendations of the Financial Action Task Force (FATF). Established in 1989, the FATF has developed the world's most influential anti-money laundering standards, reinforced through a rigorous mutual evaluation process that may ultimately result in non-compliant jurisdictions being placed on international watchlists.

Chapter Two: Money Laundering Instruments and Investigative Authorities

The second chapter provides a comprehensive overview of the financial instruments commonly exploited for money laundering.

It examines traditional banking products—including current accounts, savings accounts, deposits, checks, international wire transfers, loans, letters of credit, electronic wallets, and Islamic financial instruments—as well as non-banking mechanisms such as financial leasing, insurance products, commercial paper, securitization, securities

trading, financial derivatives, and foreign exchange services.

Particular attention is devoted to emerging financial instruments that present growing challenges for investigators, including virtual assets and cryptocurrencies, trusts, offshore companies, shell corporations, and the hawala system.

The chapter also outlines the principal indicators of suspicious financial activity, including unusual transactions, suspicious customer behavior, and atypical account activity. It concludes by identifying the authorities responsible for financial intelligence, investigation, and prosecution, together with their respective mandates and legal powers.

Chapter Three: Information Gathering and Intelligence Development

One of the Guide's most practice-oriented chapters, Chapter Three provides a comprehensive framework for identifying and exploiting the diverse sources of information available to financial investigators.

It covers criminal records, financial data, government databases—including tax, customs, and public service records—suspicious transaction reports submitted by Financial Intelligence Units (FIUs), and advanced technological resources such as big data analytics, artificial intelligence, and open-source intelligence (OSINT).

The chapter equips investigators with the analytical skills required to examine financial records and transactional patterns effectively. It also devotes substantial attention to one of the most challenging issues in modern financial investigations: identifying the beneficial owner. The Guide explains how beneficial ownership is frequently concealed through complex legal structures and presents specialized methodologies for uncovering the individuals who ultimately control or benefit from assets.

In addition, the chapter introduces two widely recognized forensic accounting techniques for identifying concealed income: the net worth method and the sources-and-uses-of-funds method.

The chapter concludes with a detailed discussion of the collection and preservation of criminal evidence and the legal standards governing its admissibility before the courts. It covers physical, testimonial, technical, and digital evidence, with particular emphasis on handling



The participating countries representatives at the Regional Experts Meeting reached agreement on the content of the Guide of Parallel Financial Investigations

digital evidence, documenting investigative findings in accordance with established procedural requirements, and highlighting both best practices and common pitfalls encountered during parallel financial investigations.

Chapter Four: Parallel Financial Investigations

This chapter introduces the concept of the parallel financial investigation and defines the circumstances under which it should be initiated. It explains when such investigations become necessary based on the nature of the underlying offense or the existence of indicators suggesting money laundering activity.

The chapter then presents a comprehensive operational methodology for conducting a parallel financial investigation. The process begins with a systematic analysis of the initial complaint and its factual circumstances, followed by a legal assessment of the relevant statutory provisions to identify the constituent elements of the offense. It proceeds through evidence gathering and the issuance of the necessary judicial orders before culminating in the development of an evidence matrix that establishes the link between the proceeds generated by the predicate offense and the subsequent money laundering activity.

Chapter Five: Investigating Money Laundering Offenses

This chapter translates legal principles into practical investigative procedures, providing investigators with a step-by-step guide through every stage of a money laundering investigation.

It begins with preparation for the criminal investigation and the preliminary measures required, including requesting intelligence reports, obtaining financial information, and securing precautionary judicial measures such as asset freezing orders, restrictions on asset management, search and seizure warrants, travel bans, and requests for information from relevant government authorities.

The chapter also explains how investigators can trace criminal proceeds across multiple asset classes, including bank accounts, electronic wallets, real estate, vehicles, shares, bonds, business interests, precious metals, and virtual assets. It further addresses the questioning of suspects and other individuals believed to have participated in the commission of the offense.

To facilitate practical implementation, the chapter concludes with a collection of ready-to-use model documents, including applications for asset freezing, bank secrecy waivers, and travel restriction orders.

Chapter Six: International Cooperation and Information Exchange

Because money laundering is inherently transnational, financial investigations frequently extend beyond national borders.

Accordingly, the Guide classifies international cooperation into two complementary tracks in line with Financial Action Task Force (FATF) standards.

The first is an informal cooperation mechanism, designed to facilitate the rapid exchange of financial intelligence during the intelligence-gathering phase.

The second is a formal legal cooperation framework, relying on mutual legal assistance requests whenever coercive measures or judicially admissible evidence are required.

The chapter examines the principal international mechanisms supporting informal cooperation, including INTERPOL, the Egmont Group of Financial Intelligence Units, regional Asset Recovery Inter-Agency Networks (ARINs), the Stolen Asset Recovery (StAR) Initiative, and the GlobE Network—the United Nations' Global Operational Network of Anti-Corruption Law Enforcement Authorities.

Chapter Seven: Transnational Organized Crime Requiring Parallel Financial Investigations

The final chapter focuses on major forms of transnational organized crime that generate substantial illicit proceeds and therefore require parallel financial investigations as an integral part of the investigative process.

Particular attention is devoted to human trafficking and



The Parallel Financial Investigations Training Guide complements Egypt's National Anti-Corruption Strategy and the Administrative Control Authority's longstanding efforts to strengthen integrity and transparency, making it a valuable addition to the country's comprehensive anti-corruption framework.



Meeting of the Parallel Financial Investigations Guide Drafting Team with the Lebanese delegation to establish consensus on the legal frameworks and operational practices in force in Lebanon

migrant smuggling, together with their close links to money laundering. The chapter examines the methods employed by criminal organizations, the laundering techniques used to conceal their profits, and the investigative strategies available to detect, trace, and dismantle sophisticated cross-border criminal networks.

Implementation Following the Guide's Launch

The initiative did not end with the publication of the Guide. It entered a second phase centered on collaborative review, regional adaptation, and practical implementation through a series of coordinated events designed to promote its adoption across both the Arab region and the African continent.

These activities reflected a clear institutional commitment not only to disseminating the Guide, but also to tailoring it to the diverse legal systems and operational environments of participating countries.

The Regional Experts' Meeting – Cairo, November 2025

On 16–17 November 2025, the National Anti-Corruption Academy hosted a regional experts' meeting to introduce the Guide and conduct a comprehensive technical review of its contents.

The meeting brought together senior representatives from law enforcement agencies, prosecution services, and financial intelligence units across the Middle East and North Africa, alongside specialists in parallel financial investigations from Egypt's Administrative Control Authority, the Ministry of Interior, the Public Prosecution, and the Anti-Money Laundering and Counter-Terrorist Financing Unit.

Participants engaged in extensive technical discussions aimed at evaluating the Guide and proposing refinements to strengthen its practical value. The meeting concluded with broad consensus on a unified regional training manual for parallel financial investigations.



Money laundering is inherently transnational. Effective financial investigations therefore require two complementary channels of internal cooperation: informal intelligence-sharing for rapid operational support and formal mutual legal assistance for obtaining judicial evidence and coercive measures.



National Adaptation Workshop with the Lebanese Authorities – Cairo, January 2026

Building on the outcomes of the regional experts' meeting, the United Nations Office on Drugs and Crime (UNODC), in cooperation with Egypt's Administrative Control Authority, convened a specialized expert workshop on 19–20 January 2026 at the National Anti-Corruption Academy in Cairo to adapt the Guide to Lebanon's legal and operational framework.

The workshop brought together representatives of Lebanon's Internal Security Forces, the Office of the Public Prosecutor at the Court of Cassation, and the Special Investigation Commission, Lebanon's financial intelligence authority responsible for combating money laundering and terrorist financing. They worked alongside representatives of Egypt's Administrative Control Authority, Public Prosecution, and Anti-Money Laundering and Counter-Terrorist Financing Unit.

The composition of the workshop reflected a shared recognition that successful localization requires genuine institutional dialogue rather than the simple adoption of standardized training materials.

Discussions focused on reviewing each chapter of the Guide and identifying the adjustments necessary to align it with Lebanon's legal framework and operational practices. The workshop concluded with a comprehensive set of recommendations outlining the mechanisms for national adaptation and the practical steps required to implement



The Administrative Control Authority actively chaired the Third Meeting of the Executive Committee of the Association of African Anti-Corruption Authorities.(Arusha, Tanzania – April 2026)

the Guide ahead of its official launch in Lebanon.

Chairing the Thirteenth Executive Committee Meeting of the Association of African Anti-Corruption Authorities – Arusha, April 2026

As part of the Administrative Control Authority's ongoing commitment to strengthening African cooperation in preventing and combating corruption, the Authority chaired the Thirteenth Executive Committee Meeting of the Association of African Anti-Corruption Authorities (AAACA), held in Arusha, United Republic of Tanzania, on 13–14 April 2026.

The meeting brought together heads and senior representatives of anti-corruption agencies from across the African continent to explore new avenues for cooperation and institutional collaboration.

Over two days of intensive discussions, participants examined practical mechanisms for strengthening partnerships and exchanging expertise among member states in support of more effective corruption prevention and enforcement efforts. The meeting concluded with several significant resolutions, foremost among them the adoption of Egypt's proposal to develop a specialized African training curriculum on parallel financial investigations. The initiative is intended to strengthen the professional



The Parallel Financial Investigations Training Guide represents a landmark contribution to regional and African capacity building, equipping practitioners with practical tools to combat increasingly sophisticated financial crime.

capabilities of African investigators and will be implemented through close cooperation between Egypt's National Anti-Corruption Academy and its counterpart training institutions across Africa.

Conclusion: A Model for Regional and African Capacity Building

The Parallel Financial Investigations Training Guide represents a significant contribution to regional and continental capacity building in the fight against financial crime. More than a theoretical reference, it provides investigators with practical procedures, operational methodologies, and field-tested investigative tools covering every stage of a parallel financial investigation—from the receipt of an initial complaint through criminal prosecution, judicial proceedings, and the execution of asset confiscation orders.

One of the Guide's defining strengths is its successful integration of rigorous legal analysis with practical, scenario-based training drawn from real investigative experience. By combining sound legal foundations with authentic case studies, it equips practitioners to address the complexity and sophistication of today's financial crime investigations.

The Guide also complements Egypt's National Anti-Corruption Strategy and the Administrative Control Authority's longstanding efforts to promote integrity, transparency, and institutional accountability. As such, it represents a valuable addition to Egypt's comprehensive framework for preventing and combating corruption.

The successive milestones achieved through this initiative—from the regional experts' meeting in Cairo, to the national adaptation workshop with the Lebanese authorities, and ultimately to Egypt's chairmanship of the Thirteenth Executive Committee Meeting of the Association of African Anti-Corruption Authorities in Arusha—illustrate a steadily expanding process of international cooperation that transcends geographical boundaries.

What began as a regional Arab initiative has evolved into a broader African capacity-building effort, consistently conveying the same fundamental message: effective capacity building is not achieved simply by producing a training manual. It requires continuous adaptation, thoughtful localization, and genuine partnership among national, regional, continental, and international institutions.





Issue Three



Issue Three



The magazine continued to document the activities of the Administrative Control Authority during Egypt's chairmanship of the working groups under the United Nations Convention against Corruption in Vienna, in its capacity as President of the Ninth Session of the Conference of the States Parties.

13 November 2022

Tributes to the «Conscience of the Nation»



Five years of excellence have firmly established Conscience of the Nation as a distinguished intellectual platform, enriching academic and professional discourse through objective content and thoughtful treatment of critical issues. I wish the magazine and its editorial team continued success and enduring distinction.

Prof. Saleh El-Sheikh

Former President, Central Agency for Organization and Administration



The issue also highlighted shared international and African priorities, including efforts to combat irregular migration and strengthen African cooperation in development and the prevention of corruption



Tributes to the «Conscience of the Nation»

On the occasion of the publication of the tenth issue of Conscience of the Nation during its fifth year, coinciding with the annual celebration of the Administrative Control Authority, I extend my sincere congratulations and appreciation to this distinguished national institution. The magazine has successfully established itself as a leading platform for promoting a culture of integrity and transparency, reflecting the Authority's enduring institutional approach and its vital national role in preventing and combating corruption while safeguarding the nation's resources in support of sustainable development and Egypt's New Republic.

Ambassador Ashraf Rashed
Chair, National Committee for Egypt's Membership
in the African Peer Review Mechanism





Egypt's National Security in a Changing Regional and International Landscape



پیمت
نکجا

Prof. Tarek Fahmy

■ Professor of Political Science
Academic Adviser, National Center for Middle East Studies



The Arab region is undergoing a period of profound transformation driven by escalating military confrontation and an increasing reliance on the use of force to manage regional conflicts. International actors, led by the United States, regional powers such as Israel, and influential non-state actors have all contributed to a rapidly evolving security environment. Against this backdrop, a range of emerging scenarios is likely to have significant implications for both Arab and Egyptian national security.



President Abdel Fattah El-Sisi reaffirms Egypt's unwavering commitment to advancing shared Arab interests during his successive visits to the Gulf states amid mounting regional challenges

Regional Developments and Their Impact on Egypt's National Interests

A. Developments in Neighboring States

1. The Palestinian Territories

The occupied Palestinian territories are experiencing an increasingly complex political and security crisis. Israeli military operations in the Gaza Strip and the West Bank continue to heighten tensions, while concerns persist over proposals for the displacement of Palestinians. At the same time, ongoing divisions among Palestinian factions continue to hinder efforts to achieve comprehensive political reconciliation.

2. Libya

Libya's prolonged political crisis continues to create opportunities for external interference in its domestic affairs. These interventions have complicated efforts to achieve national consensus and have slowed progress toward restoring state unity and institutional stability.

3. Sudan

Sudan's political and security landscape remains highly volatile. Since April 2023, the armed conflict between the Sudanese Armed Forces and the Rapid Support Forces has

significantly undermined political stability, deepened the humanitarian crisis, and heightened security risks across the region.

B. Yemen

Yemen continues to face chronic political and security instability resulting from the protracted conflict between the internationally recognized government and the Houthis movement, compounded by regional intervention. The conflict has severely deteriorated the country's security situation and continues to affect the stability of the wider region.

C. The Maritime Security Environment

The security environment in the Red Sea and the Mediterranean has become increasingly complex. Several factors contribute to this evolving landscape, including: the growing influence of violent non-state actors; the absence of a comprehensive regional framework for maritime security;

increasing regional and international military competition for strategic access to countries bordering both the Red Sea and the Mediterranean.

Together, these developments pose direct threats to

international shipping routes and maritime trade, with significant implications for navigation through the Suez Canal.

D. The Gulf Region

Although the Gulf states continue to enjoy a relatively stable domestic environment, regional stability remains closely tied to rapidly evolving geopolitical developments. The expanding roles of regional and international powers, together with shifting strategic alliances, continue to reshape the regional security architecture.

Preserving Gulf cooperation and strengthening regional coordination remain essential to mitigating the impact of surrounding tensions. Key developments include:

The continued influence of regional competition on the broader strategic balance.

Growing international interest in the Gulf's maritime routes and energy resources because of their critical importance to global trade and energy security.

Ongoing efforts to strengthen regional security arrangements, particularly in response to maritime security challenges, through expanded defense cooperation and security coordination among regional and international partners.

The emergence of a new phase of regional and international engagement, characterized by continued dialogue on political and security issues—including discussions surrounding Iran's nuclear program and regional security—which underscores the importance of diplomacy and regional dialogue as the primary means of preserving stability.

E. The U.S.-Israeli-Iranian Confrontation

The Arab region has entered a new phase of strategic confrontation following the outbreak of hostilities involving the United States, Israel, and Iran. The conflict has introduced an unprecedented level of regional uncertainty, particularly after Iranian strikes targeting civilian infrastructure and U.S. military facilities in Gulf states.

These developments have threatened regional stability by disrupting maritime navigation through the Strait of Hormuz and complicating efforts to reach a lasting diplomatic settlement.

For Egypt, these developments carry particular strategic significance. The security of the Gulf has long been regarded as an integral component of Egypt's national security. Egypt has reaffirmed its commitment to supporting the security of the Gulf states, translating this position into active diplomatic engagement. This has included a series of presidential visits to Gulf countries and sustained Egyptian efforts to reduce regional tensions through dialogue involving all relevant parties rather than focusing exclusively on the principal protagonists in the conflict.

F. The Levant: Syria, Lebanon, and Iraq

The Levant continues to experience complex political, security, and military developments that reflect the prolonged strategic volatility affecting the region for more than a decade. Fragile political transitions have intersected with transnational security threats, creating

“Egypt's evolving role at both the regional and international levels requires a proactive, multidirectional foreign policy that strengthens the country's strategic presence across all arenas, enabling it to respond effectively to the rapidly changing geopolitical environment.”



Disruptions to international maritime navigation intensify as tensions continue to escalate around the Strait of Hormuz between the United States, Israel, and the Islamic Republic of Iran

an increasingly unstable environment characterized by the growing involvement of regional and international actors.

Among the principal challenges confronting the region are the weakening authority of central governments, persistent crises of political legitimacy and public confidence, and the fragility of national security institutions—particularly in light of the erosion of the conventional military capabilities of several states.

G. The Horn of Africa and the Nile Basin

The Horn of Africa and the Nile Basin remain marked by significant political and security instability driven by several interrelated factors.

These include escalating political tensions between Ethiopia and Eritrea, particularly over Ethiopia's pursuit of sovereign access to the sea and repeated statements regarding the possible use of force to regain access to Eritrea's Port of Assab. The region also continues to experience rising ethnic tensions, expanding terrorist activity across the Great Lakes region and the Nile Basin, and Ethiopia's continued unilateral operation of the Grand Ethiopian Renaissance Dam (GERD) without agreement with the downstream states.

These developments have been accompanied by increasing regional and international competition for strategic influence throughout the Horn of Africa, adding further complexity to an already fragile security environment.

II. International Developments and Their Implications for Egypt's National Interests

The international system is undergoing profound political, security, economic, and cultural transformation, driven by several major developments.

A. Shifting Global Power Balances

The global distribution of power is being fundamentally reshaped. China continues to expand its economic, military, and technological influence, while India is steadily strengthening its demographic and economic weight. At the same time, Russia remains a significant strategic actor seeking to restore and consolidate its international position.

B. Transformation of the International Order

The international system is also experiencing structural change as the effectiveness of traditional multilateral institutions declines and new regional and international partnerships emerge outside the conventional framework of the United Nations and the UN Security Council.

Strategic competition among the United States, China, and Russia has accelerated the rise of alternative groupings such as BRICS and the Shanghai Cooperation Organization, reflecting the determination of emerging powers to reshape the global balance of influence and reform international decision-making mechanisms.

C. Escalating Armed Conflicts and International Tensions

Several major conflicts continue to shape the international security environment, including:

The Russia-Ukraine War, which represents Europe's most significant security crisis since the end of the Cold War.

Rising tensions in the South China Sea, driven by competing territorial claims between China and several neighboring states.

The Taiwan Strait, where growing tensions have increased the risk of military confrontation between China, the United States, and its regional allies.

The Korean Peninsula, where persistent tensions between North and South Korea, combined with North

Korea's nuclear and ballistic missile programs, continue to threaten regional stability.

South Asia, where longstanding disputes—including the India-Pakistan conflict over Kashmir and tensions between Pakistan and Afghanistan—continue to generate recurring security risks.

The Caribbean, where rising tensions between the United States and several regional states, most notably Venezuela,

have increased concerns over the possibility of military confrontation.

“The outbreak of the U.S.-Israeli military campaign against Iran has ushered the Middle East into a new phase of conflict, marked by unprecedented escalation, including Iranian strikes targeting Gulf states.”

D. Terrorism and Armed Extremist Groups

Despite sustained international counterterrorism efforts, extremist organizations continue to pose

security challenges in several regions.

One notable area of concern is Russia's North Caucasus, including Dagestan, Ingushetia, and Chechnya, where extremist cells linked at times to organizations such as Al-Qaeda or ISIS continue to conduct limited terrorist operations, including targeted assassinations and attacks against security forces.

III. The Impact of Regional and International Developments on Egypt's National Security

The evolving regional and international environment



The Russia–Ukraine conflict continues to reshape the international security landscape, with far-reaching geopolitical and economic consequences

presents a number of strategic challenges with direct implications for Egypt's national security.

A. Instability in neighboring states has created a range of interconnected security and societal pressures, including proposals to resolve the Palestinian issue at Egypt's expense, the proliferation of weapons and armed groups along Egypt's borders, increasing refugee flows, and the risk of infiltration by terrorist and extremist organizations.

B. Continued threats to maritime security in the Red Sea and the Bab el-Mandeb Strait continue to disrupt international shipping and adversely affect commercial traffic through the Suez Canal.

C. Growing water security challenges persist as negotiations over the Grand Ethiopian Renaissance Dam (GERD) remain stalled and Ethiopia continues its unilateral operation of the dam.

D. The regional arms race and shifting military balances are compelling Egypt to further strengthen its defense readiness and strategic capabilities in preparation for potential future escalation.

E. Renewed attempts to influence Egypt's domestic stability through the mobilization of hostile actors—including extremist organizations, ideological movements, and other groups—remain a continuing security concern, particularly where such efforts are perceived as seeking to undermine internal stability and exert political pressure on the Egyptian state.

F. Ongoing instability in the Levant, particularly in Syria and Iraq, together with continuing Iranian influence in the region, increases the risk of extremist spillover and places additional pressure on the broader regional security environment.

G. Terrorist threats originating in North Africa, the Sahel, and East Africa continue to raise the possibility of terrorist infiltration into Egypt or attacks against Egyptian interests elsewhere in the region.

H. Shifting global power dynamics are reshaping

international alliances and patterns of influence, requiring Egypt to reinforce both its military capabilities and diplomatic engagement in order to safeguard its regional position.

I. The repercussions of international conflicts, particularly the Russia–Ukraine war, continue to affect global food and energy prices while disrupting international trade and maritime supply chains.

The Concept of Strategic Balance

Egypt has adopted a strategy of strategic balance in managing its foreign relations, avoiding alignment with any single international bloc while refraining from becoming entangled in major-power rivalries.

Instead, it pursues diversified and flexible partnerships that enable it to advance its national interests without unnecessary dependence or confrontation.

This approach reflects Egypt's assessment that the international system is increasingly multipolar and that the country's strategic influence can best be strengthened through diversified partnerships rather than reliance on any single global power.

Policy Instruments for Maintaining Strategic Balance

A. Diversifying Strategic Partnerships

Egypt has maintained longstanding strategic relations with the United States and Europe while simultaneously expanding cooperation with China in areas such as technology, defense, and economic development, and with Russia in defense and energy. It has also strengthened



Egypt's foreign policy is anchored in a strategy of strategic balance—avoiding alignment with any single global bloc while maintaining flexible, diversified partnerships that safeguard national interests without unnecessary confrontation.



The growing use of missiles and unmanned aerial systems has become a defining feature of contemporary regional and international conflicts, transforming the nature of modern warfare

engagement with emerging powers, including India, Brazil, and South Africa.

B. Positive Neutrality in International Conflicts

Egypt has pursued a policy of constructive neutrality in major international disputes. Its approach to the Russia–Ukraine conflict illustrates this strategy: maintaining economic and military cooperation with Russia while supporting diplomatic efforts and continuing dialogue with Western partners.

C. Diversifying Sources of Defense Procurement

Since 2014, Egypt has systematically diversified its defense acquisitions through partnerships with France, Germany, Russia, the United States, China, and South Korea. This policy reduces dependence on any single supplier and enhances the country's strategic autonomy and decision-making independence.

D. Strengthening Egypt's Mediation Role

A balanced foreign policy enables Egypt to serve as a credible and widely accepted mediator in regional crises, including the Palestinian-Israeli conflict, Palestinian reconciliation efforts, the Libyan crisis, and African disputes, supported by constructive relations with all relevant parties.

E. Economic Diplomacy

Egypt has also pursued multiple parallel tracks to attract foreign investment, expanding economic partnerships with Gulf countries, Europe, China, and other international partners in support of sustainable economic development.

Strategic Priorities for the Future

Given these evolving challenges, maintaining Egypt's balanced foreign policy is not simply a policy option but a strategic necessity. Strengthening this approach requires several complementary initiatives.

First, Egypt should expand its mediation efforts beyond crisis management toward a broader strategy of political and strategic influence by promoting sustainable political initiatives and conflict-resolution frameworks across the region.

Second, Egypt should continue pursuing a balanced

and methodical approach in managing relations with major powers, preserving stable partnerships while avoiding entanglement in competing geopolitical blocs.

Third, sustained investment in national hard power remains essential. This includes expanding domestic defense industries—particularly in unmanned systems, precision munitions, and advanced military technologies—while deepening joint production and technology partnerships with European and Asian countries.

Fourth, strengthening Egypt's economic foundations will reinforce its regional influence. Priority initiatives could include:

Establishing a joint Egyptian-Gulf-African investment fund to finance development projects across Africa.

Developing Egyptian industrial zones in strategically important countries in East Africa and the Nile Basin.

Expanding maritime transport and logistics networks linking Egypt with Africa and Europe.

Increasing Egyptian exports to African markets while encouraging greater investment by Egyptian companies across the continent.

Conclusion

Strengthening Egypt's role in both the regional and international arenas requires a multidimensional foreign policy capable of responding to an increasingly complex strategic environment. Egypt's engagement should continue to span multiple diplomatic, political, economic, and security tracks rather than relying on any single avenue of influence.

This approach calls for a comprehensive strategy founded on balance, stability, credibility, and the avoidance of unnecessary involvement in regional conflicts. It also requires a reassessment of Egypt's international priorities, the development of new strategic partnerships, and a transition from traditional crisis management toward a more proactive model of statecraft—supported by the coordinated efforts of Egypt's national institutions.



The magazine covered the graduation of the 22nd Administrative Control Cohort at the Egyptian Military Academy as part of ongoing efforts to develop the professional capabilities and leadership skills of its participants.



It also featured a commemorative photograph of the graduating class with senior officials from the Academy, the Administrative Control Authority, and the graduates' families.

Tributes to the «Conscience of the Nation»



I extend my sincere appreciation to the editorial team of Conscience of the Nation on the publication of its tenth issue in its fifth year. I was pleased to contribute two articles—one on irregular migration while serving as Chair of the National Coordinating Committee for Preventing and Combating Illegal Migration and Trafficking in Persons, and another in my capacity as a United Nations expert on women's rights. Today, as a Member of Parliament, I commend the magazine for its insightful approach to the complex issue of combating corruption, addressing it not only as a transnational organized crime but also in terms of its profound social consequences. At this important stage of Egypt's development, we all share the responsibility of contributing, each within our own field, to advancing the nation's progress and prosperity. My heartfelt congratulations, with every wish for continued success.

Ambassador Naela Gabi
Member of the Egyptian House of Representatives



A special feature examined the impact of data and information on decision-making, including articles on economic development through data and Egypt's national information infrastructure project



As part of its coverage of major events, the issue also reported on a training day on governance, anti-corruption, and administrative reform attended by Dr. Lisa Anderson, Dean Emerita of the School of International and Public Affairs (SIPA), Columbia University, and former President of the American University in Cairo, together with Dr. William Eimicke, Senior Lecturer at SIPA.

5 June 2023

Tributes to the «Conscience of the Nation»

As Conscience of the Nation celebrates its fifth anniversary and the publication of its tenth issue, I am honored to extend my sincere appreciation to the editorial team of this promising magazine. It has successfully fulfilled its national mission by promoting awareness of governance and anti-corruption principles and highlighting their vital role in advancing sustainable development and supporting Egypt's New Republic.

Prof. Mahmoud El-Saeed
Vice President for Graduate Studies and Research - Cairo University





Transparency, Public Participation, and Anti-Corruption

Building a More Accountable and Trusted State



ضمير
الوطن

Dr/ Sara Eid

■ Advisor to the Minister of Finance for Transparency and Public Participation



Amid accelerating global economic challenges and rapid technological advancement, the effectiveness of public financial management is no longer measured solely by the size of a country's resources or its level of public expenditure. Rather, it is increasingly defined by its ability to build a more transparent system, foster greater public oversight, and respond more effectively to citizens' needs.

Egypt has embraced this approach—and, in many respects, has moved ahead of many countries through the practical implementation of ambitious reforms. As part of the government's efforts to keep pace with rapid technological developments, the Ministry of Finance has placed digital transformation at the heart of its modernization agenda, recognizing it as a key driver of good governance, improved public service delivery, broader civic participation, and greater efficiency in public spending.

To this end, the Ministry has adopted a comprehensive digital transformation strategy focused on modernizing public financial management systems, automating financial processes, and strengthening electronic financial oversight and supervisory mechanisms.

A Bridge Between Government and Citizens

These efforts began with the establishment of the Transparency and Public Participation Unit under Ministerial Decree No. 574 of 2018. The Unit was created to serve as an effective bridge between policymakers and service beneficiaries, reflecting the Ministry's commitment to strengthening community engagement.

The Unit is responsible for developing and implementing participatory budgeting mechanisms across a number of governorates while actively involving citizens—particularly young people, women, and children—in the decision-making process. This approach contributes to improving government performance, maximizing the effective use of human resources, and enhancing the efficiency of public expenditure, particularly in light of current economic challenges.

Working alongside a broad network of partners, the Unit has successfully institutionalized community participation mechanisms by training diverse groups of young participants, including representatives of civil society organizations, executive government bodies, public service directorates, academia, and the private sector. Participants are equipped to identify development gaps, collect field data, and prioritize the most pressing challenges facing their communities.

These priorities are then translated into practical, implementable development initiatives, while innovative solutions and community-based projects are designed—particularly in key social sectors—to ensure that state budget priorities are closely aligned with local development needs and that public spending delivers the greatest possible social return.

Advancing Egypt's International Standing

One of the clearest indicators of the success of this approach has been Egypt's significant progress in international transparency rankings.

According to the International Budget Partnership's results released on 15 April 2026, Egypt's Open Budget Index score rose cumulatively from just 13 points in 2013 to 59 points in 2025, surpassing the global average of 45 out of 100.

Egypt also ranked sixth globally in the Public Participation Index and first across the Middle East and North Africa, while advancing to tenth place worldwide in the Budget Oversight Index. These achievements reflect the country's transition toward a more transparent, accountable, and participatory model of public financial governance.

This progress has been driven largely by the Transparency and Public Participation Unit's strong emphasis on regular reporting and financial disclosure through the Ministry of Finance's digital

platforms, in addition to the Unit's own online portal.

The Ministry now publishes eight key budget reports throughout the annual budget cycle, beginning with the Pre-Budget Statement, followed by monthly and mid-year reports, and concluding with the Final Accounts Report.

Among the Ministry's most influential transparency initiatives is the Citizen's Budget—a simplified version of the national budget presented in clear, accessible language that enables citizens to understand how public funds are allocated to sectors such as education, healthcare, transportation, and social protection.

Citizens have the right to know how public resources are spent and whether they are being directed toward priority sectors. When this information is presented in an accessible format, citizens become informed stakeholders who are better able to monitor government performance, identify deviations from planned priorities, reduce opportunities for the misuse of public resources, improve spending efficiency, and strengthen transparency across society.

A National Model for Participatory Budgeting

Egypt's participatory budgeting initiative did not emerge in isolation. It drew inspiration from the pioneering experience of Porto Alegre, Brazil, launched in 1989, which gave citizens a direct role in determining local spending priorities.

Rather than simply replicating that model, however, Egypt adapted and redesigned it to reflect the unique characteristics and governance structures of its governorates.

The resulting National Participatory Budgeting Model represents an important step forward in strengthening financial governance at the local level. It was developed following field visits and extensive study of international experiences in South Africa, South Korea, Brazil, Portugal, India, and Mexico, before being carefully tailored to Egypt's institutional and social context.

Digital technologies have also been fully integrated into the national model through the use of online communication platforms to organize public consultation sessions, exchange proposals, and monitor training outcomes.

Following the successful implementation of the initiative



The National Participatory Budgeting Program has achieved far more than raising public awareness or strengthening local initiatives. It has also demonstrated its ability to prepare a new generation of young professionals with a practical understanding of local development challenges and the mechanisms of public administration.





.Promoting financial literacy among all segments of society, with particular emphasis on youth

in the governorates of Alexandria and Fayoum, Cabinet Decision No. 944 of 2023 mandated the expansion of the participatory budgeting model to all governorates across Egypt, while implementation also continued in Beni Suef.

The Program Framework

The national participatory budgeting model incorporates a comprehensive capacity-building and knowledge empowerment program designed to equip participants with the practical skills needed to understand the State Budget and governorate budgets, as well as the institutional processes governing public administration—particularly the decision-making cycle across the ministries responsible for preparing, implementing, and monitoring the national budget.

The training is followed by a fieldwork phase, during which participants identify local development gaps, collect field data, and assess the most pressing community challenges in coordination with governorate leadership and according to clearly defined priority criteria. Participants are then organized into working groups to develop innovative, practical community initiatives that address these challenges without imposing additional burdens on the public budget, particularly in critical social sectors. These proposals are subsequently presented to and discussed with governorate officials to validate priorities and facilitate implementation in cooperation with relevant government agencies and ministries.

The practical implementation of the model begins with a comprehensive assessment of key local sectors, followed by public consultation sessions and community dialogues focusing on the needs of the most vulnerable groups. Participants then receive structured training through “Training of Trainers” (ToT) programs and workshops covering budget literacy, leadership, critical thinking, social accountability, digital government services, and methods for effectively integrating citizens’ priorities into public policy.

The participatory budgeting model in Fayoum

Governorate produced a range of practical initiatives that clearly demonstrated how community engagement can be translated into tangible, actionable solutions.

Similarly, the model implemented in Beni Suef Governorate resulted in an innovative package of community initiatives, particularly in essential public service sectors. Among its most notable outcomes was the development of an electronic system for tracking spare parts required for medical equipment. The system helps ensure uninterrupted, high-quality healthcare services, reduces patient waiting lists, and provides both citizens and decision-makers with transparent access to inventory data and implementation progress.

Developing Future Leaders

The National Participatory Budgeting Program has achieved far more than raising public awareness or

supporting local initiatives. It has also demonstrated its ability to prepare a new generation of young leaders with a practical understanding of local development challenges and public administration.

Notably, two graduates of the program have been appointed as heads of local administrative centers and cities in Fayoum Governorate, reflecting the program’s success in preparing capable young leaders with a deeper understanding of development priorities, local governance, and public accountability.

Participants’ testimonials likewise illustrate the program’s



The concept of participatory budgeting did not emerge in isolation. Egypt drew inspiration from the pioneering experience of Porto Alegre, Brazil, launched in 1989, which gave citizens a direct role in setting local spending priorities. Rather than simply replicating the model, however, Egypt adapted and refined it to suit the specific needs and realities of its governorates.



The Ministry of Finance honors the winners of the “Most Creative Ideas for the Citizen Budget” competition



significant impact on enhancing their ability to interpret the State Budget, understand government spending priorities, and engage more effectively with public institutions while responding to the genuine needs of citizens.

Investing in Youth

In parallel, the Ministry of Finance has placed particular emphasis on youth empowerment through the launch of the Ministry of Finance Ambassadors Camp, implemented in partnership with UNICEF for young people aged 15 to 18. The Ministry has also developed educational tools to simplify financial literacy, integrated financial awareness concepts into secondary education curricula, and established the Active Citizenship Club at universities in cooperation with the Supreme Council of Universities.

These initiatives have expanded to numerous institutions, including Cairo University, Alexandria University, Fayoum University, Assiut University, Beni Suef University, the American University in Cairo, the German University in Cairo, Misr International University, October University for Modern Sciences and Arts (MSA), Lotus University in Minya, and several other Egyptian universities.

Within the same framework, the “Most Creative Ideas for the 2025/2026 Citizen Budget Report” Competition successfully linked youth innovation with public accountability. The competition demonstrated that Egyptian university students are capable of developing

original approaches to making the State Budget more understandable and accessible while strengthening public oversight of its implementation. It also reflected the government’s confidence in young people as active partners in shaping the country’s future rather than passive observers.

The strong engagement witnessed during both the Ministry of Finance Ambassadors Camp and the Active Citizenship Club further confirmed that youth participation is not a peripheral institutional initiative but a strategic investment in safeguarding public resources and fostering a new generation that views the State Budget as a document directly connected to citizens’ everyday lives.

Egypt’s experience has clearly demonstrated that financial

“Egypt ranked sixth globally in the Public Participation Index, first in the Middle East and North Africa, and advanced to tenth place in the Budget Oversight Index—achievements that reflect the country’s transition toward a more open, transparent, and accountable model of governance.”

transparency and public participation do far more than combat corruption. They also improve the efficiency of public expenditure, maximize social returns, and contribute to building a more disciplined, accountable, and trusted state.

From this perspective, the reforms undertaken

by the Ministry of Finance represent more than the modernization of public financial management. They mark the establishment of a new relationship between the state and its citizens—one founded on knowledge, participation, accountability, and trust. It is within such an environment that corruption is weakened, sustainable development flourishes, and national progress becomes more resilient.

Equally noteworthy is that the state’s investment has not been confined to a particular geographic area or centralized administrative structure. Instead, Egypt has invested directly in strengthening local capacities across its governorates, making local expertise a cornerstone of the reform process. This has enabled implementation that is more responsive to local realities and better aligned with the needs and priorities of citizens.



Issue Five



Issue Five



The magazine covered the official handover of the presidency of the Tenth Session of the Conference of the States Parties to the United Nations Convention against Corruption (COSP10) in Atlanta, United States.



The issue also featured coverage of awareness activities marking the International Anti-Corruption Day, including a seminar entitled "The Use of Technology in Combating Corruption."

7 December 2023



Egypt's Presidency of the Conference of the States Parties: From Sharm El-Sheikh to Atlanta
A Legacy of Achievement Despite the Challenges

Tributes to the «Conscience of the Nation»



My sincere appreciation to Conscience of the Nation on the publication of its tenth issue. I commend the magazine for its pioneering role and its unwavering support for education and capacity-building initiatives. As a genuine partner in development and the fight against corruption, it has also played an important awareness-raising role in empowering women and strengthening their contribution to Egypt's national development. My heartfelt thanks, with best wishes for continued collaboration in service of our country, and for the magazine and the National Anti-Corruption Academy to enjoy continued success and prosperity.

Counselor Brihan Mohsen

Director, Women's Affairs, Human Rights, and Persons with
Disabilities Unit Administrative Prosecution Authority

Tributes to the «Conscience of the Nation»

On the publication of the tenth issue of Conscience of the Nation, we extend our sincere appreciation to everyone who has contributed to promoting the values of integrity and public awareness. Ten issues embodied a noble national mission, and we look forward to many more intellectual contributions that support the development of a more informed and responsible society.

Dr. Nabil Diab

Chairman, Institute of Internal Auditors – Egypt





Is It Merely a Technological Advance, or a Genuine Transformation in Humanity's Future?

The Age of Quantum Computing: A Transformation that Is Becoming Reality



ضمير
الوطن

Prof. Haitham Safwat Hamza

■ Dean, Faculty of Computers and Artificial Intelligence
Cairo University



Throughout the history of technologies that have transformed human life, the same pattern tends to repeat itself: a technology emerges, develops quietly over decades, and then suddenly captures public attention. This was the case with artificial intelligence, which originated in the 1950s but did not become a mainstream topic until late 2022. Two important lessons can be drawn from this experience. First, technologies that fundamentally reshape society are rarely born overnight; they require decades before delivering tangible value. Second, the success of any technology is ultimately measured by the extent to which its benefits reach ordinary people and become integrated into everyday life. This raises an important question today: Is quantum computing following the same trajectory? And do its recent advances signal a transition from scientific research to real-world impact?

When quantum computing is mentioned, many people imagine it as simply an ultra-fast computer capable of trying every possible answer simultaneously. This popular image is an oversimplification that understates its true significance while also overlooking the remarkable capabilities of classical computing, which efficiently solves the vast majority of our everyday computational problems. The genuine transformation promised by quantum technologies, however, deserves much closer attention.

The concept itself is far from new. In 1982, physicist Richard Feynman made a profound observation: nature does not operate according to binary logic of zeros and ones but according to the laws of quantum mechanics. Accurately simulating nature, therefore, requires computers that obey those same quantum laws. Twelve years later, in 1994, mathematician Peter Shor demonstrated theoretically that a sufficiently powerful quantum computer could break the cryptographic systems that protect today's digital world. Since then, quantum computing has become a matter of strategic importance—one with the potential both to improve human life dramatically and to pose significant challenges to global cybersecurity.

For more than four decades, progress in quantum computing remained gradual because of formidable technical obstacles. So why has global interest accelerated so dramatically today? Why have governments committed billions of dollars to quantum research? And why did the United Nations designate 2025 as the International Year of Quantum Science and Technology? The answer is straightforward: the excitement is no longer driven by speculation alone. It is now supported by tangible scientific breakthroughs and substantial investment.

The Fundamental Idea Behind Quantum Computing

Quantum computing relies on the quantum bit, or qubit, rather than the conventional bit, which serves as the basic unit of information in classical computers.

A simple analogy helps illustrate the difference. Imagine two coins. One is lying flat on a table; the other is spinning in the air. The coin resting on the table clearly shows either heads or tails—analogue to a classical bit, which exists as either 0 or 1. The spinning coin, however, can be thought of as representing both possibilities simultaneously until it lands. A qubit behaves in a similar way. The crucial implication is that adding each additional qubit does not merely increase the number of possibilities by one—it doubles them. Consequently, a system containing just sixty qubits can represent an astronomical number of possible configurations, far beyond intuitive comprehension.

A full explanation of quantum computation would require discussing advanced concepts such as superposition and entanglement, which lie beyond the scope of this article. One concept, however, deserves particular attention: interference.

If a quantum computer merely generated every possible answer simultaneously, its usefulness would be limited. Interference enables quantum algorithms to amplify correct solutions while causing incorrect ones to cancel each other out. The effect is remarkably similar to the way noise-canceling headphones eliminate unwanted sounds, allowing the desired signal to emerge clearly.

A Fundamentally New Computational Tool—Not Simply a Faster Computer

Quantum computing is not merely a faster version of today's computers; it represents an entirely different computational paradigm.

For decades, scientists have deliberately avoided entire classes of problems because they were computationally intractable using classical computers. Instead, they simplified their models and accepted approximations. Pharmaceutical companies, for example, do not precisely simulate complex molecules; they rely on educated guesses followed by laboratory testing. Financial institutions cannot model every possible

market scenario, so they analyze representative samples and accept a degree of uncertainty.

Perhaps the most striking example comes from nature itself. Ordinary soil bacteria produce the nitrogen compounds that plants need under normal atmospheric conditions and at room temperature by using a single molecular complex known as FeMoco. Despite decades of research, humanity still cannot accurately simulate this process.

Instead, global fertilizer production depends on the century-old Haber-Bosch process, which, according to current estimates, consumes approximately 1–2% of the world's total energy supply and accounts for roughly 1–2% of global carbon emissions. Why not simply replicate nature's far more efficient mechanism?

The answer lies in computational complexity. Simulating the FeMoco molecule is so extraordinarily demanding that even the world's most powerful supercomputers, if allowed to run for longer than the age of the universe, would still be unable to complete the calculation. The problem is not merely difficult—it is fundamentally intractable for classical computing.

Quantum computing reopens the door to problems that have long been considered impossible. Its promise therefore extends beyond doing familiar tasks faster. Quantum computing offers two distinct forms of value. First, it can perform certain existing computations dramatically faster, often while consuming far less energy. More importantly, however, it enables computations that classical computers simply cannot perform at all. The breakthrough is not that calculating fertilizer chemistry becomes faster—it is that such calculations become possible in the first place.

Quantum Computing and Artificial Intelligence: The Strategic Question

Few technological combinations have generated as much strategic debate—and concern—as the convergence of quantum computing and artificial intelligence. The common assumption



Egypt took a strategic step in January 2026 by expanding the mandate of the National Council for Artificial Intelligence to become the National Council for Artificial Intelligence, Quantum Computing, and Emerging Technologies, aligning the country with global trends in advanced technology governance.

that quantum computing will simply multiply the power of AI is, however, an oversimplification. The issue is better understood through three key questions.

First, will quantum computing transform the generative AI tools that people use today? Probably not in the way many imagine. We should not expect a quantum-powered chatbot in the near future. Large

language models and image generators already operate effectively on classical computing platforms. Rather than replacing one another, quantum computing and artificial intelligence are likely to become complementary technologies, each addressing the other's most fundamental limitations.

Artificial intelligence is exceptionally demanding in terms of computing power, data, and energy consumption. Quantum machine learning offers the potential to perform certain computational tasks far more efficiently, making AI systems less expensive to operate and significantly more energy-efficient. Conversely, artificial intelligence has become indispensable to the development of quantum computers themselves. AI techniques are increasingly used to model quantum noise and perform error correction—two of the most difficult challenges facing practical quantum computing.

Second, should governments and companies continue investing heavily in graphics processors and energy-intensive

data centers? The answer is yes—but with caution.

The rapid expansion of data centers has created substantial financial and environmental costs, requiring enormous amounts of electricity and millions of liters of cooling water each day, particularly in regions already facing water and energy constraints. Some analysts argue that as hybrid quantum-classical computing systems mature over the next three to five years, the demand for additional large-scale data centers may begin to slow. NVIDIA's investments in several quantum computing companies provide a strong indication that the future is likely to be hybrid rather than exclusively classical.

Third, will quantum computing give rise to an entirely new generation of artificial intelligence? The answer is very likely yes.

Artificial intelligence is already evolving toward autonomous agent-based systems capable not only of generating text but also of reasoning, planning, and taking action. At the same time, quantum computing is driving advances in generative quantum machine learning. IBM has described the next phase of computing as being simultaneously generative and quantum. This suggests that entirely new classes of AI systems will emerge during this decade—systems designed for scientific discovery, optimization, and advanced reasoning that would be impossible to realize using classical computing alone.

Quantum Computing and Cybersecurity: The Emerging Threat

Cybersecurity is no longer a standalone industry; it has become a foundational component of virtually every sector of the modern economy. It is also the area where quantum computing presents its most immediate and consequential implications.

Virtually all digital security today—from online banking and encrypted communications to government systems—depends on cryptographic algorithms built upon mathematical problems that would require classical computers thousands of years to solve. This computational difficulty is what makes modern encryption secure.

Shor's algorithm fundamentally changes that assumption. A sufficiently powerful quantum computer could solve these mathematical problems efficiently, rendering many of today's encryption methods obsolete.

Recognizing this challenge, Google announced in March 2026 that it aims to complete the migration of its entire infrastructure to Post-Quantum Cryptography (PQC) by 2029.

Perhaps even more concerning is the strategy known as “Harvest Now, Decrypt Later.” An adversary does not need a quantum computer today to compromise future security. Instead, encrypted communications—including classified government correspondence, medical records, and financial information—can be intercepted and stored now, with the expectation that future quantum computers will eventually decrypt them.

The World Economic Forum, in its February 2026 assessment, warned that treating this threat as a distant future problem would be a serious mistake.

Governments have already begun responding. In August 2024, the U.S. National Institute of Standards and Technology

Quantum computing reopens problems that have long been considered impossible to solve. Its value lies not only in performing existing tasks dramatically faster—and often with far lower energy consumption—but, more importantly, in making previously unsolvable problems computationally possible. The breakthrough is not that «fertilizer calculations become faster,» but that «fertilizer calculations become possible.»



(NIST) finalized the first post-quantum cryptographic standards, while the United States subsequently required that all new national security procurements be quantum-resistant by January 2027.

Ironically, quantum technology also offers one of the strongest possible defenses against quantum attacks. Quantum Key Distribution (QKD) exploits the laws of quantum physics so that any attempt to intercept the encryption key inevitably disturbs the quantum state and is immediately detected.

One notable example is HSBC, which partnered with Quantinuum to test QKD for securing transactions involving tokenized gold—the first banking application of its kind.

Will Classical CPUs and GPUs Disappear?

The answer, at least in the medium term, is unequivocally no. Quantum computing continues to face significant engineering challenges, particularly regarding error rates and computational reliability. Moreover, many everyday computational tasks are fundamentally unsuited to quantum processing or would be prohibitively expensive to perform on quantum hardware.

Consider a spreadsheet containing one hundred billion numbers where the objective is simply to calculate their sum. This task offers no computational structure that quantum algorithms can exploit. Regardless of how advanced the computer may be, every one of those one hundred billion numbers must still be read individually.

For problems like this, today's CPUs and GPUs already deliver excellent performance. Quantum computers offer no practical advantage and would likely be both slower and considerably more expensive.

Quantum computers should therefore not be viewed as universally faster computers but as highly specialized machines designed to solve particular classes of mathematical problems. The most realistic vision of the future is one in which quantum and classical computing operate as complementary technologies rather than competing alternatives.

From Research to Application: Investing in Quantum Computing

Developments over the past several weeks demonstrate that substantial investment is now flowing into quantum computing according to a carefully considered strategy: capital is being committed cautiously, with long investment horizons, and directed toward areas where quantum technologies are most likely to produce meaningful breakthroughs.

On May 11, 2026, Google announced REPLIQA, a \$10

million research initiative supporting quantum biology at five leading universities: Harvard University, MIT, the University of California, San Diego, the University of California, Santa Barbara, and the University of Arizona. The grants support research in molecular simulation and quantum-enhanced artificial intelligence algorithms. Google made it clear that the initiative represents a long-term scientific investment rather than a near-term commercial venture.

Ten days later, on May 21, 2026, the U.S. Department of Commerce announced approximately \$2 billion in minority equity investments across nine quantum computing companies—an unusually direct form of government investment.

Half of that funding was allocated to IBM to establish Amon, the first U.S. manufacturing facility dedicated to quantum computing chips, located in Albany, New York. The remaining investment was distributed among D-Wave, Rigetti, Infleqtion, PsiQuantum, Quantinuum, Atom Computing, GlobalFoundries, and Dirac.

IBM has committed to delivering a large-scale, fault-tolerant quantum computer by 2029. Whether that timeline proves realistic remains open to debate. More important than the date itself, however, is what it signifies: governments and industry leaders have reached a level of confidence in quantum computing that justifies long-term strategic investment.

The day after the U.S. announcement, the French President unveiled an additional €1 billion investment in France's national quantum strategy, bringing the country's total investment in quantum technologies since 2021 to €3.3 billion. The French model aims to build an integrated domestic ecosystem spanning scientific research, industry, and defense, with the goal of delivering the first prototypes of French quantum computers by 2032. In the same context, the French startup Alice & Bob announced that NVIDIA's investment arm had joined its latest funding round, reflecting growing international confidence in France's strategy of integrating quantum and classical computing. President Emmanuel Macron stated, “The speed of our competitors requires us to move to the next level,” adding that France “has the potential to be among the winners in this race.”

In the telecommunications sector, researchers at the University of Pennsylvania published a study in August 2025 describing a chip capable of transmitting quantum signals through Verizon's commercial fiber-optic network with an accuracy exceeding 97%. The significance of this achievement lies not merely in its accuracy or transmission

speed, but in demonstrating the feasibility of physically secure quantum communications over existing telecommunications infrastructure. Meanwhile, according to the China Telecom 2025 report, China has already deployed a nationwide quantum-secured communication network serving more than 6.8 million users across over 40 cities.

Healthcare offers another compelling example. In May 2026, researchers from the Cleveland Clinic, RIKEN, and IBM successfully simulated a protein consisting of 12,635 atoms using a hybrid approach that combined a quantum processor with conventional supercomputers. This represents the largest biological simulation of its kind to date. As quantum technologies continue to mature, they could dramatically reduce both the years and billions of dollars currently required to develop new medicines, while making it possible to tailor treatments to each patient's unique biological profile.

Priorities for Egypt's Next Phase

Egypt took an important strategic step in January 2026 by expanding the mandate of the National Council for Artificial Intelligence, transforming it into the National Council for Artificial Intelligence, Quantum Computing, and Emerging Technologies, in line with international trends.

Against this backdrop, three priorities deserve particular attention from the Council and national policymakers.

First, post-quantum cryptography should be treated as a matter of national urgency rather than a purely academic topic. Every ministry, financial institution, and operator of critical infrastructure should immediately begin conducting comprehensive cryptographic audits and developing migration plans. The clock on the “Harvest Now, Decrypt Later” threat is already ticking, and Egypt's digital sovereignty depends on timely action.

Second, Egypt should plan for a hybrid computing future rather than placing all its bets on a single technology. Continued investment in classical computing infrastructure and artificial intelligence remains essential wherever they deliver proven

value. At the same time, policymakers should exercise caution regarding unchecked expansion in graphics-processing infrastructure while beginning to establish long-term partnerships that integrate both classical and quantum computing capabilities. Third, Egypt must invest immediately and seriously in its people. Quantum thinking differs fundamentally from classical computational thinking. Investment in universities, international research fellowships, and hands-on technical training will generate the highest long-term returns while being among the fastest initiatives to implement. Egypt's greatest strategic asset remains its talented young scientists and engineers.

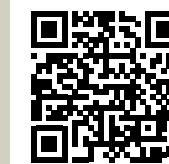
Quantum computing is not simply a faster computer—it represents an entirely new class of computational tools. For decades, scientists have avoided whole categories of problems because they were beyond the reach of classical computing, relying instead on approximations. Pharmaceutical companies estimate molecular behavior before validating it experimentally, while financial institutions model only selected risk scenarios, accepting a degree of uncertainty rather than attempting exhaustive analysis.

The quantum era is no longer a distant prospect on the horizon—it has already begun, quietly but unmistakably. The question is no longer whether quantum technology will reshape economies, cybersecurity, and artificial intelligence itself. The real question is whether we will be among those who help shape that transformation—or among those who find themselves unprepared when it arrives.

The quantum era is no longer a distant prospect on the horizon—it has already begun, quietly but unmistakably. The question is no longer whether quantum technology will reshape economies, cybersecurity, and artificial intelligence itself. The real question is whether we will be among those who help shape that transformation—or among those who find themselves unprepared when it arrives.



Issue Six



Issue Six



Coverage of the participation of Minister Amr Adel, President of the Administrative Control Authority, in the Fifth Session of the Conference of the States Parties to the Arab Convention against Corruption, held at the headquarters of the League of Arab States from 5–7 May 2024.

To promote a society capable of confronting corruption, the magazine continued raising legal awareness by publishing articles by leading legal scholars and practitioners on the rule of law and enforcement mechanisms.



Tributes to the «Conscience of the Nation»



On the publication of the tenth issue of Conscience of the Nation in its fifth year, I am pleased to extend my sincere congratulations to this distinguished national platform, which continues to promote the values of integrity, raise public awareness, and strengthen social responsibility. I wish the magazine continued success, leadership, and positive impact.

Counselor Dr. Marian Kaldas

Member of the Egyptian House of Representatives
Chief Executive Officer, Egyptian Center for Optional
Arbitration and Non-Banking Financial Dispute Resolution
Financial Regulatory Authority

Tributes to the «Conscience of the Nation»

The publication of the tenth issue of Conscience of the Nation in its fifth year is eagerly anticipated by experts and specialists in anti-corruption studies. It marks another milestone in the magazine's distinguished journey as a peer-reviewed publication that brings together academic scholarship and practical expertise on combating corruption, while highlighting its close relationship with sustainable development and the protection of human rights. We hope this occasion will inspire continued innovation and development, enriching the human and institutional expertise needed to confront corruption effectively in Egypt and across the Arab world.



Ambassador Dr. Mohamed El Shahid

Deputy Assistant Minister of Foreign Affairs for International Humanitarian Affairs



Using Open-Source Intelligence to Support Anti-Corruption Efforts From Early Detection to Building Digital Risk Indicators



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الوطن

Dr/ Mohamed El Gendy

■ International Expert in Cybersecurity and Digital Investigations
United Nations Consultant on Cybercrime



In an era characterized by the rapid flow of information and the growing integration of economic, administrative, and commercial activities across multiple digital platforms, combating corruption can no longer rely solely on traditional complaints, post-incident audits, or the review of paper-based records. Increasingly, indicators of institutional and administrative risk emerge in cyberspace in the form of corporate records, public announcements, websites, professional affiliations, recurring behavioral patterns, social media posts, or data published through government and commercial portals. These pieces of information do not, in themselves, constitute legally sufficient evidence, nor should they be treated as independent grounds for accusation without additional safeguards and corroborating evidence. They can, however, serve as valuable early warning indicators, enabling oversight and governance bodies to prioritize investigations, assess risks, and develop a deeper understanding of the institutional environments in which corruption or conflicts of interest may arise.

Against this backdrop, Open-Source Intelligence (OSINT) has emerged as a powerful modern tool for supporting corruption prevention and detection in the age of digital transformation. OSINT should not be confused with casual internet searching. Rather, it is the systematic collection and analysis of legally available public information, followed by the integration of that information into actionable institutional intelligence.

The growing importance of this approach is reflected in the increasing international emphasis on leveraging data and technology to strengthen public integrity. Organizations such as the United Nations Office on Drugs and Crime (UNODC), the Organisation for Economic Co-operation and Development (OECD), and the World Bank (WB) have all highlighted the role of digital analytics and open data in supporting investigations, promoting transparency, and reducing corruption risks—particularly in areas such as public procurement, disclosure requirements, corporate ownership transparency, and financial tracing.

Open-Source Intelligence in the Context of Anti-Corruption

Open-source information refers to data that are legally accessible to the public, whether freely available or obtained through legitimate subscription services. Such sources encompass a broad range of publicly available information, including commercial registries, corporate databases, government websites, procurement notices, contract announcements, published reports, news articles, public financial disclosures, maps, satellite imagery, photographs, and social media platforms.

The true value of these sources lies not in simply collecting them, but in analyzing them through a structured and methodical process. A single piece of publicly available information may appear insignificant on its own; however, when connected with other data, it can reveal relationships, recurring patterns, potential conflicts of interest, or weaknesses within institutional governance frameworks.

For example, information about a company contracting with a government agency may seem unremarkable in isolation. Yet when its date of incorporation, management history, registered addresses, contracting patterns, ownership structure, executive relationships, and digital footprint are analyzed together, a broader picture may emerge. This integrated perspective can help the relevant authorities determine whether the case warrants further formal investigation.

It is equally important to emphasize that OSINT does not replace the role of investigators or legal experts. On the contrary, it is a complementary tool that enhances their analytical capabilities, enabling them to move beyond random reviews toward evidence-informed, risk-based assessments.

From Random Searches to Systematic Analysis

One of the most common misconceptions about open-source intelligence is that it is merely a technical skill. In reality, within an institutional setting, OSINT is a structured analytical process that begins with clearly defined questions: What information are we seeking? What type of risk are we attempting to assess? Which legitimate information sources should be consulted? How can the information be verified? And how do we distinguish between established facts, analytical conclusions, and reasonable hypotheses?

Professional methodology does not begin with an accusation. Instead, it begins with a testable hypothesis.

For example, investigators may ask: Is there an undisclosed relationship between a group of individuals? Is there an unusual pattern in the repeated award of similar contracts to a limited number of companies? Could there be a potential conflict of interest involving a public official and a commercial entity? Do multiple companies that appear independent share common

addresses, telephone numbers, directors, or management personnel?

In each of these scenarios, the ultimate outcome is not merely the collection of additional information. Rather, it is the production of a structured risk assessment, classifying the identified risk as low, medium, high, or requiring further official verification.

This is where rigorous documentation becomes essential. Every analytical step should be recorded, the source of each piece of information clearly identified, the date of access documented, and the findings independently verified through multiple sources whenever possible.

Third: How Can Open-Source Intelligence Support Anti-Corruption Efforts?

Open-source intelligence can strengthen anti-corruption efforts through several key avenues.

The first is the early detection of risks. Governance failures rarely emerge without warning; they are often preceded by disconnected signals scattered across public records, citizen complaints, procurement data, or recurring patterns in the behavior of organizations or individuals. Analyzing these signals does not mean treating them as conclusive facts. Rather, it enables oversight bodies to identify potential risks early

and take preventive action before problems escalate.



Open-source intelligence is not a substitute for formal investigations, legal evidence, or institutional oversight. It has, however, become an essential complementary tool within modern frameworks for preventing and combating corruption.

The second avenue is supporting integrity and compliance due diligence. Open-source information can be used to examine an organization's background, reputation, commercial relationships, incorporation history, digital presence, publicly

reported legal issues, media coverage, and other indicators that may warrant closer scrutiny. The objective is not to disqualify an organization based solely on publicly available information, but to enhance the quality and focus of institutional due diligence.

The third avenue is relationship network analysis. Corruption rarely occurs as an isolated act; it often involves interconnected networks of individuals, companies, intermediaries, and affiliated entities. By analyzing publicly available data, investigators can identify visible links among people and organizations, including shared management, overlapping ownership, common business addresses, or publicly disclosed professional connections on platforms such as LinkedIn and similar networks.

The fourth avenue is enhancing transparency in public procurement and contracting. The Organisation for Economic Co-operation and Development (OECD) has consistently identified public procurement as one of the areas most vulnerable to corruption, fraud, waste, and poor governance. Systematic analysis of procurement notices, contracts, suppliers, pricing, and project timelines can reveal unusual patterns, such as repeated awards to the same contractors, newly established companies receiving large public contracts, or similarities between suppliers that are expected to operate independently.

The fifth avenue is supporting financial and digital investigations during their preliminary stages. Open-source intelligence may help identify visible assets, publicly declared business activities, the digital footprint of individuals and organizations, cross-border relationships, and indicators relating to financial flows. Growing international attention

has also been directed toward beneficial ownership data, which has become an essential component of anti-corruption and anti-money laundering efforts because it helps reveal the individuals who ultimately own or control companies and other legal entities.

Fourth: Distinguishing Digital Indicators from Legal Evidence

One of the most important principles governing the use of open-source intelligence in anti-corruption work is the distinction between a digital indicator and legal evidence.

A digital indicator is a piece of information, observable pattern, or apparent relationship that justifies further examination. It remains, however, an investigative lead rather than proof.

Legal evidence, by contrast, must satisfy established legal requirements relating to its source, lawfulness, reliability, integrity of documentation, chain of custody, and admissibility before the competent authorities, in accordance with the relevant legislation, including Egyptian Law No. 175 of 2018 on Combating Information Technology Crimes and its Executive Regulations.

Accordingly, OSINT findings should never become the basis for premature conclusions. A publicly available photograph may be outdated, a social media account may be fraudulent, open-source data may be incomplete or obsolete, and news reports may contain errors or bias. For this reason, professional OSINT practice depends on cross-verifying information from multiple independent sources, distinguishing clearly between facts and analytical conclusions, and carefully documenting all assumptions.

This is where multidisciplinary collaboration becomes essential. Technical specialists may excel at locating information and analyzing digital connections, legal professionals define the boundaries of lawful use, governance experts assess institutional risks, and investigators place all of these elements within the context of formal investigative procedures. This multidisciplinary approach is what gives OSINT its greatest value in supporting anti-corruption efforts.

Fifth: Legal and Ethical Safeguards

As digital search and analytical capabilities become increasingly powerful, the need for clear legal and ethical safeguards becomes even greater.

The use of open-source intelligence must always remain consistent with the principles of legality, privacy, proportionality, and legitimate purpose. OSINT must never be confused with hacking, unauthorized system access,

“**One of the fundamental principles governing the use of open-source intelligence in anti-corruption work is the distinction between a digital indicator and legal evidence. A digital indicator is a piece of information, an observable pattern, or an apparent relationship that warrants further examination and may remain no more than an investigative lead. Legal evidence, by contrast, must satisfy established requirements relating to its source, lawfulness, reliability, integrity of documentation, chain of custody, and admissibility before the competent authorities.**”

technical circumvention, or the unlawful acquisition of private information.

Organizations must also recognize the risk of confirmation bias in data analysis. Analysts may unconsciously seek only information that supports their initial hypothesis while overlooking evidence that contradicts it. This represents a significant risk in both oversight and investigative work.

Professional methodology therefore requires testing hypotheses rather than attempting to prove them, documenting both the information that was found and the information that was not, and maintaining a clear distinction between established facts, analytical interpretations, and informed assumptions.

In this regard, the Berkeley Protocol on Digital Open Source Investigations provides an important international reference, establishing standards for the admissibility and reliability of evidence derived from open sources, as well as ethical principles governing open-source investigations.

Sixth: Toward an Institutional OSINT Framework for Combating Corruption

To realize the full potential of open-source intelligence, organizations cannot rely solely on individual expertise or isolated initiatives. Instead, they must develop an integrated institutional framework built upon several core components.

The first is capacity building. Personnel working in oversight, inspection, investigation, auditing, compliance, and governance should receive structured training in digital research techniques, information verification, network analysis, and evidence documentation. Such training should address legal and ethical principles alongside technical skills.

The second is the development of Standard Operating Procedures (SOPs). Without standardized methodologies,

significant inconsistencies in analytical quality may arise, potentially leading to legal or analytical errors. Institutions should therefore establish uniform procedures for documenting searches, assessing source reliability, classifying risks, preserving findings, and determining when matters should be escalated for formal investigation.

The third component is the adoption of appropriate analytical tools. Not every advanced technology is necessary, nor is every tool suitable for every organization.

The priority should be selecting solutions that match institutional needs, including tools for relationship mapping, media monitoring, registry searches, website archiving, open-data analysis, pattern detection across digital platforms, and the analysis of digital financial transactions.

The fourth component is integrating open-source information with institutional data. Publicly available information alone is rarely sufficient. Its value increases substantially when combined—within the limits of applicable law and organizational authority—with internal institutional data. Such integration enables the development of more accurate risk maps and helps identify sectors, entities, or cases requiring deeper examination.

“**The true value of open-source information lies not simply in collecting it, but in analyzing it through a rigorous and systematic methodology. A seemingly ordinary piece of public information, when connected with other data, may reveal hidden relationships, recurring patterns, potential conflicts of interest, or weaknesses in governance systems.**”

The fifth component is the incorporation of OSINT into national training programs. In this regard, the National Anti-Corruption Academy can play a leading role in promoting the responsible and professional use of open-source intelligence through specialized training programs that integrate practical applications with legal and ethical safeguards while addressing the operational needs of Egypt's oversight and governance institutions.

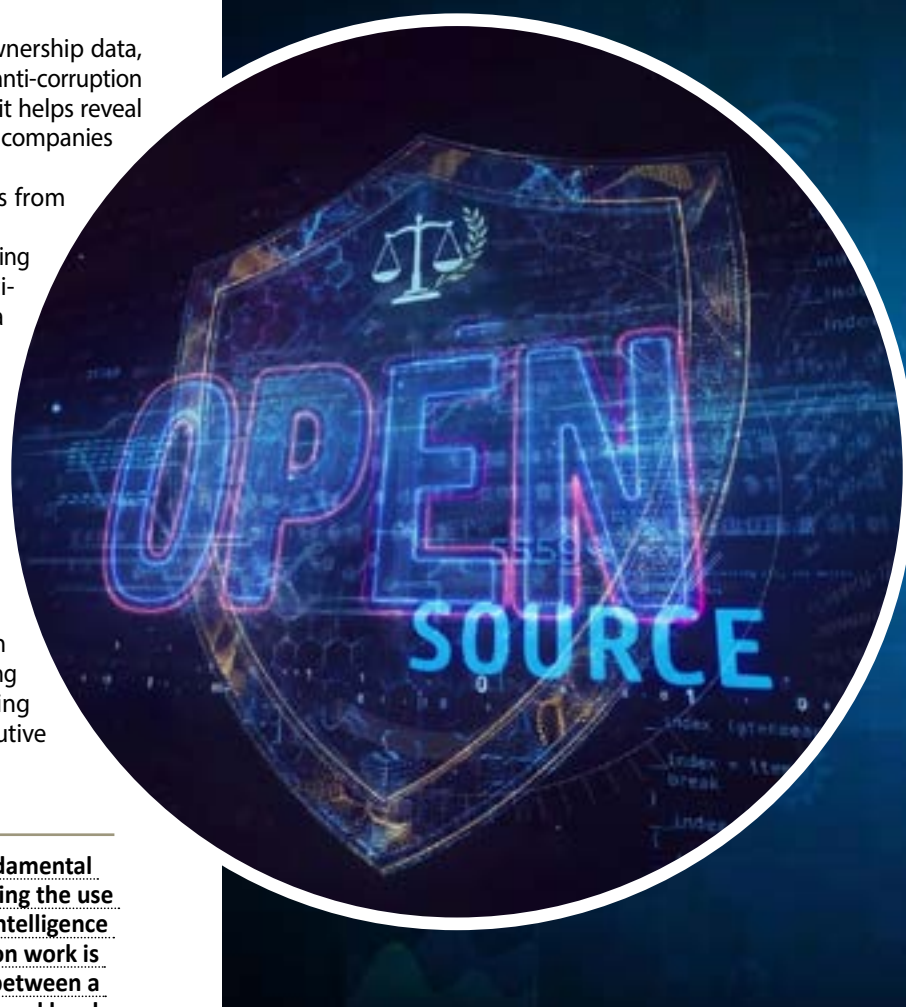
Conclusion

In the digital age, combating corruption no longer depends solely on uncovering what is hidden in confidential files. It increasingly depends on understanding what publicly available data can reveal.

The digital world rarely provides ready-made answers. Instead, it produces patterns, indicators, and connections that professionals with the appropriate methodology and expertise can identify, interpret, and transform into actionable knowledge that strengthens integrity and transparency.

Open-source intelligence is not a substitute for formal investigations, legal evidence, or institutional oversight. It has, however, become an indispensable complementary tool within modern systems for preventing and combating corruption. The more effectively institutions develop professional capabilities in this field, the better equipped they will be to detect risks early, conduct informed risk analysis, safeguard public resources, and strengthen public trust in government institutions.

The true challenge today is no longer the scarcity of information—it is its overwhelming abundance. Institutional excellence in the years ahead will belong to those organizations that can analyze this information professionally, use it responsibly, and apply it effectively in the service of the state.





Issue Seven



Issue Seven

Tributes to the «Conscience of the Nation»



“On my own behalf and on behalf of the Board of Directors of the General Federation of NGOs and Civil Associations, I extend our heartfelt congratulations to the Administrative Control Authority—its leadership, members, and staff—on the publication of the tenth issue of Conscience of the Nation in its fifth year. This milestone reflects the Authority’s distinguished role in fulfilling the mandate set forth in Article 218 of the Egyptian Constitution through the successive National Anti-Corruption Strategies. The magazine has become a clear testament to the Authority’s valuable contributions across diverse fields in developing and implementing the National Anti-Corruption Strategy. We pray for your continued success in promoting public awareness and strengthening society’s culture of integrity.”

Dr. Talaat Abdel Dawi

President General Federation of NGOs and Civil Associations



“My warmest congratulations to the editorial team of Conscience of the Nation on its fifth anniversary. Over the past five years, the magazine has established itself as a cornerstone for promoting transparency and accountability in Egypt by skillfully connecting rigorous academic research with practical anti-corruption strategies. It has become an indispensable instrument for advancing good governance and supporting the foundations of Egypt Vision 2030. A steadfast commitment to integrity is essential to the strength of every society. Thank you for your vital contribution to Egypt’s national anti-corruption framework and for your dedication to building a future founded on transparency, resilience, and sustainability. Congratulations to the Administrative Control Authority and its leadership on this important achievement, with my best wishes for continued progress under your visionary leadership.”

Prof. Sherifa Fouad Sherif

Executive Director National Institute for Governance and Sustainable Development

Tributes to the «Conscience of the Nation»



“On the publication of the tenth issue of Conscience of the Nation, coinciding with the annual celebration of the Administrative Control Authority, I am pleased to recognize the magazine’s important role in promoting the values of transparency, integrity, and public awareness. It has become an integral part of Egypt’s anti-corruption ecosystem. I extend my sincere appreciation to everyone involved in producing this distinguished publication and wish them continued success and excellence.”

General Dr. Nabil Mahmoud Hassan

Professor of Criminal Law Police Academy

The magazine strengthened public awareness in the fields of public administration, development, leadership, and social marketing by publishing the insights and recommendations of prominent experts and specialists.





The Egyptian Anti-Corruption Academy
Highlights from the First Half of 2026

Sustained Efforts and an Ongoing Public Awareness Mission



Editorial Board

The Egyptian Anti-Corruption Academy continued its mission of raising public awareness and preparing future generations to combat corruption through modern, innovative training methods. During the first half of 2026, the Academy organized a wide range of activities, including training courses, workshops, and official visits by senior officials from oversight institutions in sisterly and friendly countries seeking to learn from the Academy's successful experience and explore opportunities for cooperation in anti-corruption training and capacity building.



Prime Minister's visit to the Administrative Control Authority's pavilion.



Seminar: «Financial Inclusion»



Seminar: The Administrative Control Authority's
Role in Developing Innovative Anti-Corruption Tools

Active Participation in the Cairo International Book Fair to Promote Anti-Corruption Awareness



22350
زائرا



University students visiting the Administrative Control Authority's
pavilion and strong public participation during the Academy's seminars at
the Cairo International Book Fair.

As part of the Administrative Control Authority's efforts to promote public awareness and strengthen the principles of governance, integrity, and transparency, the Egyptian Anti-Corruption Academy—the Authority's scientific and training arm—participated in the 57th Cairo International Book Fair, held from 21 January to 3 February 2026.

Through an interactive awareness pavilion designed for visitors of all ages, the Academy highlighted the causes, risks, and consequences of corruption, as well as strategies for prevention, while promoting the principles of good governance and transparency.

The pavilion was officially inaugurated in the presence of Prime Minister Dr. Mostafa Madbouly, several cabinet ministers, and a number of prominent public figures.

The Academy also organized two public seminars, both of which attracted strong attendance and received positive feedback for addressing timely issues related to transparency, institutional governance, and economic awareness.

International and Regional Cooperation

From Hong Kong to Africa and the Arab Region



Strengthening Arab Cooperation

The Advanced Anti-Corruption Programme for Arab Professionals was held at the Administrative Control Authority's headquarters in Egypt's New Administrative Capital. The programme was inaugurated by Minister Amr Adel, President of the Administrative Control Authority, and Abdullah Qader Bouh, President of the Administrative Control Authority of Libya.

Held over three weeks, the programme brought together senior members of Egypt's Administrative Control Authority alongside representatives of anti-corruption agencies and law enforcement authorities from Algeria, Saudi Arabia, Oman, and Libya.

The initiative forms part of the Authority's strategy to strengthen professional expertise, build institutional capacity, and deepen cooperation and knowledge exchange among anti-corruption bodies across the Arab region.



Building the Capacity of African Law Enforcement Agencies

In cooperation with the Egyptian Agency of Partnership for Development (EAPD), the Academy organized a specialized training programme in February for 15 African participants aimed at strengthening capacities to combat human trafficking and migrant smuggling.



Towards a Unified Arab Framework for Parallel Financial Investigations

The Egyptian Anti-Corruption Academy led a distinguished scientific initiative to localize the regional training package on parallel financial investigations

In cooperation with the United Nations Office on Drugs and Crime (UNODC), the Academy organized a regional meeting bringing together law enforcement representatives and financial crime experts from across the Arab region to discuss the localization of the training programme, exchange

expertise, and strengthen regional cooperation in combating financial crime.

Reflecting the Academy's commitment to this important field, this issue also features a comprehensive article on the subject (see page 26).



Administrative Control Authority Organizes Regional Anti-Corruption Programme with Hong Kong

The Administrative Control Authority, in cooperation with the Independent Commission Against Corruption (ICAC) of Hong Kong and the Hong Kong International Academy Against Corruption (HKIAAC), organized a specialized regional training programme at the Egyptian

Anti-Corruption Academy from 10–12 February 2026.

The programme forms part of the Authority's ongoing efforts to strengthen international partnerships and promote the exchange of expertise in corruption prevention and enforcement.

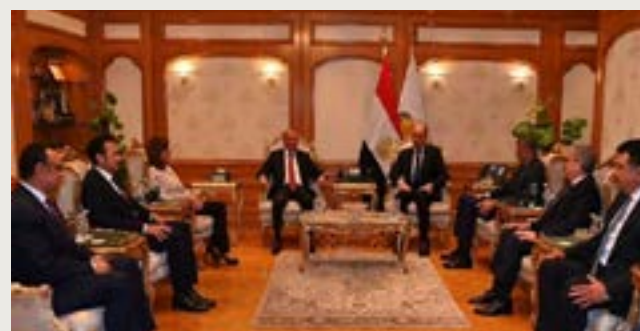


Visit by the Senior Vice President of the Japan International Cooperation Agency (JICA)



The Egyptian Anti-Corruption Academy welcomed Ms. Yoko Mitsui, Senior Vice President of the Japan International Cooperation Agency (JICA), and her accompanying delegation as part of efforts to strengthen the strategic partnership between Egypt and Japan in the fields of capacity building, institutional development, and future cooperation.

National Partnership to Advance Applied Knowledge and Capacity Building



Egyptian Anti-Corruption Academy and National Training Academy Sign Cooperation Protocol

In line with the President's directives to strengthen national capacity and develop the competencies of public sector professionals, Counsellor Omar Marwan, Director of the Office of the President of the Republic, and Minister Amr Adel, President of the Administrative Control Authority, witnessed the signing of a cooperation protocol between the National Training Academy, represented by its Executive Director Dr. Salwa Goueili, and the Egyptian Anti-Corruption

Academy, represented by its Director Major General Hisham El-Rokeiby.

The agreement underscores the importance of strategic partnerships among national institutions as a key pillar of Egypt's comprehensive development agenda. Through a range of joint initiatives, the partnership aims to develop high-potential talent within the state's administrative apparatus and enhance institutional efficiency and effectiveness.

Sustained Efforts in Training and Institutional Capacity Building

The first half of 2026 marked another productive period for the Egyptian Anti-Corruption Academy as it continued to advance its mission in training, public awareness, and institutional capacity building. Guided by a vision centered on expanding knowledge, developing human capital, and delivering modern training programmes aligned with society's evolving needs, the Academy continued to create a lasting impact in support of Egypt Vision 2030 and the country's development priorities.

Training remained a core pillar of the Academy's work. Through a broad range of programmes and activities, the Academy enhanced participants' professional competencies and practical skills, equipping them with the knowledge and tools needed to meet emerging challenges and translate learning into effective practice.

The Academy's achievements during the first half of 2026 reflect a period of sustained activity and tangible results.

126

training
activities
conducted

5692

participants
trained

Training Highlights

Governors' Offices, Universities, and Civil Society Organizations

Law Enforcement Agencies, the Public Prosecution, and the State Council

1341

participants
trained

40
training
programmes

52

participants
trained

2
training
programmes





Training programme for members of the National Defence Council.



Capacity-building programme for Ministry of Investment personnel.

Expanding Institutional Outreach

During this period, the Academy broadened its engagement across a wide range of sectors, reinforcing its commitment to extending the reach of governance and anti-corruption awareness throughout Egypt. Training programmes targeted: University faculty members, Government ministries, Public university staff and students

Collaboration
with
19
ministries

Partnership
with
7
governorates

220
participants
from
governorates

170
university
students, faculty
members, and
academic staff

Digital Governance Programme for Judicial and Legislative Institutions



As part of its efforts to strengthen cooperation with judicial and legislative institutions, the Academy, in partnership with the Ministry of Communications and Information Technology, delivered a specialized training programme on Digital Governance, Integrity, and Anti-Corruption.

The programme was designed for members of the Administrative Prosecution Authority, the Public Prosecution, the State Council, the House of Representatives, and the State Lawsuits Authority.

It aimed to strengthen participants' ability to meet the

requirements of digital transformation, promote integrity and transparency, and integrate anti-corruption practices with emerging technological developments.

The Academy's partnerships also extended beyond government and academia to include the private sector and civil society, with programmes delivered in cooperation with Banque du Caire, Telecom Egypt, Dar El-Sondos Orphanage, Misr El Kheir Foundation, the National Institute for Governance and Sustainable Development, and the Fund for Supporting NGOs and Civil Associations.



Comprehensive Training Programmes for Emerging Challenges

The Academy continued to develop and deliver integrated, forward-looking training programmes designed to address the evolving needs of institutions and respond to emerging national and global challenges.

Anti-
Corruption

Management
and
Leadership
Skills

Project
Management

Governance



Data
Science

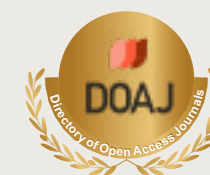
National
Information
Infrastructure

Digital
Transformation

Artificial
Intelligence

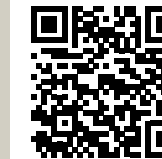
Publication of the Fourth Issue of the Peer-Reviewed Scientific Journal

As part of its commitment to advancing research and knowledge production, the Academy published the fourth issue of its peer-reviewed scientific journal, featuring a collection of research papers and studies on governance, anti-corruption, digital transformation, and administrative reform.





Issue Eight



Issue Nine



The magazine closely monitored developments affecting Egypt's national security across the economic, social, and administrative spheres. It also raised public awareness of the negative effects of "soft dominance" in the digital age, helping readers better understand and respond to rapid technological and societal change.



Coverage of Egypt's distinguished participation in the Eleventh Session of the Conference of the States Parties to the United Nations Convention against Corruption, held in Doha, Qatar, from 14–19 December 2025.



The magazine also continued its coverage of International Anti-Corruption Day celebrations across Egypt's governorates and universities, reinforcing public awareness of transparency, integrity, and accountability

Tributes to the «Conscience of the Nation»



I had the privilege of closely following the preparation and development of Conscience of the Nation from its earliest stages, witnessing the tremendous effort invested in bringing it to life. From the outset, the magazine emerged as an ambitious publication with a clear vision, a meaningful mission, and important objectives, establishing itself as a distinguished scholarly platform dedicated to advancing research and knowledge in the fields of anti-corruption and governance.

Its significance extends well beyond academia. By promoting anti-corruption efforts and embedding the principles of good governance, the magazine contributes to safeguarding state resources, strengthening institutional effectiveness, and enhancing the nation's capacity to address strategic challenges. In doing so, it reinforces public and investor confidence, supports political, economic, and social stability, and ultimately strengthens Egypt's comprehensive national power and its ability to achieve sustainable development. Conscience of the Nation is therefore both a valuable academic contribution and a national asset with a lasting impact.

Air Marshal Dr. Hesham El Halaby
Advisor, Military Academy for Graduate and Strategic Studies

Tributes to the «Conscience of the Nation»

At a time when the need for responsible public discourse and rigorous scholarship has never been greater, Conscience of the Nation stands out as a distinguished intellectual platform that promotes integrity, public awareness, and social responsibility. On the occasion of its tenth issue and fifth anniversary, I extend my sincere congratulations and appreciation, with my best wishes for the magazine's continued excellence, wider influence, and enduring contribution to its important national mission.

Hossam Farahat

Member, Board of Trustees National Training Academy



From the Conscience of the Nation Archive
Special Commemorative Issue – March 2026
Women: Partners in Glory, Architects of Tomorrow



From the Conscience of the Nation Archive
Special Commemorative Issue – March 2026
Women: Partners in Glory, Architects of Tomorrow



A special edition was published to mark International Women's Day, recognizing women's contributions to political and public life. The issue featured contributions from distinguished female leaders and prominent figures from Egypt, the region, and the international community.

Tributes to the «Conscience of the Nation»



Conscience of the Nation was never intended to be merely a periodical documenting the achievements of the Administrative Control Authority and the National Anti-Corruption Academy. It has evolved far beyond that vision into a genuine forum for addressing national issues and examining ideas and perspectives with depth and objectivity. From its very first issue, the magazine distinguished itself through the diversity of voices and perspectives featured in its pages—reflecting the conviction of this distinguished national institution and its leadership that ideas are the key to the future, diversity is the foundation of success, and constructive differences are the driving force behind progress.

Ahmed Ayoub
Editor-in-Chief,
Al Gomhuria Newspaper

Tributes to the «Conscience of the Nation»



It was an honor to contribute to the eighth issue of Conscience of the Nation with my article, 'Soft Hegemony: How Cultures Erode in the Digital Age.' Throughout the research, writing, and editorial process, I witnessed an exceptionally professional approach that paid meticulous attention to every detail while emphasizing originality of thought, quality of content, and accuracy of sources. It was a truly rewarding experience that reflected institutional excellence and rigorous professional standards, confirming the magazine's standing as an intellectual and media platform worthy of great respect and recognition.

Khaled El Barmawy
Assistant Minister of State for Digital Communication

Tributes to the «Conscience of the Nation»

The growing regional emphasis on combating corruption called for a specialized publication capable of enriching knowledge and guiding practice—and Conscience of the Nation has answered that call. It is pioneering, distinguished, and full of promise. The magazine is a valuable contribution from Egypt's Administrative Control Authority to Egypt itself, from Egypt to the Arab region, and, with God's grace and the dedication of those behind it, from the region to the wider world.

Aikan Al Seblani
Chief Regional Advisor on Anti-Corruption and Integrity
UNDP Regional Hub for Arab States





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

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www.aca.gov.eg

Direct contact with the Authority's officials at the headquarters:

Please visit the Authority's website

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16100

Egypt Post/ Telegraph

Facebook Official Page:

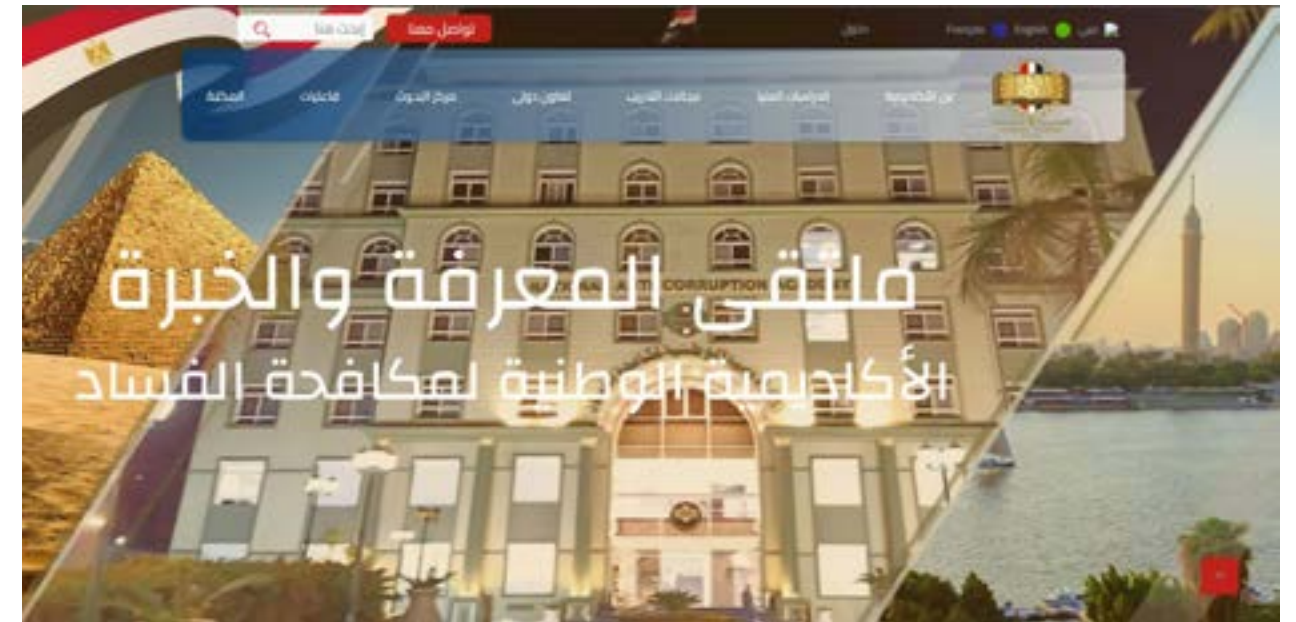
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Faxes of the Authority's regional offices in the governorates:

Please visit the Authority's website



الالتزام بالتميز COMMITTED TO EXCELLENCE

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The Egyptian Anti-Corruption Academy (EACA):

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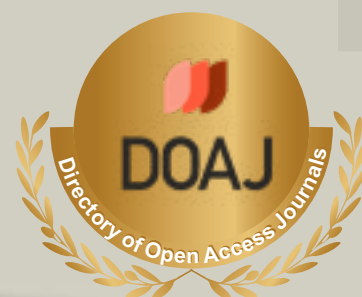
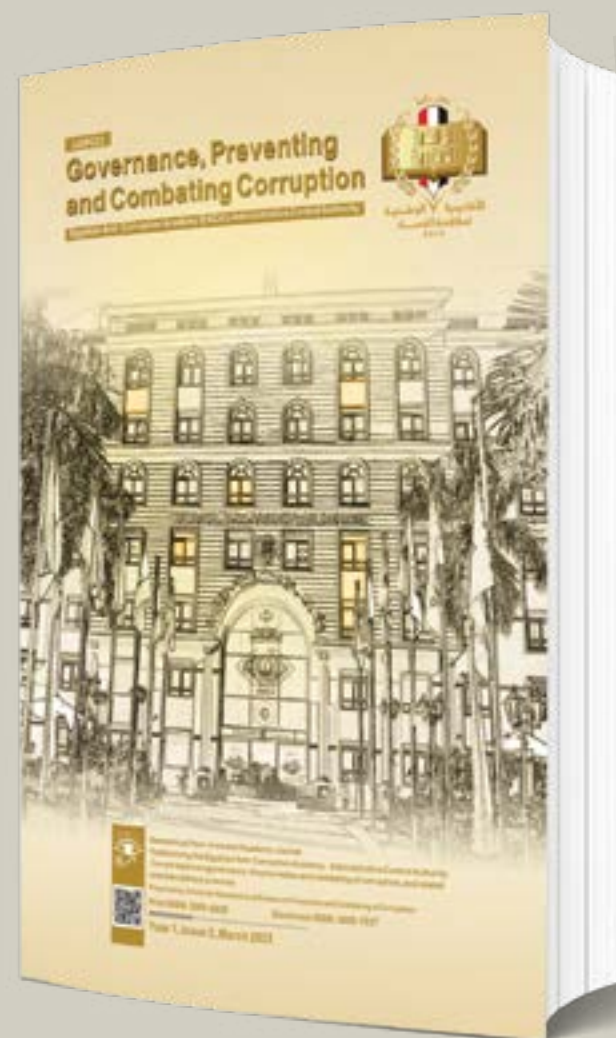
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Magazine's e-mail:

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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. The journal has received a rating of 7/7 from the Supreme Council of Universities and is listed in the Directory of Open Access Journals (DOAJ) as a high-quality open-access publication. 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.





الأكاديمية الوطنية
لمكافحة الفساد
EACA

مركز بحوث ودراسات منع ومكافحة الفساد
CRSPCC