THE ARAB REPUBLIC OF EGYPT

National Anti-Corruption Strategy

2023-2030

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Preamble

During the last eight years, Egypt has taken major steps towards preventing and combating corruption. It launched its first National Anti-Corruption Strategy (2014-2018), followed by its Second Strategy (2019-2022). Both included Egypt's vision, mission and strategic anti-corruption goals. In continuation of previous efforts, Egypt now embarks on launching its third "National Anti-Corruption Strategy 2023-2030". In so doing, it reasserts its will and firm determination to create a society that is based on integrity and is free of all forms of corruption. Such a determination emanates from a strong belief that corruption is a scourge that undermines sustainable development efforts and weakens mutual trust between the citizens and the government.

A situational analysis conducted on the second National Anti-Corruption Strategy 2019-2022 identified a set of accomplishments and challenges. The accomplishments were highlighted in periodic progress reports on the implementation of the Strategy, as well as other reports. The challenges were broken down into five strategic pillars according to which the third National Anti-Corruption Strategy 2023-2030 is formulated. These five pillars are: administration; legislation and the judiciary; law enforcement and anti-corruption; participation and awareness raising and regional and international cooperation.

The third National Anti-Corruption Strategy 2023-2030 is distinctive compared to the previous two in many ways; on one hand, the methodology is far more participatory and inclusive of different social groups benefiting from anti-corruption efforts. Several wideranging workshops were conducted to involve representatives of governmental bodies, academia, experts, the private sector, chambers of commerce, civil society, youth, the athletic and media communities. A situational analysis was conducted to examine and analyze Egypt's ranking on the international anti-corruption indices and the relevant international reports, so that the third strategy may contribute to improving Egypt's international ranking. To develop the strategic objectives, operational procedures and measurement indicators, the strategy consulted experts in a wide range of fields including economics, management, law, and other social sciences.

I The term «anti-corruption» used in this document refers to both the prevention of and fight against corruption.

On the other hand, the new strategy is distinctive in structuring the five strategic goals. The first goal is to support anti-corruption efforts on the administrative level. It focuses on updating the legislative and institutional structures are two distinct structures governing the government entities. It seeks to enhance the capabilities of civil servants, reinforce integrity and transparency, and develop an integrated administrative system capable of meeting the needs of investors.

The second goal is to create a supportive legislative and judicial structure to fight corruption. It involves continuous updates of laws supporting anti-corruption efforts, and of judicial procedures and electronic litigation. It also involves the capacity building for members and staff of the Judiciary.

The third strategic goal is to empower anti-corruption and law enforcement agencies. It focuses on strengthening their legislative and institutional frameworks, building up their human, financial and material resources, updating the anti-corruption policies and procedures, and auditing the financial banking and non-banking institutions and, thus, cultivating public trust in law enforcement and anti-corruption agencies.

The fourth strategic goal is to boost efforts of raising public awareness of the risks of corruption and empowering citizens to participate in the prevention thereof. To achieve this goal, the strategy seeks to strengthen the awareness raising function of educational and research institutions and improve the role of religious, cultural, media and sports institutions in spreading an anti-corruption culture. It also aims to support the role of both civil society and the private sector in relevant areas and enact the mechanisms of public oversight and accountability.

The fifth goal focuses on building effective regional and international anti-corruption cooperation through the promotion of knowledge, exchange of expertise, implementation of regional and international conventions against corruption and cooperation in the fields of anti-money laundering and asset recovery.

Additionally, the new strategy is distinctively focused on enhancing the capacities to monitor the implementation of the strategy. It develops accurate indicators for each operational procedure. These indicators were reviewed by quantitative analysis specialists. In addition, the strategy develops an action plan with firm timelines and includes annual targets for each strategic goal.

Part I

Development Methodology of the National Anti-Corruption Strategy 2023-2030

The National Anti-Corruption Strategy is based on three main determinants: participation, inclusiveness, and transparency. Egypt has been keen to pursue the same participatory approach used in drafting the previous strategy. The review report of Egypt's implementation of the United Nations Convention Against Corruption (UNCAC), which falls within the framework of the UNCAC Implementation Review Mechanism (IRM), has recognized the said approach as a successful practice pursuant to articles 5 and 13 of the Convention. In this new strategy, the participatory process was expanded to include a greater number of stakeholders. The strategy preparation process was characterized by being transparent and is anchored in the progress achieved in the implementation of the Second National Anti-Corruption Strategy 2019-2022.

The development process of the National Strategy was divided into 4 main stages:

1 Preparatory Stage:

This stage sought to design a concrete plan of action for developing the Strategy. The Administrative Control Authority (ACA), in its capacity as the authority mandated to develop and monitor the implementation of the Strategy under Law No. 207 of 2017 on the Organization of the Administrative Control Authority, completed the development of the said plan of action in December 2021. During this stage, a consensus was built among the members of the National Sub-Coordinating Committee for the Prevention and Combatting of Corruption (NSCCPCC). Under the Chairmanship of ACA, the Subcommittee comprises representatives of the Ministries of Justice, Foreign Affairs, and Interior, as well as the Public Prosecution, Administrative Prosecution Authority, the General Intelligence Service, and the Egyptian Money Laundering and Terrorist Financing Combating Unit (EMLCU). During this

stage, a review was conducted on the international standards concerning the development of national anti-corruption strategies, such as the UNODC's National Anti-Corruption Strategies: A Practical Guide for Development and Implementation and international experiences relevant to the development of anti-corruption strategies. Meetings and consultations were conducted with international agencies such as USAID, UNODC, the World Bank, and Columbia University located in the United States of America. International experts on anti-corruption and strategic planning were also consulted. This aimed at identifying the best practices and exchanging experiences related to combating corruption.

2 Analysis and Evaluation Stage:

This stage, which started in January 2022, sought to develop a situational analysis by identifying gaps, challenges, and opportunities and studying the different approaches to combating corruption in a fastpaced world. A literature review on new approaches to combating corruption was conducted. Additionally, the resolutions and declarations of the Conference of the State Parties to the United Nations Convention against Corruption were reviewed, including Sharm El-Sheikh Declaration 9/1 on strengthening international cooperation in the prevention of and fight against corruption during times of emergencies and crisis response and recovery. The national and international reports on anti-corruption in Egypt were reviewed. The progress reports on the implementation of the National Anti-Corruption Strategy 2019-2022, which included implementation challenges and best practices that can be built on, was revisited. The results and recommendations of Egypt's Corruption Perception and Combating Index 2022 were examined. This Index is composed of two sub-indicators: the perception of administrative corruption and the perception of preventive efforts against administrative corruption. The Index is based on conducting a field survey of citizens aged 18 and above. In 2022, a field survey of approximately 11,600 individuals was conducted across governorates. This is in addition to a telephone poll surveying the opinions of officials of 340 companies and 17 experts in different fields throughout Egypt. The recommendations produced based on the analysis of the index results were reviewed and used. These recommendations revolve around ensuring the proper function of the internal control mechanisms, promoting social mobilization against corruption, and conducting surveys on citizen satisfaction with public services.

This stage also included a series of large scale workshops with stakeholders. Other workshops were held with focal points mandated to monitor the implementation of the National Anti-Corruption Strategy; namely 104 focal points representing ministries, governorates, law enforcement agencies, universities and others. Moreover, workshops were conducted with academics, experts, the private sector, and the civil society. All of the above workshops aimed to identify the challenges which faced the implementation of the second strategy and the proposed solutions to be taken into consideration in drafting the third strategy. This stage also included extensive discussions with several international agencies such as USAID, UNODC, the World Bank, Columbia University, and a group of national and international experts. Those discussions focused on the challenges of implementation and the prospects of combating corruption within changing regional and international dynamics.

3 Drafting Stage:

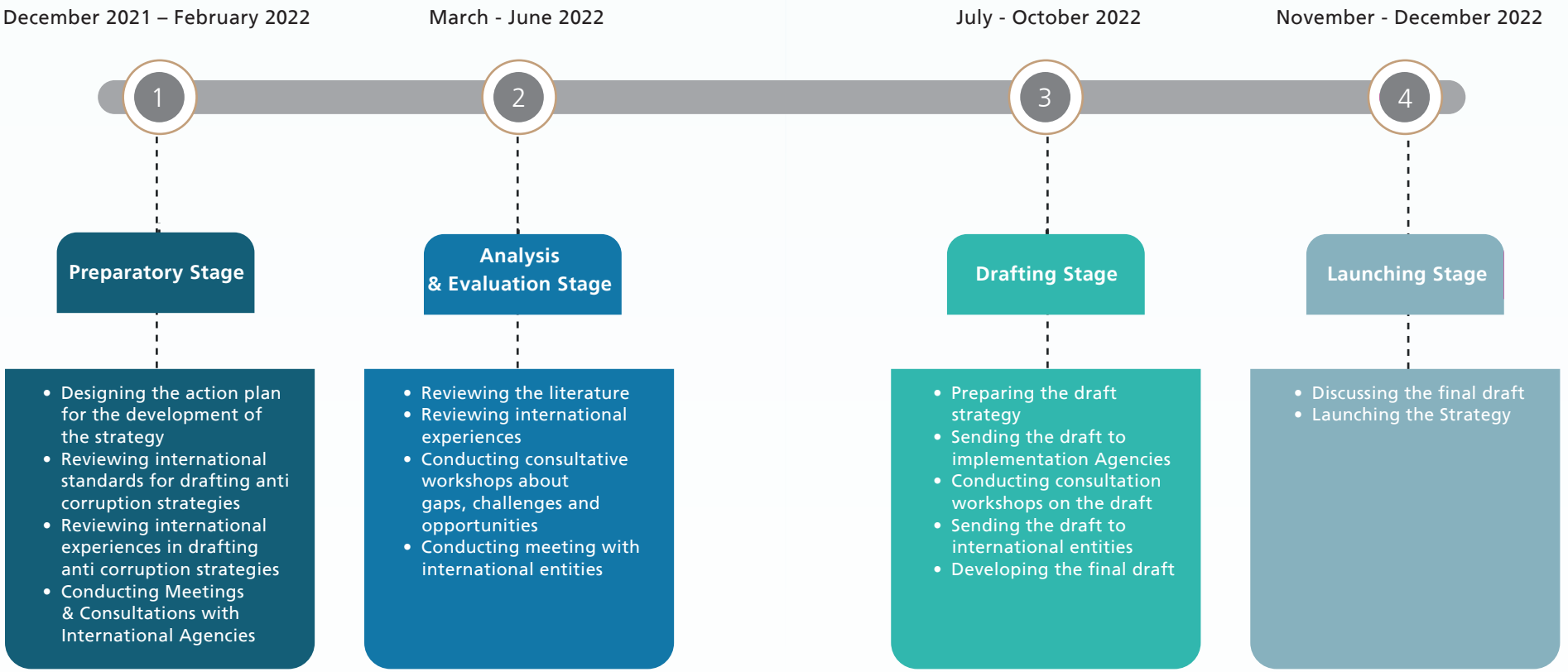
Building on the work done in the analysis and evaluation stage, a draft strategy was formulated. It built on the analysis of the implementation of the second strategy, regional and international reports, workshops, meetings, and consultations with international agencies. The NSCCPCC supervised the drafting process. The strategy's goals and objectives were identified, and indicators were developed. The draft was sent to and sought the input of the agencies authorized to implement the strategy. A series of workshops were organized with stakeholders, academia, experts, the private sector, the civil society, the sports community and media communities to solicit their comments and feedback on the draft Strategy. The draft was also sent to different international agencies for their views and feedback. These include the USAID, the World Bank, Columbia University, the United Nations University, and experts at Washington and Maryland Universities. This stage was concluded with the development of the final draft of the Strategy after taking into account the views and comments received from workshops, different entities and experts.

4 Launching Stage:

Upon the completion of the final draft of the Strategy, the technical secretariat of the NSCCPCC at ACA discussed and submitted it to the Prime Minister and the Presidency in the lead-up to of its launching under the auspices of the President of Egypt.

Figure (1)

Development Methodology of the National Anti-Corruption Strategy 2023-2030



Part II

Situational Analysis

The Second National Anti-Corruption Strategy 2019-2022 had achieved a range of successes and positive practices; and faced challenges too. According to the Final Report on the Implementation of the National Anti-Corruption Strategy 2019-2022, the four years following up to the implementation of the Strategy resulted in the implementation of around 86% of the target. A detailed report on the implementation of the Second National Anti-Corruption Strategy 2019-2022 was published on ACA's website.The report was also translated and published in English and French.

The current situation has been analyzed at the level of five pillars: administration; legislation and the judiciary; law enforcement and anti-corruption; participation and awareness raising and regional and international cooperation.

1.Administrative Pillar

In the situational analysis, this strategic pillar is divided into five aspects: the legislative structure governing the government entities, the organizational and institutional structure, the development of human resources, the establishment of transparency and integrity in government units, and the improvement of public service quality.

A cluster of successes and best practices had been accomplished concerning the aspect of the legislative structure governing the work of the government entities. The most important of these successes are the enactment of the Law Regulating Electronic Payments and the updating of the legislation and regulations governing special funds and accounts and the projects they finance to ensure transparency and accountability.

Several laws were enacted, and decrees were issued to digitize and modernize public services. The necessary amendments to Law 182 of 2018 on Government Contracting were passed to ensure proper spending of public funds. Furthermore, Law No. 151 of 2019 on the establishment of the Egyptian Authority for Unified Procurement, Medical Supply and Medical Technology Management & Egyptian Drug Authority has been promulgated. Egypt also issued Law No. 5 of 2022 Regulating the Development and Use of FinTech's in Non-Banking Financial Activities. The Unified Finance Law No. 6 of 2022, which ensures good financial planning, and the governance of special funds and accounts was enacted. Law 18 of 2022 on State Public Planning has recently been passed. It stipulates that local, national, and regional planning documents shall be made available to the public. Despite those successes, there is a need for further legal and legislative reforms to increase the effectiveness and efficiency of government entities, on the one hand, and to support the efforts to promote the values of integrity and transparency in different government units, on the other. The most important of these reforms is the need for enacting the Freedom of Information Law (FOIL) and the enforcement of the Law on Prohibiting Conflict of Interests.

Concerning the organizational and institutional aspect, tangible efforts were exerted to update the organizational structure of government entities. In coordination with the Ministry of Planning and Economic Development and the Central Agency for Organization and Administration (CAOA), ACA developed the organizational manual of Internal Control and Governance Units, which detailed the mechanisms and functions of these units. Those efforts resulted in the creation of internal control systems within several units of the State's administrative apparatus.

The efforts of the Ministry of Planning and Economic Development have resulted in a qualitative leap forward in the institutional performance of government units. The Ministry launched the "Egypt Government Excellence Award" to keep up with the ongoing changes, develop human resources, and promote the merit principle in all government sectors. The scope of the annual competition has been consistently expanded to include awards for the best government institution, best unit in providing public services, best government unit website, best leadership, institutional creativity and innovation award, employee of the year, and best teamwork of the year.

To improve the infrastructure and the work environment in all government units, an electronic system for State asset and property management was launched. A plan to modernize the infrastructure of the State's administrative apparatus was implemented. Polls were also conducted, through cooperation with ACA and the Cabinet's Information and Decision Support Center (IDSC), to measure employees' satisfaction with internal work environment in government agencies undergoing modernization. Regarding the challenges, the followup demonstrated a need for taking actions to improve employees' satisfaction with their work environment, as well as the need for maintaining regular polls, especially as the second release was delayed due to the COVID19 outbreak.

To enhance the development of human resources in terms of integrity and transparency, codes of conduct for the State's administrative apparatus employees were developed, put forward for community dialogue, and published on the websites of respective ministries. In coordination with other concerned ministries, the codes of conduct were publicized across universities and governorates. Collaboration between CAOA and the National Anti-Corruption Academy, an affiliate of ACA, resulted in the implementation of an integrated anti-corruption plan to train civil servants nominated to move to the new administrative capital. CAOA integrated the prevention of corruption in training programs offered to incumbents in leadership positions. This is in addition to the training provided by the Illicit Gains Authority for human resources and

personnel affairs departments in different ministries on combatting corruption, in general, and countering illicit gains crimes, in particular. Despite the above-mentioned endeavors, there is a need to persist in working to raise awareness and train civil servants on codes of conduct in different bureaucratic units. Moreover, there is a need to further incorporate anti-corruption material into training programs offered to occupants of jobs most vulnerable to corruption.

The best practices in terms of spreading the values of integrity and transparency are manifested in launching a public e-Tender Portal designed for the publishing of procurements online, facilitating e-submission of bids and regular online publication of the Citizen Budget on the website of the Ministry of Finance throughout the period of the strategy. The Citizen Budget is a simplified budget that aims at enabling non-specialized citizens to easily follow up the Budget. In addition, a considerable number of government agencies created websites through which more data and information were published. Hence, it has been reported in the Final Report on the Implementation of the National Anti-Corruption Strategy 2019-2022; which indicated that the rate of implementation of the goal on providing integrity and transparency mechanisms within governmental units reached approximately 85%. Despite the previous efforts, there is a need to update the data available on government entities' websites. Moreover, simplified guides explaining laws, regulations, and decrees governing the work of the State's administrative entities need to be developed and published. Likewise, the plan of transforming towards program-based budgeting needs to be completed to ensure transparency and accountability of the State's public financial management.

One of the best practices in the field of cultivating the values of integrity, equality, and transparency is the adoption of the merit-based civil service system through centralized recruitment competitions. Job applicants apply online through the government vacancies website. Tests are conducted online by the Center for Evaluation and Competitions, and the results are posted on the same website.

To improve the quality of government public service delivery, efforts sought to reduce direct contact between civil servants and citizens through digitization and e-payment for governmental services, and the simplification of service delivery procedures. Such efforts resulted in the full integration of accounting units in Government Financial Management Information System (GFMIS) in all the units of the State administrative apparatus, as well as the expansion of the Government-to-Government (G2G) exchange of information system. In addition, an increasing number of technological centers were established across the Republic. An updated guide for government services was developed and posted on Egypt's government service portal Many electronic services were provided through both the "Egypt Digital Portal" and the "Local Government Services" portal. A poll was conducted to measure public satisfaction with electronically delivered services. The rate of responsiveness to complaints filed on the Government Complaints system of the website of the IDSC was also measured.

Despite the above-mentioned efforts to improve the quality of public services, the second National Anti-Corruption Strategy demonstrated the need to continue developing and updating the system of providing public services by improving the quality of information system databases, completing the digitization process, and exchanging information among government entities. There is also a need to expand the system of electronic signature and electronic government service delivery. The results of the Corruption Perception and Combating Index 2022 revealed that the perception of corrupt practices perceived by employers and citizens more than experts; which entails a need for improving the quality of services delivered to citizens. This also requires an integrated flexible administrative structure that

meets the needs of investors. It should be noted that the Final Report on the Implementation of the National Anti-Corruption Strategy 2019-2022 identified the lack of an effective mechanism for citizen evaluation of government services as one of the challenges that faced the implementation of the second Strategy. This emphasizes the need for developing a system for the evaluation of government services provided to citizens and investors and drafting a "Citizen Charter" for governmental agencies. Furthermore, delays in the implementation of some polls surveying citizens' satisfaction with government services were among the implementation challenges outlined in the said report. Hence, these polls need to be completed to reflect the level of citizens' satisfaction with the government services provided.

2.Legislative and Judicial Pillar

This pillar is divided into two aspects: the legislation supporting anti-corruption efforts and the judicial structure, including strengthening and digitizing the judicial system, and enhancing the capabilities of the judiciary's members and staff.

The Egyptian legislative environment has a vast array of laws which deal with corruption crimes as identified by the UN Convention against Corruption. These laws focus on different topics including the protection of public funds, measures to protect public office from corruption, and monitoring and tracing money obtained through criminal acts. The Egyptian legal anti-corruption framework includes articles in the Penal Code, the laws on criminal procedures, civil service, illicit gains, and money laundering, administrative prosecution and disciplinary courts. The situational analysis of the current legal framework shows that Egypt strives to continuously review and update such laws. During the years covered by the second National Anti-Corruption Strategy 2019-2022, new laws were enacted such as Public Law No.17 of 2020 to amend some of the provisions of Law No.80 of 2002 on Money Laundering. It expanded the definition of money to comply with international standards. Moreover, Law No.154 of 2022 included amendments to the same law.

Despite the enactment of the above-mentioned important laws, there is a need to enact a package of other laws to support anti-corruption efforts. The Final Report on the Implementation of the National Anti-Corruption Strategy 2019-2022 indicated that the goal concerning the development of the legislative architecture supporting the fight against corruption had the lowest implementation rate, which was 61%, with two out of a total of 7 operational procedures receiving an implementation rate of (0%). These are the ones relevant to the enactment of Law on the Protection of Witnesses, Whistleblowers, Victims and Experts; the law on International Cooperation in Criminal Matters and the Freedom of Information Law, as well as the operationalization of the Law on the Prohibition of Conflict of Interest. Therefore, there is a need for the enactment of these laws and the amendment of Law No. 62 of 1975 on Illicit Gains. It is worth noting that specialized technical committees have been established. In addition, proposed drafts of these laws have been developed and are under discussion.

In accordance with the Egyptian Constitution of 2014, which stresses the independence of the judiciary and the prohibition of interference in its affairs, and in adherence to the rule of law and citizens' equality, the development of the judicial system aims to overcome the problem of the slow judicial proceedings and to accelerate the adoption of modern technology in both legislation and execution thereof. It is in this context that the first and second National Anti-Corruption Strategies focused on the digitization of judicial services, judicial proceedings, and capacity building in general, thus facilitating the judicial procedures and improving the quality of and access to judicial services.

During the implementation of the second National Anti-Corruption

Strategy, Egypt made a great leap forward in electronic litigation. The COVID-19 pandemic helped accelerate the transition from traditional litigation to a modern electronic litigation system. This development clearly manifests in the adoption of electronic civil and criminal procedures, as well as e-litigation within Economic Courts. Additionally, the Public Prosecution Office has executed the electronic criminal justice program in all Egyptian prosecution offices and developed the E-Filing System. Despite these positive practices, a set of challenges facing the digitization of the judicial system existed. There is a need for funds for completing the digital transformation and a need to finish the establishment of the electronic infrastructure of judicial institutions in Egypt.

With regard to the development of the capacities of Judiciary members and staff, one successful practice is that the Institute of Public Prosecution for Criminal Research and Training offers a series of training programs to overcome practical problems faced by prosecutors during investigations and procedure standardization. The situational analysis highlighted the importance of further developing the anti-corruption skills of the members and staff of the judiciary. It also showed an equal need to encourage the members and the staff to obtain academic degrees and conduct research in the field of anti-corruption and to continue developing the judiciary's digital system. Furthermore, it is necessary to create an electronic record of court rulings in corruption cases, so that the convicted can be barred from occupying certain government posts and precluded from government contracts with private legal persons. Moreover, the analysis showed the need to further enhance the electronic integration among investigation, litigation, and enforcement agencies.

3.Law Enforcement and Anti-Corruption Agencies Pillar

This pillar was divided into five aspects: developing the legislative and institutional structures of law enforcement; financial, physical, and human capacity building; developing anti-corruption policies and procedures; auditing financial banking and non-banking institutions; and enhancing participation and trust in anti-corruption and law enforcement agencies.

Concerning the legislative and institutional structures aspect, Egypt has a vast array of laws supporting the fight against corruption and several authorized agencies, including ACA, the Central Auditing Organization, the Administrative Prosecution Authority, the Egyptian Money Laundering and Terrorist Financing Combating Unit (EMLCU) ,etc.). According to the constitution, these agencies are legal persons and administratively, financially, and technically independent. They are consulted in drafting legislation and regulations governing their work and/or the protection of their officers, thus ensuring independence and impartiality. In one of the most important best practices to achieve quality performance in a public office, protect public funds and assets, and draft and oversee the implementation of the national anti-corruption strategy, the law on ACA was amended to widen the scope of its jurisdiction to include the prevention of and fight against corruption, in coordination with other concerned government agencies and units. Despite the above-mentioned developments, there is still a need to develop the laws and regulations governing some regulatory bodies and modernize the organizational structure thereof to ensure efficiency.

Regarding developing human resources for law enforcement agencies, the National Anti-Corruption Academy was established. It conducts workshops and symposia and offers scholarships abroad and training programs for law enforcement members on a variety of anti-corruption issues such as the infringement on public funds, profiteering from public office, illicit gains, information and economic crimes, money laundering, and asset recovery. Such endeavors aim to consolidate coordination and information exchange among agencies on such

issues. Furthermore, a memorandum of understanding was signed between the National Anti-Corruption Academy and Cairo University to implement a number of activities of mutual interest, including master's and PhD programs in the areas of governance and anti-corruption. Despite these practices, there is still a need to further raise the effectiveness of physical and human resources of some law enforcement and audit agencies. There is a need to increase appropriations devoted to training and enact regulations to properly guide them. Also, the use of modern technology should be increased in exchanging information.

Regarding developing anti-corruption policies and procedures, and in cooperation with the Technical Secretariat of the Supreme Standing Committee for Human Rights (SSCHR); which is mandated with Universal Periodic Review (UPR) Mechanism before the UN Human Rights Council, law enforcement agencies the corruption chapter of the optional midterm report. To identify anti-corruption priorities, the IDSC, in coordination with ACA developed the Administrative Corruption Perception and Combating Index to be published periodically, followed by recommendations for the officers to be implemented; monitored and evaluated the implementation in the relevant agencies; monitored the international indices and proposed recommendations to improve Egypt's rank in such international indices. Law enforcement and anti-corruption agencies strive to cooperate with each other, with concerned parties, and with regional and international counterparts to learn from successful experiences in the fight against corruption. However, recent global developments make it imperative that anti-corruption and exchange of information mechanisms are continuously updated, especially in times of crises, to keep up with domestic and global developments.

On auditing financial banking and non-banking institutions, the audit agencies (such as the Central Bank and the Financial Regulatory Authority FRA) continuously seek to ensure competition and transparency in providing financial services, maintain integrity and stability of financial markets, strike the right balance between preserving the customers' rights and protecting market stability, and fight fraud and corrupt practices in financial markets. For example, the Financial Regulatory Authority (FRA) updated its website providing services for investors and all customers of the non-banking financial markets. The website now links to to other sites and additional information, thus becoming an interactive electronic hub that meets the needs of all customers. It includes a window for receiving online requests for several services. It enhances communication because it allows the filing of online complaints and suggestions for improvement. Moreover, the FRA launched its first comprehensive financial non-banking strategy in early April 2018. Among the strategic objectives thereof are ensuring transparency and combating corruption and achieving better risk management related to the integrity and stability of the financial system. The strategy also aims at upgrading governance and management. Due to the importance of the financial sector and the various forms of corruption it may endure, it is imperative to keep up efforts to consolidate the auditing of financial banking and non-banking institutions by upgrading the financial, material, and human capacity of inspection agencies and enacting advanced policies and procedures to deal with new forms of corruption.

Law enforcement and anti-corruption agencies exerted tangible efforts to encourage citizens to participate in fighting corruption and develop effective mechanisms for filing complaints and reporting cases of corruption. In support of transparency and to cultivate public trust in efforts to combat corruption, ACA published progress reports on the implementation of the two previous national strategies. However, there is a dire need to raise public awareness of the role of anti-corruption agencies. This need can be fulfilled through

further efforts by these agencies to provide data, information, and updated reports on corruption prevention, widely circulate them and develop diversified and institutional mechanisms for communication with citizens to enhance trust.

4.Public Awareness and Participation Pillar

In the framework of situational analysis about raising public awareness of corruption risks and combating corruption mechanisms in Egypt, this pillar was divided into four aspects. The first aspect deals with raising awareness through education and research institutions. The second aspect has to do with raising awareness through religious, sport, cultural and media institutions. The third aspect addresses supporting the private sector and civil society in the fight against corruption. The fourth aspect deals with enhancing the relevant anti-corruption mechanisms of community oversight and accountability.

Regarding awareness processes through educational and research institutions, and to promote values of integrity and transparency among children and raise their awareness of the risks of corruption, several school cultural, artistic, and athletic activities were implemented. To raise youth awareness of the risks of corruption, a number of symposia, lectures, and conferences were held, and several university initiatives were launched. Representatives of anti-corruption inspection agencies attended and participated in illustrating the functions and jurisdiction of their respective agencies. For example, a Model Conference of the States Parties to the UN Convention Against Corruption was inaugurated in 2021 at various faculties at Cairo University in coordination with ACA. Values of integrity, transparency, combatting corruption, citizenship and patriotism have been incorporated into various pre-university curricula, such as Arabic language, religious education, philosophy, ethics, and civic education courses. Moreover, teachers and staffers of the Ministry of Education and Technical Education, directorates, and education departments were subject to training and awareness efforts on the risks of corruption and the means to combat it. As part of enforcing the decree of the Supreme Council of Universities, a course on "human rights and anti-corruption" was incorporated as a core course that must be passed before obtaining a university degree. The course was published online on public universities' websites. Besides, the university student code of ethics and the university community (faculty and assistants) code of ethics were both issued, published, and circulated in all public universities. There is still, however, a need to increase the number and scope of awareness initiatives, activities, and programs in different educational institutions so that they reach the largest possible number of students enrolled in all stages of education, including the technical education system and private and public institutes. Although there are already many research papers, studies, and academic theses addressing different topics of corruption prevention, as well as reviews and analyses of successful regional and international experiences in universities and research centers across the republic, there is a need for further steps to encourage educational and research institutions to spread awareness of the risks of corruption and the mechanisms to combat it.

To reinforce the role of cultural religious, athletic, and media institutions in spreading awareness of the issues of fighting corruption, a number of media campaigns were launched under the auspices of ACA to spread awareness of the risks of corruption, influence public attitudes and behavior, create the sense of shared responsibility, raise awareness of some crimes and the penalties for these crimes, and encourage citizens to uncover corruption by providing the hotline number to report such cases. "The Mirror" and "know your rights" are examples of such campaigns. To raise awareness of anti-corruption mechanisms in the athletic community, among young generations and the whole society and instill the values of integrity and transparency, several training courses,

workshops, and roundtables were conducted at the Ministries of Culture, Awqaf (Endowments), Youth and Sports, in coordination with ACA and the National Anti-Corruption Academy. For example, within the period of the Second National Anti-Corruption Strategy, ACA organized a workshop on protecting sport from corruption in cooperation with UNODC. In spite of the fact that there is a culture of anti-corruption in Egypt, there are some social sectors that still consciously or unconsciously condone corrupt practices. Therefore, it is necessary to exert further efforts to strengthen the role of cultural and media institutions and religious discourse in creating positive behavioral habits. It is important to widen the scope of awareness and empowerment of youth and the athletic community in the fight against corruption and to strengthen the culture that rejects it. In any case, there is a need to spur more interest in the media so that more awareness and information on the state's effort in preventing and not just combating and criminalizing corruption could be widely disseminated.

It should be noted that the results of the Administrative Corruption Perception and Combating Index 2022 demonstrate that the perception of corrupt practices among young people in the 18-29 age group is higher than that of other age groups. Hence, there is a need to focus on youth, whether through raising awareness of corruption risks or through specific interventions of the institutions dealing with such groups, as well as dedicating greater media attention to raise awareness of, and information about, the State's efforts in the areas of preventing and combating corruption.

As for the role of the private sector and civil society in the fight against corruption, the most important of the best practices was the enactment of Law 149 of 2019 and its amendments on regulating non-governmental activities. It puts forward rules for the governance of Non-Governmental Organizations (NGOs). This includes directing the NGOs to use digital means to raise funds with a view to a tightened control over these organization. They were also instructed to avoid conflict of interests through prohibiting the secondment of government employees in NGOs. The Executive Regulation of the Law, issued by the Prime Minister's Decree No. 104 of 2021, also obliged NGOs' board members to disclose any personal interests that may result from the decisions of their respective boards. It also prohibits their involvement in projects, companies, or funds established by such NGOs. Moreover, one of the important steps taken was the Prime Minister's decree to add representatives of the private sector and civil society to the membership of the National Anti-Corruption Coordinating Sub-Committee. Besides, ACA, in coordination with the National Federation of Non-Governmental Organizations and Institutions, organized several conferences, symposia, and training courses to raise awareness of the risks of corruption in general, and the role of civil society organizations in particular, in preventing and fighting corruption. In coordination with the Ministry of Social Solidarity, ACA authorized and widely circulated across the Republic a code of professional conduct for NGO members and staff. The Code was among the annexes of the Executive Regulation of the Law on the Exercise of Civil Work. Moreover, coordination was facilitated between the Egyptian Junior Business Association (EJB) and multinational corporations to hold several workshops. These efforts resulted in drafting a code of ethics and professional conduct for private sector employees. Publication thereof is now underway.

Despite the above-mentioned efforts in supporting the participation of the private sector and civil society in the fight against corruption, the Final Report on the Implementation of the National Anti-Corruption Strategy 2019-2022 revealed that the number of Civil Society Organizations (CSOs) that incorporated preventing and combating corruption as one of their core activities is modest. Consequently, there is a need to enhance CSOs' role in combat efforts by improving their governance and ensure effective participation in raising awareness of risks of corruption. There

is also a need to make sure that their efforts are adequately coordinated with state efforts.

To strengthen the role of institutions which raise anti-corruption awareness and given the scope of activities they handle, adequate financial resources need to be allocated. Effective coordination between these institutions and anti-corruption and law enforcement agencies is crucial to the achievement of desired outcomes and the maximization of the effects of efforts exerted in this respect. A case in point is Egypt's participation in the Global Resource for Anti-Corruption Education and Youth Empowerment (GRACE). The initiative was launched by UNODC during the 9th session of the Conference of the States Parties to the UN Convention against Corruption in Sharm El Sheikh, December 2021. Egypt's participation was an essential step to creating a culture rejecting corruption among children and youth and helping them become future leaders of integrity by providing them with skills, knowledge, and behavioral traits necessary to foster the values of integrity, accountability, and transparency in their midst.

As for enforcing mechanisms of community oversight and accountability, it is incumbent to give priority to such mechanisms because citizens fear reporting corruption crimes. This fear emanates from the absence of a law that protects whistleblowers. It is, therefore, imperative to persistently exert all efforts to accelerate the enactment of such a law and raise public awareness of mechanisms to report corruption cases. Strengthening the oversight function of the House of Representatives is also essential to foster public trust in the integrity of state institutions and anti-corruption mechanisms.

In the years covered by the second National Anti-Corruption Strategy, the state efforts paid off. The "Administrative Corruption Perception and Combating Index" was developed and implemented in consultation with civil society institutions, academics, and citizens, thus raising social awareness of the risks of corruption and the importance of the fight against it. Such an endeavor empowers citizens to carry out their oversight role.

5.Regional and International Cooperation Pillar

The situational analysis divided this pillar into three aspects. The first aspect addresses the implementation of regional and international anti-corruption conventions and declarations. The second aspect is related to fostering the exchange of information and experiences regarding anti-corruption efforts, and the third aspect deals with the enhancement of cooperation in anti-money laundering and the recovery of assets.

On the implementation of regional and international anti-corruption conventions and declarations, Egypt ratified relevant instruments. These are the UN Convention against Corruption (UNCAC), the Arab Convention against Corruption, and the African Union Convention on Preventing and Combating Corruption. During the implementation of the second phase of the National Anti-Corruption Strategy, Egypt worked hard to implement the UN Convention Against Corruption. It was subject to the second round of UNCAC Implementation Review Mechanism, where UNODC published a report in 2020 on Egypt's commitment to the implementation of chapters 2 and 5 on preventive measures and assets recovery. A previous report has been issued in 2015 on Egypt's commitment to the implementation of chapters 3 and 4 on criminalization, law enforcement, and international cooperation within the framework of the first Review. The said reviews recommended the enactment of the law on International Cooperation in Criminal Affairs. Despite Egypt's delay in its promulgation, the draft law has gone through a series of positive steps. Egypt is committed to the submission of periodic reports to several entities in relation to the implementation of regional and international conventions. The most important of these reports is the report on Egypt to the African Peer Review Mechanism. It also submits reports on human rights in relation

to combatting corruption. This is aligned with Egypt's recognition of the importance of combating corruption for the protection of human rights, which led to the launching of "the National Human Rights Strategy 2021-2026". The main principles of this strategy include the prevention of corruption, the enhancement of the values of integrity and transparency as pillars of basic human rights and liberties. Egypt had adopted this approach before the drafting of this strategy. While submitting its voluntary review report and the third report to the universal periodic review and voluntary national review mechanisms at the UN Human Rights Council, Egypt outlined its anti-corruption efforts in relation to the writing of a document on promoting human rights. UNDP published its Human Development Report on Egypt 2021 under the title "Development, A Right for All: Egypt's Pathways and Prospects". The report devoted an entire chapter to governance in Egypt, government anti-corruption efforts, and future policies for the protection of citizens' right to development.

As for the participation in regional and international events and exchange of experiences and information on anti-corruption, during the implementation of the second strategy, Egypt hosted the 1st African Anti-Corruption Forum (AACF) 2019. In 2021, Egypt assumed a two-year presidency of the ninth session of the Conference of the States Parties to the UN Convention Against Corruption (UNCAC CoSP9). In addition, in 2022 ACA started its three-year chairmanship of the African Federation of Anti-Corruption Agencies. Egypt also participated in several other regional and international events which aimed at the exchange of visions, expertise, and experiences among law enforcement agencies. Egypt's interest in chairing the most important international anti-corruption event, enhancing cooperation with African agencies, and participating in different other events reflect the political will to fight corruption not only at the national level but also at regional and international levels.

Concerning participation in regional and international events and the exchange of information and experience, during the implementation of the second National Anti-Corruption Strategy Egypt sought membership for its law enforcement agencies on regional and international organizations working on anti-corruption, asset recovery, and money laundering. For example, three national anti-corruption bodies joined the Global Operational Network of Anti-Corruption Law Enforcement Authorities (GLOBE Network). In addition, Egypt was keen to monitor its own performance against regional and international anti-corruption indices. Despite the above-mentioned efforts, Egypt still needs to open channels to and cooperate with the bodies responsible for developing such indices so that it can improve its ranking among other states.

As for fostering cooperation in asset recovery and combating money laundering, Egypt participates in various regional and international networks such as the Middle East and North Africa Financial Working Group, Egmont for Financial Investigations, and INTERPOL. It is worth noting that, in 2021, Egypt was subject to peer evaluation within the Middle East and North Africa Working Group on the measures undertaken to combat money laundering and terrorist financing. The evaluation yielded positive results. Clearly, Egypt provides mutual legal assistance when necessary. However, there is a need to improve mechanisms of mutual legal assistance between Egypt and other countries as well. Although there is cooperation and memoranda of understanding between the Money Laundering and Terrorist Financing Combating Unit and its counterpart Financial Intelligence Units (FIUs), there is still an opportunity to expand such cooperation with a view to exchanging information and experiences and the facilitation of AML cooperation modalities. Although concerted efforts are exerted by the National Committee on the Recovery of Funds, Assets and Property Abroad, initiatives related to this issue need to be enforced.

Part III

The National Anti-Corruption Strategy 2023-2030

The Strategic Approach

Vision "A national environment of integrity that fights corruption".

Mission "Fostering an anti-corruption social culture aware of the risks of corruption and supported by judicial, administrative, and legislative structures, based on integrity and transparency. It is a social culture where institutions are empowered to prevent and combat corruption, and enforce the law, and where institutions uphold accountability, encourage participation of all social forces, and cooperate with relevant regional and international entities".

Governing Principles and Core Values

The National Anti-Corruption Strategy 2023-2030 is based on six main principles:

Integrity	Impartiality and honesty and providing services in a manner devoid of any special interests and gains.
Transparency	Clarity and timely availability of data, information, and documents so as to foster anti-corruption efforts.
Participation	Encouragement of expression of opinion and reporting of corruption cases to law enforcement and anti-corruption agencies.

Rule of law

All state authorities and natural and legal persons are subject to the law, adhere to legal standards, and comply with judicial decisions with all deliberate speed.

Equality

Perpetrators of the crime of corruption are equal before the law, treated equally with zero tolerance and without discrimination regardless of social status, influence or financial resources.

Accountability

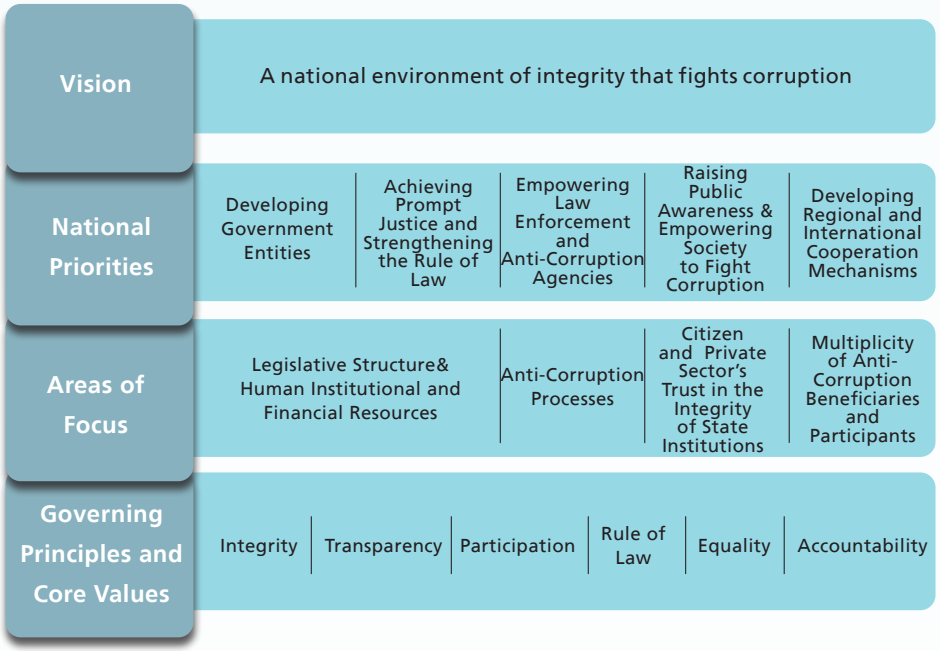
All legal and natural persons are subject to accountability and control in relation to the expected consequences of their actions. There are several forms of accountability ranging from legal, legislative, administrative, societal, and moral accountability.

Strategic Approach

The situational analysis has shown the need to work on a set of issues to foster anti-corruption efforts in Egypt. This strategy considers these issues the national anti-corruption priorities and places them at the core of the strategic objectives. The national anti-corruption strategy adopts an integrated strategic approach based on the above-mentioned six main principles. It identifies areas of focus that must be stressed and strengthened to address the national priorities and achieve the strategy's mission. Just as participation and inclusiveness had been crucial in the process of drafting the strategy, expanding the scope of participation to include more parties and entities benefiting from the anti-corruption efforts is herein considered a main focal point and clearly reflected in the strategic objectives. Additionally, bolstering the legislative structure and develop human and institutional resources is a key area of focus. Since the legislative structure and capacity building are the pillars of anti-corruption endeavors and given that anti-corruption must take place within clear, updated, and flexible processes and procedures, those very processes and procedures are important area of focus. Public trust is key to creating an environment supportive of anti-corruption efforts. Therefore, cultivating public trust is, at once, another area of focus and a result of successes accomplished in other areas. In other words, enhancing the legislative structure, developing human and institutional resources, updating mechanisms and processes, and widening the scope of participation increase public trust in the integrity of state institutions and contribute to further participation in anti-corruption efforts.

Figure (2):

The NACS 2023-2030 Strategic Approach



The Strategic Goals and Objectives

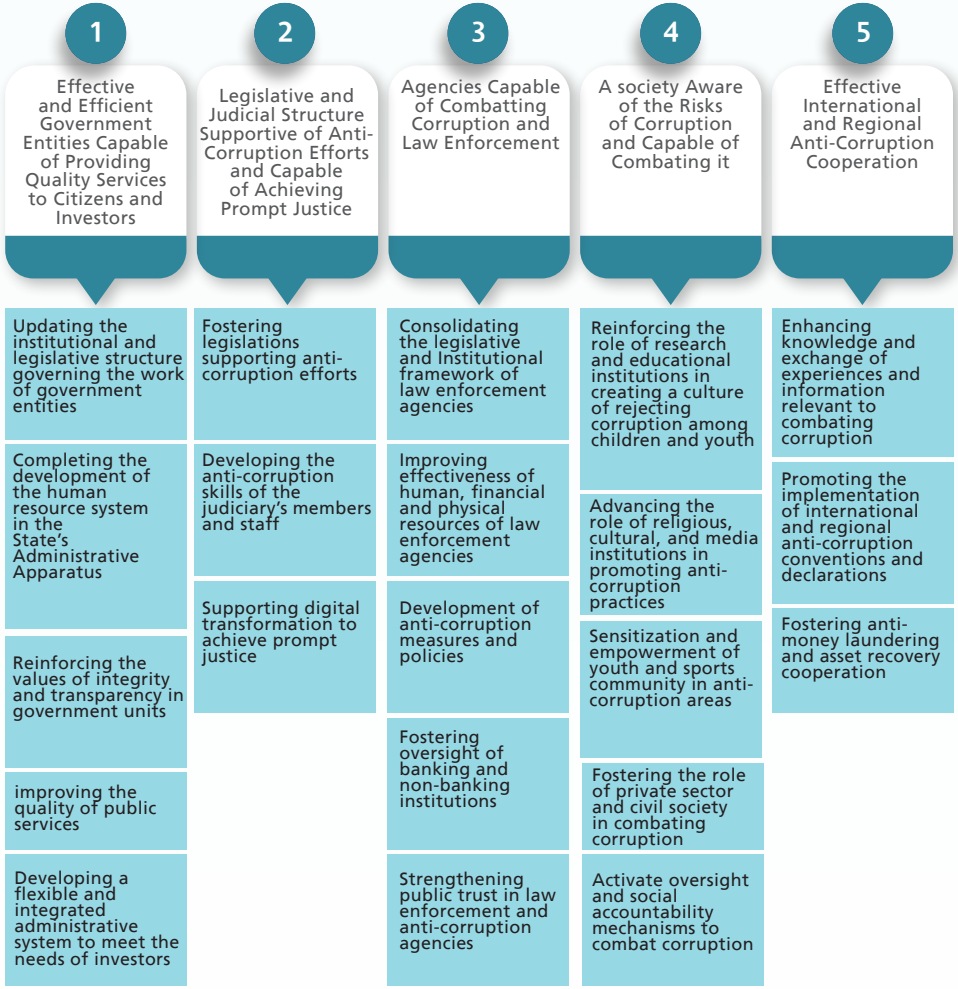
The National Anti-Corruption Strategy 2023-2030 has five strategic goals. Based on a rigorous methodology interconnecting them, each of these goals is divided into objectives. It is worth noting that anti-corruption issues are inherently interlinked. Therefore, the strategic goals intersect and affect each other. It is imperative to work on these goals simultaneously; government entities cannot possibly provide efficient and effective services without a supportive anti-corruption legislative structure. The society's ability to combat corruption depends on awareness of its risks and trust in state institutions and anti-corruption mechanisms. Such mechanisms depend on a strong role for law enforcement agencies and the judiciary.

Additionally, knowledge and exchange of information and expertise in regional and international settings contribute to improving anti-corruption mechanisms.

The strategic goals are as follows:

Figure (3):

Strategic Goals of the National Anti-Corruption Strategy 2023-2030



First Strategic Goal:

Effective and Efficient Government Entities Capable of Providing Quality Services to Citizens and Investors

As the body entitled to implement public policy and the true mirror of the quality of daily interaction between citizens and civil servants, government bureaucracy is at the core of Egypt's efforts to fight corruption. Therefore, the National Anti-Corruption Strategy devotes its prime strategic goal to fostering the efficiency and effectiveness of government entities. This goal is in line with both the goal of transparency and effectiveness of government institutions in "Egypt's Vision for Sustainable Development 2030" and "Egypt's Vision for Administrative Reform." This goal supports the state's anti-corruption efforts through five objectives, as follows:

1. Updating the institutional and legislative structure governing the work of government entities.
2. Completing the development of the human resource system in the State's Administrative Apparatus
3. Reinforcing the values of integrity and transparency in government units.
4. Improving the quality of public services.
5. Developing a flexible and integrated administrative system to meet the needs of investors.

Second Strategic Goal:

Legislative and Judicial Structure Supportive of Anti-Corruption Efforts and Capable of Achieving Prompt Justice

Legislation is one of the most important means of preventing and fighting corruption. While regional and international conventions outline the general framework governing states' efforts, it is incumbent on national governments to create a legislative structure consistent with social, cultural,

and economic contexts. The effectiveness and efficiency of the judicial process is one of the main components that support anti-corruption efforts. It is based on members and staff who received anti-corruption training and effective and easily accessible judicial procedures. This goal supports anti-corruption efforts through the accomplishment of three objectives:

1. Fostering legislations supporting anti-corruption efforts.
2. Developing the anti-corruption skills of the judiciary's members and staff.
3. Supporting digital transformation to achieve prompt justice.

Third Strategic Goal:

Agencies Capable of Combatting Corruption and Law Enforcement

Law enforcement and anti-corruption agencies play a pivotal role in anti-corruption efforts. They uphold the rule of law, take preventive measures against corrupt practices, and design and oversee the implementation of anti-corruption public policies in coordination with relevant institutions. On receiving reports on potential corruption cases, these agencies enforce the law by investigating, verifying, and pursuing legal proceedings against perpetrators. However, the national and global changes may result in the emergence of new forms of corruption, which impose challenges on these agencies, thus creating the need to develop new and updated policies and measures to prevent and fight corruption. This strategic goal helps empower law enforcement and anti-corruption agencies through five objectives as follows:

1. Consolidating the legislative and Institutional framework of law enforcement agencies.
2. Improving effectiveness of human, financial and physical resources of law enforcement agencies.
3. Development of anti-corruption measures and policies.
4. Fostering oversight of banking and non-banking institutions.
5. Strengthening public trust in law enforcement and anti-corruption agencies.

Fourth Strategic Goal:

A Society Aware of the Risks of Corruption and Capable of Combating it

Anti-Corruption efforts become more effective in societies aware of the risks of corruption and its prevention mechanism, and capable of practicing social oversight and accountability. Those roles are effectively carried out through a developed, efficient, and responsive system of filing complaints and reporting cases. All state institutions as well as civil society organizations and the private sector play an essential role in raising public awareness and empowering citizens to exercise their oversight role, thus increasing public trust in the integrity of anti-corruption mechanisms. This strategic goal focuses on creating anti-corruption social awareness through five objectives as follows:

1. Reinforcing the role of research and educational institutions in creating a culture of rejecting corruption among children and youth.
2. Advancing the role of religious, cultural, and media institutions in promoting anti-corruption practices.
3. Sensitization and empowerment of youth and sports community in anti-corruption areas.
4. Fostering the role of private sector and civil society in combating corruption.
5. Activate oversight and social accountability mechanisms to combat corruption.

Fifth Strategic Goal:

Effective Regional and International Anti-Corruption Cooperation

Anti-Corruption requires not only national but also concerted regional and international efforts. Since corruption is not bound by state borders but is rather a transnational phenomenon, it must be addressed through multilateral action. In its preamble, the UN Convention Against Corruption stressed that "corruption is no longer a local matter but a transnational phenomenon that affects all societies and economies, making international cooperation to prevent and combat it essential". Therefore, the fifth strategic goal focuses on three objectives which help build an effective regional and international cooperation on anti-corruption efforts:

1. Enhancing knowledge and exchange of experiences and information relevant to combating corruption.
2. Promoting the implementation of international and regional anti-corruption conventions and declarations.
3. Fostering anti-money laundering and asset recovery cooperation.

Part IV

Framework for Implementing and Monitoring the National Anti-Corruption Strategy 2023-2030

1 Strategy Implementation Period

The Third National Anti-Corruption Strategy 2023-2030 is different from the first and second editions thereof in that it covers eight years, which makes this strategy long-term compared to the previous two. Egypt tended to adopt a long-term strategy to ensure consistency with the achievement of the national goals set out in the Sustainable Development Strategy: Egypt's Vision 2030. This is in addition to the need for a long-term plan that is stable and institutionalized, while characterized by sufficient agility to respond to accelerated global changes. In this edition of the Strategy, the Egyptian State also deemed it necessary to work towards building a socially conscious culture that is an antagonist to corruption; which requires a coherent and continuous long-term approach to the programs targeted for the implementation of the strategy.

Implementation plans will emerge from this Strategy to ensure the effective implementation thereof; the first midterm implementation plan will cover the period from 2023 to 2026, while the second will cover the 2027-2030 period.

2 Stakeholders Involved in the Implementation of the Strategy

The participatory approach adopted for the development of the National Anti-Corruption Strategy 2023-2030 is the same approach to the implementation of the strategy; prevention and combating of corruption does not only require the involvement of all stakeholders, but also their belief in the importance of corruption prevention for pushing development forward. This inclusive participatory approach manifested in the expansion of the number of stakeholders involved in the implementation of the Strategy, compared to the first and second strategies. This is done with a view to creating an environment rejecting all forms of corruption. Implementation stakeholders are law enforcement agencies, ministries, governorates,

universities, private sector and civil society organizations, and others, including the Information and Decision Support Centre (IDSC), the National Institute for Governance and Sustainable Development (NIGSD), and others.

3 Strategy Follow-Up and Reporting Process

To ensure effective coordination and continuous followup, a focal point will be designated for each implementation stakeholder, provided that these entities shall periodically report on the progress achieved in the implementation of the Strategy. These reports shall be submitted through an electronic follow-up system that can be used for tracking the progress achieved in the implementation of the Strategy's operational procedures and identifying the effective implementation thereof. ACA, which is mandated to monitor the implementation of the National Anti-Corruption Strategy, shall draft and submit periodic reports on the progress achieved in the implementation of the Strategy based on performance indicators to the Cabinet chaired National Sub-Coordinating Committee for the Prevention and Combatting of Corruption.

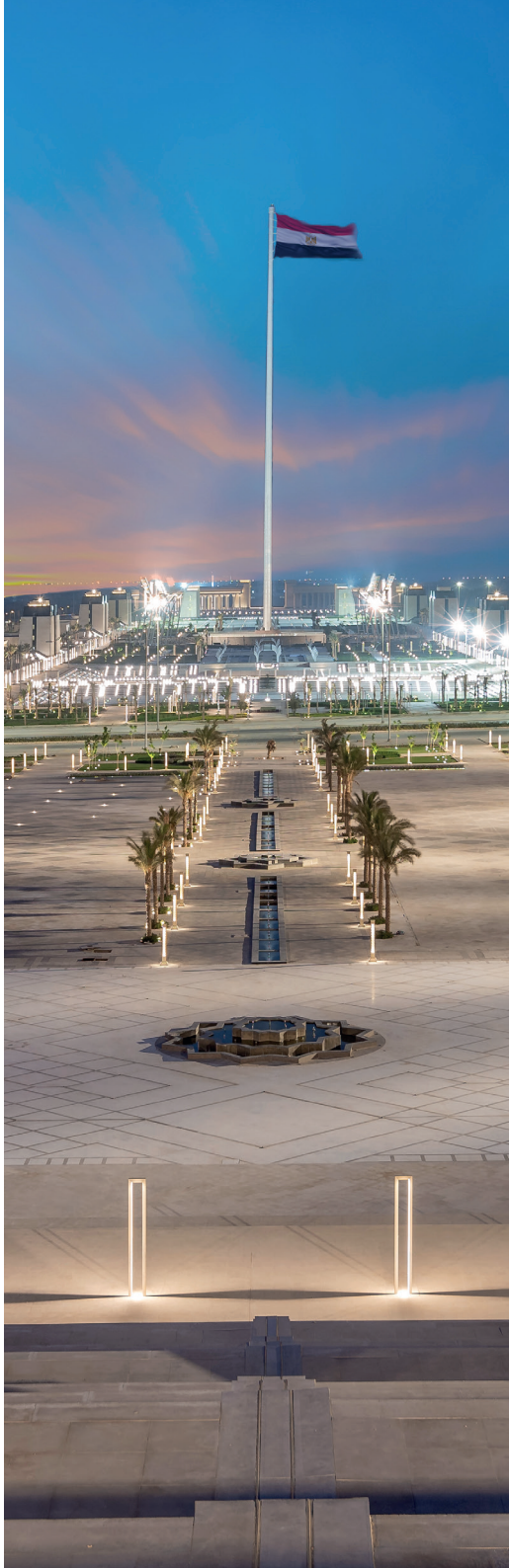
Figure No. 4:

Strategy Follow-up and Reporting

The Administrative Control Authority (ACA) coordinates the work of the stakeholders responsible for the implementation of the Strategy through quarterly periodic meetings with relevant focal points, with a view to identifying key practices and challenges related to implementation. Continuous channels of communication between ACA and focal points will be opened to ensure continuous and effective communication and coordination.

4. Review of the National Anti-Corruption Strategy

In order to achieve the principle of flexibility in dealing with the Strategy, the National Coordinating Subcommittee for the Prevention and Control of Corruption will review the Strategy in 2025 through a broad participatory process and in accordance with national and regional developments.



Part V

Operational procedures and key performance indicators

First Strategic Goal

Effective and Efficient Government Entities Capable of Providing Quality Services to Citizens and Investors

Objective 1

Updating institutional and legislative structure governing government entities

Operational Procedures

1. Upgrading the legislative structure of government entities, thus ensuring efficiency and effectiveness
2. Upgrading the administrative structures of State's Administrative Apparatus Units
3. Improving the infrastructure and work environment of State's Administrative Apparatus units
4. Sustaining the Government Excellence Awards

Key Performance Indicators

1. Number of laws, regulations, and decrees updated in consonance with social change
- Percentage of regulations approved by the Ministry of Finance (MoF) on special funds and accounts and the projects financed therefrom within entities included in the State's General Budget, as well as public and economic authorities
- Percentage of human resource regulations endorsed or updated by CAOA for the units of State's Administrative Apparatus, and public economic and service authorities

2. - Rate of upgraded administrative structures to the total number of administrative structures to be upgraded
- Number the units of State's Administrative Apparatus that have introduced organizational divisions (strategic planning, policy, evaluation and followup, internal control, human resources)
- Rate of trained employees in specified organizational divisions to the total number of their respective staff

3. - Rate of development of infrastructure and work environment of the units relocated to the New Administrative Capital in the light of the targeted development plan
- Rate of development of infrastructure and work environment of units not relocated to the New Administrative Capital in the light of the targeted development plan
- Civil servants' satisfaction with the infrastructure and work environment in the Administrative Apparatus units relocated to the New Administrative Capital
- Civil servants' satisfaction with the infrastructure and work environment in the State's Administrative Apparatus units not relocated to the New Administrative Capital

4. - Number of government units applying for the Award annually.
- Number of senior officials and civil servants applying for the Award annually

Entities in charge of implementation

- Cabinet
- State Administrative Apparatus Units
- House of Representatives
- ACA
- Central Auditing Organization (CAO)
- Cabinet Information and Decision Support Center (IDSC)
- CAOA
- National Institute for Governance and Sustainable Development (NIGSD)
- Committee on Moving to the New Administrative Capital

First Strategic Goal

Effective and Efficient Government Entities Capable of Providing Quality Services to Citizens and Investors

Objective 2

Completing the development of the human resource system in the State's Administrative Apparatus

Operational Procedures

1. Completion of the update of job description cards for civil servants
2. Wider inclusion of anti-corruption component in training plans and programs for civil servants
3. Update and approval of Civil Servants Code of Conduct in all Units of administrative apparatus

Key Performance Indicators

- Number of updated job description cards approved by CAOA.

- Number of training plans and programs including anti-corruption component
- Number of beneficiaries of training programs related to anti corruption (Other than training programs and the beneficiaries in agencies directly dealing with investors).

- Cabinet's approval of the Code of Conduct and Ethics for Public Service
- Number of activities for operationalizing Civil Servants codes of conduct.

Entities in charge of implementation

- State's Administrative Apparatus units
- CAOA
- Administrative Control Authority (ACA)
- Central Auditing Organization (CAO)
- Illicit Gains Authority
- National Institute for Governance and Sustainable Development (NIGSD)
- National Training Academy
- National Anti-Corruption Academy

First Strategic Goal

Effective and Efficient Government Entities Capable of Providing Quality Services to Citizens and Investors

Objective 2

Completing the development of the human resource system in the State's Administrative Apparatus

Operational Procedures

4 Inventory of jobs most susceptible to corruption, and adopting mechanisms for the rotation of their incumbents

5 Ensuring compliance with annual wage increase rates and minimum wage

6 Completion of the development of Performance Appraisal System for the personnel of the State's administrative apparatus units pursuant to Civil Service Law

Key Performance Indicators

- Number of entities that have completed a corruption risk register identifying the jobs most susceptible to corruption
- Number of rotation plans for jobs most susceptible to corruption that are adopted by ministers and governors
- Rate of training programs targeting the jobs most susceptible to corruption to the total number of anti-corruption training programs provided for personnel in State's Administrative Apparatus

- Number of State's administrative apparatus units complying with minimum wage
- Number of State's administrative apparatus units complying with annual wage increase rate

- Rate of State's administrative apparatus units that use the new Performance Appraisal System to the total number of units
- Developing a handbook on Criteria for Placement and Appraisal of top ranking Position Incumbents
- Number of administrative units applying the Handbook's criteria

Entities in charge of implementation

- State's Administrative Apparatus units
- CAOA Administrative Control Authority (ACA)
- Central Auditing Organization (CAO)
- Illicit Gains Authority
- National Institute for Governance and Sustainable Development (NIGSD)
- National Training Academy
- National Anti-Corruption Academy

First Strategic Goal

Effective and Efficient Government Entities Capable of Providing Quality Services to Citizens and Investors

Objective 3

Reinforcing the values of integrity and transparency in government units

Operational Procedures

1	2	3	4
Increasing accessibility to information on government units	Continued Publishing of Citizen's Budget and Citizen Plan	Development and publication of simplified manuals explaining law, regulations and decrees governing the functioning of State's Administration units	Reinforcing the Transparency of Public Procurement System

Key Performance Indicators

1	2	3	4
• Number of applicable planning documents made available to the public • Rate of government agencies complying with updating their websites • Rate of government agencies with updated data on their websites to the total target agencies • Percentage of State's Administration units with an officially designated spokesperson • Rate of spokespersons trained on media communication skills to the total number of state's administration spokespersons	• The rate of regular publication of Citizen's Budget on MoF website • Number of initiatives raising citizens' awareness of Citizen's Budget • Rate of governorates publishing Citizen's Budget on their website to total number of governorates	• Number of State's Administration units that have and publish simplified manuals on laws and Internal regulations governing their respective work • Rate of public access to the means used to publish and simplify laws, regulations, and decrees	• Number of suppliers and citizens registered on the portal • Rate of contracts concluded through publication on Egypt Government Tenders Portal to total number of contracts concluded by State's Administration units • Percentage of disposition of bidder's complaints • Number of training courses for employees of the Public Procurement System, with a view to increasing their capacity in the areas of technical and financial examination of tenders. (Capacity building for employees in charge of the technical and financial examination tenders)

Entities in charge of implementation

- State's Administrative Apparatus units
- Central Auditing Organization
- CAOA
- Egyptian Competition Authority
- General Authority of Government Services (GAGS)
- The Egyptian Authority for Unified Procurement, Medical Supply, and Technology Management (UPA)

First Strategic Goal

Effective and Efficient Government Entities Capable of Providing Quality Services to Citizens and Investors

Objective 3

Reinforcing the values of integrity and transparency in government units

Operational Procedures

5	6	7
Enhancing competitiveness in public contracts	Digitization of the Warehouse System of the State's Administrative Apparatus	Completion of the transition from lineitem budgeting to program-based budget

Key Performance Indicators

- The existence of a guide on applying competition protection articles provided for in Law No. 182 of 2018 Regulating Contracts Concluded by Public Authorities, and its regulation
- Incorporating a component on supporting competitiveness policies and competitive neutrality in courses for the administrative members of the National Anti-Corruption Academy.
- Rate of Direct Order contracts to total contracts otherwise concluded

- Rate of digitized warehouses in the State's Administrative Apparatus to the total warehouses targeted

- Percentage of State's administration units that transitioned to program-based budgeting

Entities in charge of implementation

- State's Administrative Apparatus units
- Central Auditing Organization
- CAOA
- Egyptian Competition Authority
- General Authority of Government Services (GAGS)
- The Egyptian Authority for Unified Procurement, Medical Supply, and Technology Management (UPA)

First Strategic Goal

Effective and Efficient Government Entities Capable of Providing Quality Services to Citizens and Investors

Objective 4

Improving the quality of public services

Operational Procedures	1	2	3	Entities in charge of implementation
	Completing and improving the quality of the databases of the State's information architecture system	Updating the electronic integration system and exchange of information among the State's administration units	Expanding the provision of government services electronically in accordance with quality standards	• Cabinet • Units of State's Administrative Apparatus • IDSC • CAOA
Key Performance Indicators	• Number of added and updated databases in the Egyptian State's information architecture system	• Number of State's administration units included in the electronic integration system • Number of data entries circulation among electronically-integrated agencies in the system • Frequency of use of different data	• Number of services electronically delivered through Digital Egypt Platform • Number of services electronically provided through Digital Egypt Platform with a maximum delivery period • Frequency of system breakdowns in Egypt's Government Services Portal	

First Strategic Goal

Effective and Efficient Government Entities Capable of Providing Quality Services to Citizens and Investors

Objective 4

Improving the quality of public services

Operational Procedures	4	5	6	Entities in charge of implementation
	Expanding the establishment and modernization of technology centers in different governorates and ensuring their sustainability	Simplifying and Standardizing the procedures of government service delivery	Updating and publishing comprehensive public Services Guide	• Cabinet • Units of State's Administrative Apparatus • IDSC • CAOA
Key Performance Indicators	• Number of stationary technology centers established or upgraded • Number of mobile technology centers operated or upgraded • Rate of citizen satisfaction with technology centers	• Establishment and commencement of the National Committee for Administrative Procedure Simplification • Number of services with standardized delivery procedures • Number of services with simplified delivery procedures • Percentage of citizen satisfaction with government services	• Percentage of government service providers that have endorsed a service guide containing procedures, service eligibility criteria, required documents, service delivery site, prescribed fees, and time needed for service delivery • Number of services included in the approved Unified Public Service guide • Number of government units publishing the approved unified Public Services guide on their respective websites	

First Strategic Goal

Effective and Efficient Government Entities Capable of Providing Quality Services to Citizens and Investors

Objective 4

Improving the quality of public services

Operational Procedures

7	8	9
Establishment of the Government Service Observatory to receive inquiries about government services	Developing the government service evaluation system	Activating financial inclusion initiatives

Key Performance Indicators

7	8	9
• Establishment of a communication center to respond to citizens' inquiries about government services • Number of inquiries received	• Percentage of the drafted and published "Citizen Charter" in the service units of the State's Administrative Apparatus • Number of administrative units evaluated • Number of electronic and non-electronic government services evaluated • Number of innovative mechanisms for prompt citizen evaluation of the government service	• Compliance with issuing periodic follow-up reports on the implementation of the Financial Inclusion Strategy • Percentage of implementation of the Financial Inclusion Strategy

Entities in charge of implementation

- Cabinet
- Units of State's Administrative Apparatus
- IDSC
- CAOA

First Strategic Goal

Effective and Efficient Government Entities Capable of Providing Quality Services to Citizens and Investors

Objective 5

Developing a flexible and integrated administrative system to meet the needs of investors

Operational Procedures

1. Updating the legislative structure of investment
2. Updating the State Investment Map
3. Developing anti-corruption skills of civil servants working directly with investors

Key Performance Indicators

- Number of updated laws, regulations, and decrees in the field of investment
- Number of simplified published guides on laws, regulations, and decrees on investment.

- Annual update and publishing of the State Investment Map

- Rate of training programs devoted to developing anti-corruption skills of civil servants working with investors to the total number of anti-corruption training programs
- Number of GAFI employees benefiting from anti-corruption training programs

Entities in charge of implementation

- Cabinet
- Ministry of Communication and Information Technology
- Ministry of Trade and Industry
- Ministry of Planning and Economic Development
- Ministry of Justice
- Governorates
- CAOA
- Suez Canal Authority
- General Authority for Investment (GAFI)
- General Authority for Agricultural Reconstruction and Development
- Tourism Development Authority
- Industrial Development Agency
- General Authority for Suez Canal Economic Zone (SCZONE)
- Golden Triangle Economic Zone Authority
- New Urban Communities Authority
- Egyptian Customs Authority
- Real Estate Tax Authority
- Egyptian Tax Authority
- Investment Support Unit
- Ministry of Finance's Public Private Partnership Unit (MoF's PPP Unit)

First Strategic Goal

Effective and Efficient Government Entities Capable of Providing Quality Services to Citizens and Investors

Objective 5

Developing a flexible and integrated administrative system to meet the needs of investors

Operational Procedures

4 Modernizing, digitizing, and ensuring the sustainability of the one-stop-shop according to the best international standards

5 Updating and publishing of Investor Service Guides

Key Performance Indicators

- Number of services provided by investment services centers compared to the total of investment services
- Rate of online investment services to the total investment services provided
- Rate of government agencies represented in investment service centers to total number of agencies to be represented
- Rate of investors' satisfaction with services provided by Investment Services Center

- Percentage of services included in investor guides and the rate of their publication compared to the total number of investment services.
- Rate of investors' satisfaction with services guides provided

Entities in charge of implementation

- Cabinet
- Ministry of Communication and Information Technology
- Ministry of Trade and Industry
- Ministry of Planning and Economic Development
- Ministry of Justice
- Governorates
- CAOA
- Suez Canal Authority
- General Authority for Investment (GAFI)
- General Authority for Agricultural Reconstruction and Development
- Tourism Development Authority
- Industrial Development Agency
- General Authority for Suez Canal Economic Zone (SCZONE)
- Golden Triangle Economic Zone Authority
- New Urban Communities Authority
- Egyptian Customs Authority
- Real Estate Tax Authority
- Egyptian Tax Authority
- Investment Support Unit
- Ministry of Finance's Public Private Partnership Unit (MoF's PPP Unit)

First Strategic Goal

Effective and Efficient Government Entities Capable of Providing Quality Services to Citizens and Investors

Objective 5

Developing a flexible and integrated administrative system to meet the needs of investors

Operational Procedures

6	7
Upgrading the investor services evaluation system	Activating the role of Custom Risk Department

Key Performance Indicators

6	7
• Number of innovative mechanisms for investors' instant evaluation of the service provided • Number of investors evaluating services	• Percentage of staff of the Egyptian Customs Authority's risk department who are trained on electronic risk management system to total number of staff in the department. • Time-of-Release Reduction Rate • Number of cooperation protocols with local authorities to feed the Risk Management System with information. • Number of cooperation protocols with foreign and international entities to feed the Risk Management System with information

Entities in charge of implementation

- Cabinet
- Ministry of Communication and Information Technology
- Ministry of Trade and Industry
- Ministry of Planning and Economic Development
- Ministry of Justice
- Governorates
- CAOA
- Suez Canal Authority
- General Authority for Investment (GAFI)
- General Authority for Agricultural Reconstruction and Development
- Tourism Development Authority
- Industrial Development Agency
- General Authority for Suez Canal Economic Zone (SCZONE)
- Golden Triangle Economic Zone Authority
- New Urban Communities Authority
- Egyptian Customs Authority
- Real Estate Tax Authority
- Egyptian Tax Authority
- Investment Support Unit
- Ministry of Finance's Public Private Partnership Unit (MoF's PPP Unit)

Second Strategic Goal

Legislative and Judicial Structure Supportive of Anti-Corruption Efforts and Capable of Achieving Prompt Justice

Objective 1

Fostering legislations supporting anti-corruption efforts

Operational Procedures

1	2	3	4
Conducting a Regulatory Impact Assessment of Anti-Corruption related bills	Enactment of law on freedom of information	Enactment of law on the protection of whistleblowers, witnesses, victims, and experts	Enactment of law on international cooperation in criminal matters

Key Performance Indicators

1	2	3	4
• Conducting a Regulatory Impact Assessment for each draft law by the respective agency proposing the enactment or the amendment of a law	• Drafting the law • Issuing the law	• Drafting the law • Issuing the law	• - Drafting the law • - Issuing the law

Entities in charge of implementation

- Cabinet
- Ministry of Justice
- Ministry of Parliamentary Affairs
- Administrative Prosecution Authority
- House of Representatives
- Law enforcement agencies

Second Strategic Goal

Legislative and Judicial Structure Supportive of Anti-Corruption Efforts and Capable of Achieving Prompt Justice

Objective 1

Fostering legislations supporting anti-corruption efforts

Operational Procedures	Key Performance Indicators	Entities in charge of implementation
5 Updating the law on prohibiting conflicts of interest	• Drafting the law • Issuing the law	• Cabinet • Ministry of Justice • Ministry of Parliamentary Affairs • Administrative Prosecution Authority • House of Representatives • Law enforcement agencies
6 Amending the law on Illicit gains	• Drafting the law • Issuing the law	
7 Updating legislation governing the administrative court system	• Drafting the law • Issuing the law on the re organization of the Administrative Prosecution and Disciplinary Courts	
8 Developing simplified guides explaining enacted anti-corruption laws	• Rate of published simplified guides to the total number of enacted laws	

Second Strategic Goal

Legislative and Judicial Structure Supportive of Anti-Corruption Efforts and Capable of Achieving Prompt Justice

Objective 2

Developing the anti-corruption capacities of judiciary's members and staff

Operational Procedures

1	2	3	4	5
Providing anti-corruption training programs	Provision of training programs on using e-litigation system	Developing legal guidelines for public prosecutors on parallel financial investigation	Encouraging the development, issuance and enforcement of codes of conduct in judicial bodies	Encouraging Judiciary members and staff to obtain university degrees and conduct research in fighting corruption

Key Performance Indicators

1	2	3	4	5
• Number of trainees from the judiciary in the field of anti-corruption (excluding e-litigation) • Number of anti-corruption staff trainees (other than electronic litigation training) • Number of anti-corruption training programs (other than training on virtual litigation	• Number of anti-corruption judiciary member trainees in programs on virtual litigation • Number of anti-corruption judiciary staff trained on elitigation systems • Number of training programs on virtual litigation	• Number of legal guidelines issued on parallel financial investigations for public prosecutors, with a view to standardizing legal principles in handling corruption crimes	• Number of codes of conduct developed and published by judicial bodies	• Number of Judiciary members and staff with scientific degrees in anti-corruption and relevant majors • Number of anti-corruption studies and research papers issued by judicial bodies

Entities in charge of implementation

- Ministry of Justice
- Ministry of Parliamentary Affairs
- Public Prosecution
- Administrative Prosecution
- State Council
- Egyptian State Lawsuits Authority

Second Strategic Goal

Legislative and Judicial Structure Supportive of Anti-Corruption Efforts and Capable of Achieving Prompt Justice

Objective 3

Supporting digital transformation to achieve prompt justice

	1	2	3	4	Entities in charge of implementation
Operational Procedures	Reviewing and simplifying judicial procedures to cope with e-litigation (remotely)	Developing service offices such as the Registration and Notarization offices and Traffic Prosecution	Expanding the provision of justice services through websites and smart applications	Creating electronic notification system for litigation procedures	
Key Performance Indicators	• Number of laws reviewed to identify gaps incompatible with virtual litigation • Number of judiciary bodies adopting the electronic signatures	• Number of registration offices developed (human resources- digitalization- increase number of offices) • Number of notarization offices upgraded (human resources- digitalization- increase number of offices) • Number of traffic prosecution offices upgraded (human resources- digitalization- increase number of offices)	• Rate of online judicial services provided through websites and smart applications to the total target of judicial services • Rate of public satisfaction with judicial services provided (digital via smart applications)	• Drafting and passing legislative amendments on means of electronic notification and the authenticity thereof • Launching the electronic notification system • Number of units using the electronic notification system	• Ministry of Communication and Information Technology • Ministry of Justice • Public Prosecution • Administrative Prosecution Authority • State Council • State Lawsuit Authority • Law enforcement agencies

Second Strategic Goal

Legislative and Judicial Structure Supportive of Anti-Corruption Efforts and Capable of Achieving Prompt Justice

Objective 3

Supporting digital transformation to achieve prompt justice

	5	6	7	8	Entities in charge of implementation
Operational Procedures	Completing the electronic integration system and ensuring electronic linkage among, investigation, judicial and ruling execution agencies	Creating an electronic record of criminal and disciplinary adjudicated cases of corruption	Completion of Public Prosecution digital transformation	Digitization of financial disclosure submission	
Key Performance Indicators	• Percentage of time saved in judicial procedures • Number of data bases connecting the judiciary and ruling execution agencies	• Number of cases included in the record	• Rate of periodic follow-up reports issued on the implementation of Public Prosecution Digital Transformation Strategy • Percentage of implementation of Public Prosecution Digital Transformation Strategy	• Rate of electronically - submitted financial disclosures to total annual submissions of financial disclosures • Percentage of annual punctual submissions of financial disclosures	• Ministry of Communication and Information Technology • Ministry of Justice • Public Prosecution • Administrative Prosecution Authority • State Council • State Lawsuit Authority • Law enforcement agencies

Third Strategic Goal

Agencies Capable of Combatting Corruption and Law Enforcement

Objective 1

Consolidating the legislative and Institutional framework of law enforcement agencies

Operational Procedures

1. Completing the development of the law enforcement structures
2. Updating laws and regulations

Key Performance Indicators

- Rate of updated organizational structures since the Constitutional Amendments of 2014
- Number of amended laws and updated regulations governing law enforcement

Entities in charge of implementation

- Ministry of Parliamentary Affairs
- House of Representatives
- Law enforcement agencies

Third Strategic Goal

Agencies Capable of Combatting Corruption and Law Enforcement

Objective 2

Improving effectiveness of human, financial and physical resources of law enforcement agencies

Operational Procedures

1	2	3	4
Developing specialized training programs for law enforcement agents	Improving law enforcement members' abilities to combat new corruption crimes	Development of specialized postgraduate programs at the National Anti-Corruption Academy	Developing, updating, and enacting codes of conduct for law enforcement agencies

Key Performance Indicators

1	2	3	4
• Number of local training programs for law enforcement agents • Number of overseas training programs involving members of national law enforcement agencies • Number of law enforcement agents benefiting from local anti-corruption training courses • Number of law enforcement agents benefiting from anti-corruption training courses conducted abroad	• Provision of training programs on cybercrimes and cryptocurrencies • Number of law enforcement members benefiting from training programs on cybercrimes and cryptocurrencies	• Number of specialized postgraduate programs developed	• Number of codes of conduct issued or updated for law enforcement agencies members • Number of law enforcement agencies that incorporated codes of conduct in their training programs

Entities in charge of implementation

- Ministry of Communication and Information Technology
- Ministry of Planning and Economic Development
- Ministry of Finance
- Law enforcement agencies

Third Strategic Goal

Agencies Capable of Combatting Corruption and Law Enforcement

Objective 2

Improving effectiveness of human, financial and physical resources of law enforcement agencies

Operational Procedures

5 Continuous and regular update of law enforcement information systems

6 Providing sufficient financial resources for all law enforcement agencies

Key Performance Indicators

- Number of agencies that regularly and continuously update their information, system, i.e. data centers, hardware, software, computer networks, and internet"

- Amount of financial allocations to law enforcement agencies
- Rate of financial allocations to law enforcement agencies to total government expenditures

Entities in charge of implementation

- Ministry of Communication and Information Technology
- Ministry of Planning and Economic Development
- Ministry of Finance
- Law enforcement agencies

Third Strategic Goal

Agencies Capable of Combatting Corruption and Law Enforcement

Objective 3

Development of anti-corruption measures and policies

Operational Procedures	Key Performance Indicators	Entities in charge of implementation
1 Creation and regular revision of the register of internal risks of corruption in law enforcement agencies	• Completion rate of the Register of Internal Risks of Corruption in law enforcement agencies	• Ministries • National Coordination Sub-Committee for the Prevention and Combatting of Corruption • National Experts Committee • Law enforcement agencies • IDSC • National institute for Governance and Sustainable Development • Institute of National Planning
2 Updating internal corruption risk management plans in all law enforcement agencies	• Number of law enforcement agencies that have updated their approved internal corruption risk management plans	
3 Conducting anti-corruption related research and studies by law enforcement agencies	• Number of anti-corruption related research projects and studies conducted by law enforcement agencies • Number of cooperation agreements among law enforcement agencies and academic, research and professional institutions	
4 Ensuring periodic issuance of national indicators supporting anti-corruption policies	• Periodic issuance of relevant national anti-corruption indicators	

Third Strategic Goal

Agencies Capable of Combatting Corruption and Law Enforcement

Objective 4

Fostering oversight of banking and non-banking institutions

Objective 5

Strengthening public trust in anti-corruption and law enforcement agencies

Operational Procedures

1	2	1	2	2
Improving human capacity of agencies in charge of overseeing financial banking and non-banking institutions	Updating control means and procedures concerning banking and non-banking financial institutions	Accessibility to updated information provided by anti-corruption and law enforcement agencies	Developing diversified institutional mechanisms for communication between citizens and anti-corruption and law enforcement agencies	Publishing of progress reports on National Anti-Corruption Strategy

Key Performance Indicators

• Number of training programs for personnel of agencies mandated to overseeing banking and non-banking financial institutions • Number of trainees benefiting from courses provided by the control agencies overseeing banking and non-banking financial institutions	• Number of updated control or organizational regulations, and updated risk management policies annually	• Number of anti-corruption and law enforcement agencies publishing and providing access to updated information on their website	• Number of mechanisms for communication with citizens in law enforcement agencies (electronic and non-electronic) • Trend of the perception on the efforts to combat corruption	• Rate of publishing periodic reports on monitoring the implementation of the National Anti-Corruption Strategy

Entities in charge of implementation

- Central Bank
- Financial Regulatory Authority (FRA)

Entities in charge of implementation

- Law enforcement agencies
- The Central Bank of Egypt
- Financial Regulatory Authority
- IDSC

Fourth Strategic Goal

A Society Aware of the Risks of Corruption and Capable of Combating it

Objective 1

Reinforcing the role of research and educational institutions in creating a culture of rejecting corruption among children and youth

Operational Procedures

1	2	3
Designing and implementing awareness initiatives and activities relevant to the anti-corruption values to the curricula of all pre-university educational stages	Designing and undertaking awareness initiatives for higher education students on corruption risks and anti-corruption mechanisms	Expansion in teaching anti-corruption related courses in university education

Key Performance Indicators

1	2	3
• Number of anti-corruption related awareness initiatives implemented in schools (nationwide) • Rate of students benefiting from school initiatives to total number of enrolled students	• Number of anti-corruption related awareness initiatives implemented in higher education institutions (all universities and authorized government and private institutions in Egypt) • Rate of students benefiting from the higher education initiatives to the total number of students enrolled in respective institutions	• Rate of faculties teaching anti-corruption curricula to total number of Egyptian universities faculties

Entities in charge of implementation

- Ministry of Higher education and Scientific Research
- Ministry of Education and Technical Education
- ACA
- Professional Academy of Teachers
- Center for Curriculum and Instructional Material Development
- National Academy of Quality Assurance and Accreditation
- Supreme Council of Public, Private, and International Universities.
- Supreme Council of Private Accredited Institutes
- Universities
- Research Centers
- Academy of Scientific Research and Technology (ASRT)
- IDSC

Fourth Strategic Goal

A Society Aware of the Risks of Corruption and Capable of Combating it

Objective 1

Reinforcing the role of research and educational institutions in creating a culture of rejecting corruption among children and youth

Operational Procedures

4 Raising awareness of anti-corruption values among teachers, faculty members, assisting body, and administrative staff in all educational institutions of all stages

5 Encouraging research and academic institutions to conduct and publish research and theses on the risk of corruption and the need to combat it

Key Performance Indicators

- Number of awareness programs and activities on anti-corruption values for teachers, faculty members, assisting staff and administrative staff in all education stages
- Number of teachers, faculty members, assisting staff and administrative staff in all education stages, who benefit from activities and awareness programs targeting the enhancement of anti-corruption values

- Number of anti-corruption related research papers, studies and theses conducted by researchers in Egyptian academic and research institutions
- Number of anti-corruption related publications translated to Arabic

Entities in charge of implementation

- Ministry of Higher education and Scientific Research
- Ministry of Education and Technical Education
- ACA
- Professional Academy of Teachers
- Center for Curriculum and Instructional Material Development
- National Academy of Quality Assurance and Accreditation
- Supreme Council of Public, Private, and International Universities.
- Supreme Council of Private Accredited Institutes
- Universities
- Research Centers
- Academy of Scientific Research and Technology (ASRT)
- IDSC

Fourth Strategic Goal

A Society Aware of the Risks of Corruption and Capable of Combating it

Objective 2

Advancing the role of religious, cultural, and media institutions in promoting anti-corruption practices

	1	2	3	4	Entities in charge of implementation
Operational Procedures	Provide training programs for media professionals and journalists on anti-corruption skills, approaches, and knowledge	Encouraging the media to foster the culture of rejecting corruption and raising public awareness of its risks and anti-corruption mechanisms	Enhancing the role of cultural institutions in raising public awareness of the corruption risks and anti-corruption mechanisms	Enhancing the role of religious discourse in spreading anti-corruption habits	
Key Performance Indicators	• Number of anti-corruption workshops, seminars, and training courses targeting journalists and media professionals. • Number of journalists and media professionals benefiting from specialized anti-corruption workshops, symposia, and training courses • Number of media shows on anti-corruption issues	• Number of media campaigns on corruption risks and anti-corruption mechanisms in traditional media, (excluding campaigns launched by the private sector and civil society organizations) • Number of media campaigns raising citizens awareness on corruption risks and anti-corruption mechanisms on social media, (excluding campaigns launched by the private sector and civil society organizations) • Number of media campaigns educating the public on anti-corruption laws and elitigation procedures • Number of newspaper opinion pieces addressing corruption risks and anti-corruption mechanisms in Egyptian newspapers • Number of followers of the social media pages of audit authorities	• Number of exhibitions, competitions, and seminars in cultural institutions (e.g., Cultural Palaces and Child Cultural Parks) that address educational subjects on anti-corruption • Number of performances, movies, plays, books, and magazines by the cultural institutions to raise anti-corruption awareness.	• Number of religious sermons raising anti-corruption awareness • Number of belief based advocacy convoys focusing on the risks of corruption	• Ministry of Awqaf (Endowments) • Law enforcement agencies • National Institute for Governance and Sustainable Development • National Training Academy • National Media Authority • National Press Authority • Supreme Council for Media Regulation • Egypt State Information Service (SIS) • IDSC • Egyptian Radio and TV Union • Private Radio and TV channels • Supreme Council for Culture • National Center for Culture • Cultural and Cinema Investment Holding Company • Egyptian National Library and Archives • General Egyptian Book Organization • Newspapers • Al Azhar • Egypt's Dar Al Iftaa • Egyptian Church • Specialized National Councils

Fourth Strategic Goal

A Society Aware of the Risks of Corruption and Capable of Combating it

Objective 3

Sensitization and empowerment of youth and sports community in anti-corruption areas

Operational Procedures	Key Performance Indicators	Entities in charge of implementation
1 Conduct workshops and roundtables in youth centers and camps to raise awareness of the risks of corruption	• Number of Scouts camps in which anti-corruption content was included • Number of awareness raising workshops and roundtables on anti-corruption in youth centers	• Ministry of youth and sports • Youth Centers • Sporting clubs • Egyptian Olympic Committee • Olympic Center • Sports federations • Sports institutions • Egyptian Federation for Scouts and Girl Guides • Egyptian Anti-Doping Organization
2 Periodic updating and activation of sporting regulations in accordance with relevant international standards	• Number of sporting regulations updated and published	
3 Raising awareness of athletic community (players, coaches, staffers, and referees) on anti-corruption and mechanisms of holding sporting institutions accountable	• Number of codes of conduct for sporting institutions • Number of training courses, workshops, roundtables, initiatives, and events sponsored by clubs, sporting federations, the Olympic Committee to raise athletes' awareness of fighting corruption and accountability mechanisms for sporting institutions	
4 Enhancing the integrity and transparency of sporting institutions and their activities	• Rate of sports federations that publish the results of matches and championships nationwide to the total sports federations • Rate of sports federations that update data on their official websites to the total sports federation • Number of sports federations that have an official spokesperson • Rate of nationwide sports championships where doping tests are used to total tournaments • Rate of sports federations that publish the selection criteria of national teams to total sports federations	

Fourth Strategic Goal

A Society Aware of the Risks of Corruption and Capable of Combating it

Objective 4

Fostering the role of private sector and civil society in combating corruption

Operational Procedures

1. Launching initiatives and campaigns led by private sector and civil society to raise awareness of corruption risks and anti-corruption mechanisms
2. Improving governance of private sector and civil society organizations

Key Performance Indicators

1. Launching initiatives and campaigns led by private sector and civil society to raise awareness of corruption risks and anti-corruption mechanisms
   - Number of citizen awareness initiatives and campaigns conducted by private sector and civil society organizations
   - Number of participants in / beneficiaries of awareness initiatives and campaigns launched by the private sector and civil society
2. Improving governance of private sector and civil society organizations
   - Number of private sector and civil society organizations with accreditation certificates
   - Number of training courses targeting private sector and civil society organizations on the standards of transparency, integrity, accountability, prevention of conflict of interests and other areas associated with combating corruption
   - Number of beneficiaries of /participants in the anti-corruption related training courses targeting private sector and civil society organizations

Entities in charge of implementation

- Ministry of Social Solidarity
- GAFI
- Egyptian Organization for Standardization and Quality
- General Federation of Non-Governmental Organizations
- Federation of Chambers of Commerce
- Business Associations
- National Anti-Corruption Academy
- National Training Academy
- National Institute for Governance and Sustainable Development

Fourth Strategic Goal

A Society Aware of the Risks of Corruption and Capable of Combating it

Objective 5

Activate oversight and social accountability mechanisms to combat corruption

Operational Procedures

1	2	3
Encouraging corruption reporting and raising awareness of reporting mechanisms	Improving responsiveness to complaints filed via the unified government complaints system and the complaint systems at law enforcement agencies	Fostering the oversight role of House of Representatives

Key Performance Indicators

- Number of guides drafted and published to raise public awareness of mechanisms of reporting corruption cases
- Rate of citizen's satisfaction with the effectiveness of corruption cases reporting mechanisms
- Rate of persons who confirmed their use of a corruption reporting mechanism to the total number of persons who reported experiencing a case of corruption

- Response rate to citizens' and investors' of cases of corruption received through the Unified Government Complaints System and complaints systems of law enforcement agencies

- Number of requests for briefing and enquiring in the House of Representatives

Entities in charge of implementation

- Law enforcement agencies
- IDSC
- House of Representatives
- National Media Authority
- National Press Authority

Fifth Strategic Goal

Effective Regional and International Anti-Corruption Cooperation

Objective 1

Enhancing knowledge and exchange of experiences and information relevant to combating corruption

Operational Procedures

1. Ensuring participation in regional and international conferences and events on combatting corruption
2. Conducting training programs to exchange experiences among national, regional, and international anti-corruption agencies
3. Organizing regional and international anti-corruption conferences and events

Key Performance Indicators

- Number of Egypt's participations in regional and international anti-corruption related conferences and events
- Number of national agencies participating in regional and international anti-corruption related conferences and events
- Number of representatives of national agencies participating in regional and international anti-corruption related conferences and events

- Number of training programs organized in collaboration with national and international law enforcement agencies
- Number of training programs organized in collaboration with national and international organizations

- Number of regional and international conferences organized
- Number of countries participating in the events and conferences organized

Entities in charge of implementation

- Law enforcement agencies
- National Coordinating Sub-committee for the Prevention and Combatting of Corruption
- National Experts Committee
- National AML/CFT Coordination Committee
- Central Bank
- Financial Regulatory Authority

Fifth Strategic Goal

Effective Regional and International Anti-Corruption Cooperation

Objective 1

Enhancing knowledge and exchange of experiences and information relevant to combating corruption

Operational Procedures

4. Signing and enforcing Memoranda of Understanding (MOUs) between Egyptian anti-corruption and law enforcement agencies and their regional and international counterparts

5. Cooperation with regional and international institutions issuing anti-corruption indicators

Key Performance Indicators

- Number of MOUs concluded
- Rate of MOUs enforced to total number of MOUs concluded

- Number of meetings/ seminars with regional and international institutions developing anti-corruption indices on Egypt's rank in their indices
- Number of reports analyzed to identify challenges and recommendations

Entities in charge of implementation

- Law enforcement agencies
- National Coordinating Sub-committee for the Prevention and Combatting of Corruption
- National Experts Committee
- National AML/ CFT Coordination Committee
- Central Bank
- Financial Regulatory Authority

Fifth Strategic Goal

Effective Regional and International Anti-Corruption Cooperation

Objective 2

Promoting the implementation of international and regional anti-corruption conventions and declarations

Operational Procedures

1. Monitoring Egypt's compliance with its international anti-corruption obligations
2. Ensuring the submission of reports on Egypt's fulfillment of its international obligation on human rights related to anti-corruption

Key Performance Indicators

- Number of reports submitted to UNDOC, in accordance with UNCAC
- Number of reports submitted to the general secretariate of the League of Arab States within the framework of Arab Anti-Corruption Convention
- Number of reports submitted to African Union within the framework of African Union Convention on Preventing and Combating Corruption
- Number of reports submitted to the General Secretariate of the Organization of Islamic Cooperation

- Number of anti-corruption reports submitted to UN Human Rights Council

Entities in charge of implementation

- National Coordinating Sub-Committee for Prevention and Combatting of corruption
- National AML/CFT Coordinating Committee
- National Assets Recovery Committee
- National Committee on APRM-compliant Governance Review
- Supreme Standing Committee on Human Rights (SSCHR)
- National Experts Committee
- Law enforcement agencies

Fifth Strategic Goal

Effective Regional and International Anti-Corruption Cooperation

Objective 3

Fostering anti-money laundering and asset recovery cooperation

Operational Procedures

1	2	3	4
Improving Mutual Legal Assistance (MLA) mechanisms	Improving cooperation and exchange of information and experience among Financial Intelligence Units (FIUs)	Strengthening international networks working on asset recovery	Expanding the conclusion of Judicial Cooperation Agreements that can be relied on for smuggled and looted asset recovery

Key Performance Indicators

1	2	3	4
• Response Rate to Mutual Legal Assistance (MLA) requests • Number of Legal Assistance requests received from national entities • Response rate to MLAs received from relevant international bodies	• Number of memoranda of understanding with counterpart Financial Intelligence Units (FIUs) • Number of seminars/ workshops with FIUs • Response rate to information requests received from counterpart FIUs	• Number of reports delivered on prominent asset recovery related practices and challenges • Number of participations in international conferences and events on asset recovery	• Number of Judicial Cooperation Agreements concluded

Entities in charge of implementation

- National Coordinating Sub-Committee for Prevention and Combatting of corruption
- National AML/ CFT Coordinating Committee
- National Assets Recovery Committee
- Egypt Money Laundering Combating Unit (EMLCU)
- Law enforcement agencies
- Ministry of Foreign Affairs
- Ministry of Justice
- Public Prosecution

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