

The goal of the strategy

Combating corruption in the Egyptian society through the development of objectives, policies, programs and mechanisms in order to curb corruption and build an anti-corruption societal culture.

Methodology of building a national anti-corruption strategy

The plan of designing a national strategy to combat and prevent corruption depends on identifying its real causes, setting goals, policies, programs and mechanisms that promote the principles of transparency, integrity and accountability with no partiality or discrimination, and contributing to preventing and fighting it through the concerted efforts of all parties of the national system so as to combat corruption and identify the roles of each party.

Foundations of the strategy

- 1 - Monitoring the most important manifestations of corruption.
- 2 - Accurate diagnosis of the problem of corruption to find out the causes.
- 3 - Identifying the main strengths and weaknesses of the work system and combating corruption in Egypt.
- 4 - Identifying threats faced by the work system to fight corruption in Egypt and opportunities that can be exploited to support it.
- 5 - Pinpointing targets and achieving them on the short and medium terms.
- 6 - Defining policies to be followed to achieve the goals and addressing the factors causing corruption.
- 7 - Identifying the actions required for effective participation in combating corruption of all concerned bodies, on top of which the regulatory bodies, law enforcement bodies, governmental authorities, and the civil society organizations.
- 8 - Developing mechanisms for the implementation of the national anti-corruption plan.

Mechanisms for drawing up the strategy

- 1 - Development of work systems in a manner that stems corruption.
- 2 – Effectual participation of all concerned bodies in building a united front to fight corruption.
- 3 - Activating the anti-corruption mechanisms (organizational structure control / human resources development / application of the principles of transparency, integrity / ...).
- 4 – Setting near/medium-term goals with the possibility of achieving the target in a way that will not conflict with other goals.
- 5 – Making available all (human / material) resources for the implementation of the strategy.
- 6 - Distribution of tasks and responsibilities in the light of the strategy's axes.
- 7 - Development of alternative mechanisms when necessary to achieve the flexibility required for dealing with any changes that may get in the way of implementing the strategy.
- 8 – Providing national indicators to monitor the implementation of the strategy.

Section 1: The problem of corruption in Egypt

1 - Definition of corruption and its types:

A - Definition of corruption:

There is no agreed-upon definition of corruption among researchers in this area, and this is due to the complicated nature of the phenomenon and the various perspectives through which this phenomenon can be considered. However, there are some definitions that have received great acceptance and are being used on a large scale. The most important definition is the World Bank's definition of corruption as "abuse of public power for private gain", but this definition is given a bad press on the basis that it limits corruption to the governmental and public sectors.

On the other hand, an international organization has offered a definition of corruption as "Abuse of authority for private gain". It is clear from this definition that it expands the term corruption to include that corruption in the private sector as well. And this definition is the most widely accepted definition at the global level.

B - Types of corruption:

There are different types of Corruption: administrative, financial, and political. They vary according to the standard adopted as a basis for discrimination. Two criteria have been chosen. The first criterion is the size of gains from the crime of corruption and the employee's rank, and the second criterion is the nature of the sector in which corruption occurs.

In terms of the size of the gains obtained from the crime of corruption and the employee's rank, there is that type of corruption that is referred to as Petty Corruption, which is done by junior staff and officials, and the size of the gains from it is often small and is characterized by being unstructured and the purpose of it may be to facilitate the complex procedures but it just could be a reason to complicate the procedures where the employee puts obstacles in the citizens' way by creating routine obstacles to induce offering bribes. There is also that Grand Corruption done by senior staff and officials, and the size of the gains achieved from it is often enormous. It is constructed and is usually known in the developing and least-developing countries suffering from the lack of rules and regulations governing their work.

2 - The phenomenon of corruption in Egypt from the domestic and external perspectives:

A - At the domestic level:

Since 2008, attention has been paid to the phenomenon of corruption in Egypt, where research, studies, surveys of public opinion and numerous reports have been conducted and published, on top of which those reports of the Transparency and Integrity Committee from the Ministry of State for Administrative Development, in addition to the report on the Third United Nations Conference of the Member States of the Anti-Corruption convention in Doha from 9 to 13 November 2009, and the study of cultural frameworks governing the behaviour of Egyptians and their attitudes toward the values of transparency, integrity and anti-corruption (1).

That is in addition to the Social Contract Centre's studies on "diagnosing the Egyptian reality by examining the legal and institutional framework to combat corruption in Egypt", the surveys of the Decision Support Centre on "assessing the degree of the spread of administrative corruption at the geographical level in all governorates of the republic and assessing the degree of its spread at the level of governmental sectors" and the "installation and application of indicators to measure the administrative corruption in Egypt, with a suggested perception of the expansion of measuring the recognition of the phenomenon of corruption among citizens more deeply."

Studies and different working papers have also been conducted by the government on "strengthening the citizens' access to justice and legal aid support in the Arab world" and "transparency and the society's participation in drawing up the state's General Budget."

Other studies have been carried out by the centres affiliated to Helwan University and some civil society organizations, such as the Egyptian NGO Support Centre, on "the role of civil society organizations in promoting transparency and accountability in the governmental organizations", "the Egyptian society's realization of the meanings and forms of administrative corruption and ways of enhancing transparency and accountability" by the Development & Institutionalization Support Centre (DISC), and the "Article 13 Coalition of Anti-Corruption" by the Egyptian Association For Community Participation Enhancement.

Reports of the Transparency and Integrity Committee are available on the following link:

http://www.ad.gov.eg/Ar/GovernanceDetails.aspx?subject_id=1054

In addition to:

"The work environment of small and medium-sized projects in Egypt and the relationship between small and medium-sized enterprises and the governmental departments" by Al-Ahram Center for Political and Strategic Studies;

"Small and medium-sized companies, issued in 2009, by the Center for International Private Enterprise (CIPE) - (1)" where the results of the poll surveys of a number of these companies showed that nearly half of such companies had found it very difficult to deal with governmental bodies to take the foundation procedures and many of them said they had been forced to pay bribes to finish these procedures;

"Transparency in purchases and governmental projects to ensure equal competition for small and medium-sized businesses" by the Center for the International, Private Enterprises.

Most of the previous studies have focused on analyzing one or more aspects of the phenomenon of corruption without addressing the phenomenon in a comprehensive manner.

B - At the external level:

A number of studies have been conducted by some foreign organizations that focused on measuring corruption in Egypt from 2009 to 2014, mostly drawing an inaccurate picture of the reality of corruption in Egypt due to the lack of participation of the Egyptian anti-corruption bodies in preparing such studies.

1 - Reports issued by the Center for International Private Enterprise (CIPE) in collaboration with the Al-Ahram Center for Political and Strategic Studies.

<http://www.ad.gov.eg/Admin/EditorDocs.pdf>

3 – Measurement of corruption in Egypt:

Most of the efforts dedicated to measuring corruption have focused on laying down criteria for perceiving it, as the measurement of corruption is extremely difficult because there is no inclusive and comprehensive definition of it, nothing to say of the multiplicity of its manifestations, the absence of accurate statistics and lack of information, which makes the measurement of it - in general – inaccurate.

However, efforts have been made to develop methods to measure corruption, where most of these efforts have been directed to measure the financial corruption due to its serious repercussions on the overall economic development in Egypt, as it negatively affects the attraction of foreign investments to Egypt and the confidence of citizens in the state's bodies, which, in turn, reduces people's productivity. The measurement of corruption through estimating the size of illegal gains is performed via two methods:

A - First method:

It involves using macroeconomic data and depends on estimating the size of gains resulting from the phenomenon of unofficial or underground economy (1) as a percentage of the official GDP. Such unofficial or underground economy in many developing and non-developing countries stimulates corruption. Some may see that the procedures of having their economic activities registered would require additional registration papers and cost extra money (the high cost of transactions) because they may need to pay bribes as well as legal costs, and that is why they do not have their economic activities recorded in order to avoid this cost, preferring to stay in the dark.

B - Second method:

The second method is used to measure the corruption of the data collected concerning recorded crimes, such as tax and customs evasion by the tax institutions and law enforcement bodies, where the total volume of tax evasion amounted to about 61 billion pounds in 2013 (Examination and Collection Authority) of the estimated total tax receipts of about 366 billion pounds, namely 16.7% (2), whereas the total volume of customs evasion reached about 1.2 billion pounds (In the published cases only) in 2013 of the total tariff revenue estimated at 21.546 billion pounds, 0.248%, although the trade deficit reached about 220 billion pounds in the same year. (3)

1 – Unofficial economy is all those unregistered economic activities that are not monitored by the state's bodies. This takes many forms in Egypt, the most serious of which are the manufacturing processes that take place without sticking to the safety and quality standards. Samer Al-Najjar, Economic and Financial Cost of Corruption in Egypt, Analysis of the Cost of Corruption in Egypt, an unpublished study, Governance Center, 2014, p. 37.

2 - Samer Al-Najjar, Mohamed Ali, The Financial Costs of Corruption in the study " Analysis of the Cost of Corruption in Egypt, an unpublished study, 2014, p. 38

3 - Samer Al-Najjar, Mohamed Ali, The Financial Costs of Corruption in the study " Analysis of the Cost of Corruption in Egypt, an unpublished study, 2014, p. 36

4 - Causes of corruption in Egypt:

Over the past three decades, the Egyptian society has witnessed many political, social and economic changes, the most important of which is the transition to capitalism - like all other countries - and the increased wealth, the inequitable distribution of it, and lack of access to the fruits of development to low-income classes which plunged into that sense of injustice and indifference, something that helped to spread corruption whose causes in the Egyptian society are as follows:

A - Economic causes:

(1) The low and different levels of income:

Some international standards used to measure the degree of poverty and justice in the distribution of income indicate the lower-income level. The most important and accurate of these standards is GINI Coefficient (1) reaching 32.1% in Egypt in 2011 and indicating inequality compared to 36% in 2009. It witnessed a further decline in 2012 to reach 28% due to that decline in the growth rate, 2.2%, and rising unemployment.

The absence of social justice and the unfair distribution of income and wealth, as part of the economic and social landscape, have led to low and different levels of income, and wealth, on the other hand, fell in the hands of a class that is more capable of exploiting the opaque activities in Egypt. This has also caused a large section of the Egyptian citizens to become unable to meet their basic needs of goods and services, and, therefore, some of them pursued other corrupt practices to fulfill such needs.

Some of the most important reasons for the low and different cash income levels and its purchasing power are as follows:

- Low salaries and wages in many sectors in the state administrative bodies, especially the units concerned with providing services.
- Some individuals and companies adopting monopolistic practices that led to the rise of prices of many goods and services, especially strategic goods, with no economic justification.
- Steady increase in inflation rates which led to the rise of prices of goods and services and the lower purchasing value of money prices, which devour any increases in incomes and negatively affects their actual values.
 - Encouraging the consumption culture among individuals and this caused the consumption rates to be incompatible with the incomes and insufficient to satisfy the needs of individuals, with no appropriate awareness.

1 - Gini Coefficient measures the extent to which the income or consumption expenditures of individuals and families in the national economy deviate from the optimal distribution of incomes and wealth. The indicator consists of "Lorenz" curve which reflects the cumulative percentages of the total income obtained against the cumulative number of its owners, starting from the poorest individuals and families, in addition to the "Hypothetical" curve which refers to absolute equality. Gini Coefficient measures the space / gap between the "Lorenz" curve and the "Hypothetical" curve by the largest distance under the "Hypothetical" curve. The "Zero" indicator refers to absolute equality, whereas the 100 indicator refers to absolute inequality.

<http://data.worldbank.org/indicator/SI.POV.GINI>

(2) Government overspending:

Despite the assurances of the State and the government's continued efforts to adjust the public administration spending, especially with regard to government procurement, there is still that administration overspending, leading the state resources in the wrong direction. This results in negative effects, the most serious of which are:

- Assigning a significant portion of the state's resources, which should be directed to other areas of government spending to benefit citizens, to achieve some personal purposes of the officials in the administrative body, such as overspending on cars, equipment and office furniture.
- A decrease in government spending on development projects affecting the level of per capita income and the citizens' satisfaction of their needs, and the associated increase of the chances of corruption.

(3) Expansion of the establishment of special funds:

Special funds are a range of finance charges imposed on citizens and kept in funds affiliated to several bodies. They are not included in the state budget, and, therefore, their details are not presented to parliament although they should be subject to review by the Central Auditing Organization. According to the founding laws of such funds, the president is not the only one empowered to establish them; governors and chiefs of centers and villages are empowered to do so as well. This, in turn, has led to the massive expansion of setting up funds and the difficulty of knowing how many they are. All that creates a fertile soil for corruption crimes related to such funds.

B - Administrative causes:

There are many weaknesses in the public administration systems in Egypt, which have had a major role in the prevalence and penetration of corruption and the ineffectiveness of the actions that have been taken to uproot it.

The following are the most essential administrative causes of corruption and their impact on the spread of corruption:

(1) Deficiency in the organizational structures of the state's governmental and administrative bodies:

The state's governmental and administrative bodies suffer from several problems, the most important of which are:

- Absence of regular reviewing and updating systems causes such bodies to not meet the aspirations of the citizens with regard to the government services.

- The large overlap of functions between government entities gives rise to conflicts in disciplines in a way that hinders the government's work wheel and interests of citizens and weakens accountability.

- Inaccurate specification of functions within a single entity, which leads to the circulation of responsibility within the entity, impedes the internal control mechanisms and makes them lose their effectiveness, and increases the ability of officials to evade responsibility and throw it mostly on junior staff.

(2) Government bureaucracy and complexity of procedures:

Government services suffer from many bureaucratic problems and complicated procedures which contribute greatly to the creation of an environment for corruption, in terms of increasing the burden of work on the staff where they offer the services, along with the accumulation of citizens who wish to receive such services. The most important problems are:

- The enormous amount of time taken to provide services with no fixed date for fulfilling them.

- Lack of adequate powers granted to employees to show flexibility toward some complicated procedures.

- Poor treatment at the hands of employees and their tendency to complicate procedures without censorship.

- Lack of sufficient means to familiarize citizens with the procedures for obtaining services in advance.

- Lack of clear and effective communication channels between the public service recipients and senior officials in the service units to solve any problems that arise, as well as the spurious actions taken to investigate the complaints of poor service performance.

- Inadequacy of the places providing services with the public's requirements, both in terms of location, facilities, or waiting areas.

- Non-use of technological means by some service-providing units and relying heavily on the human element.

(3) Weak internal controls on government bodies:

The weak and ineffective internal controls on government bodies cause the occurrence and spread of corrupt practices to increase. The most important aspects of this weakness are:

- Non-observance of the conflict of interests by the official to whom some of the reports of the internal control departments of the state's administrative units are offered.
- The weak central control of the sub-units of the state, including the assurance of the effectiveness of internal control in those units.
- Lack of an effective mechanism for periodic check of the staff's commitment to the rules of professional behavior.
- No effective, deterrent punishments are inflicted in cases of irregularities. This, thus, enhances the culture of neglect and corruption in the administrative sector.
- The poor financial allocations made for trainings and the lack of controls to make sure such allocations are in the right direction, and this all leads to manipulating them.
- The internal control systems includes no rules relating to the principle of informing the employees of corrupt practices.

(4) The appointment, evaluation and promotion rules for working for the Civil Service:

The deficiencies in the recruitment, evaluation and promotion systems, in addition to the reliance in many cases on the appointment of the children of employees and involving the principle of favoritism have caused the government bodies to be crowded with employees who are not really needed, sagging the government structure and establishing job ranks and numerous administrative levels without objective justification, something that increases the complexity of the government's procedures.

(5) Salaries and wages systems:

The deficiencies in the salaries and wages systems in the state's administrative units have given rise to an atmosphere for various aspects of corruption, including bribery, profiteering and stealing public money. The following are the most important deficiencies:

- Lack of justice in the distribution of wages among workers within the state's administrative units.
- The variable wages are not connected with actual performance despite the fact that the bulk of salaries and wages is variable wages, but many government bodies give all employees equal, variable wages regardless of their performance, bearing into account the economic conditions.

(6) Weakness of Administrative Skills:

The lack of appropriate administrative skills of those managing governmental offices leads to the spread of idleness, neglect and indifference, providing the opportunity for manipulation, profiteering and grabbing public finance.

c- Legal Reasons:

(1) The weakness of witnesses, experts, victims, and reporters protection: The lack of existence of a full legislation regulating the protection of witnesses, experts, victims, and reporters.

(2) The length of the legal and judiciary proceedings:

The investigation and trial in corruption crimes take a considerably long time, which weakens the legal deterrence against corruptors, increases their chances of escape outside the country before the trial, or leads to the loss or destruction of evidence, or affecting the witnesses or not benefitting from them due to travelling or death. All this contributes to the general belief in the lack of seriousness in the legal and judiciary proceedings for anti-corruption in Egypt, and the resulting delay of the restoration of rights and return of money.

(3) Inaction in executing the penalties issued in corruption crimes and the weakness of the determined penalties for some of these crimes:

Inaction in the execution of the penalties issued in corruption crimes led to the lack of the required deterrence in such issues, as well as the fact that some of the penalties determined penalties for public finance cases are weak, like in the case of smuggling the subsidized goods, leading to its spread for the weakness of its punishment.

(4) The diversity and overlap of the laws and regulations regulating work in governmental authorities:

Work in governmental authorities is regulated by several laws, regulations, and decisions, resulting in gaps in application due to their overlap, as follows:

(a) The dispersion of employees concerning the current state of applied procedures in governmental work, favoring the regulation that suits personal interest, whether with good or bad intentions, which enforces corruption practices.

(b) The increase in bureaucratic practices, for employees apply several controlling regulations, opening a wider scope for corruption.

(c) The difficulty for the regular citizen to understand the laws and resulting regulations, which puts him under the control of the specialized employee, increasing corruption through bribery and more.

(d) Issuing several regulations for some public sector companies that depend on public finance, being under the competence of the legal administration to investigate financial irregularities according to the general legislation stipulated in the followed laws. Such regulations are issued by a ministerial decree, which is regarded as a legislative level below the law, expanding the establishment of discipline councils, which in turn are under the control of the managing authority. This leads to concealing some financial irregularities, in addition to employees' protection from the managing authority abuse.

d- The lack of appropriate transparency:

Anti-corruption and limiting its negative effects requires providing precise and updated information and data, along with the importance of their availability and freedom of exchange among people unless they are confidential or related to national security requirements. Despite that Egypt authorized the two international convents for economic and social rights and political and civil rights in 1966, as well as the United Nations Anti-Corruption Agreement in 2005, stipulating article 68 of the 2014 Constitution, there are still a number of obstacles in information availability. In fact, some articles of the United Nations Anti-Corruption Agreement stipulated the accessibility to the information concerning the public affairs of citizens upon three standards; the ease of access to information, the low expenses for viewing if any, and providing it at a considerable time.

e- Reasons related to the institutional arrangements for anti-corruption:

Despite the diversity of the control authorities concerned with anti-corruption in Egypt, there are some challenges hindering the execution of such roles effectively, as follows:

(1) The challenges facing some external control authorities:

(a) Some procedural constraints in investigating the employees in high positions in the administrative offices of the state.

(b) The administrative authority's abuse of its power, which might contradict with the final opinion of the control authority neglecting the efforts of the anti-corruption offices.

(c) The shortage in immunities for control offices' members to conduct their role.

(d) The shortage in financial and individual sources in some control authorities.

(e) Non-disclosure of some investigation authorities of the restoration reasons concerning the reports transferred to them from the control authorities.

(2) The dependence of some control offices concerned with anti-corruption in Egypt on the executive authority, which might affect its independence.

(3) The limit of coordination between control authorities:

The coordination mechanisms are limited among the control authorities, along with the non-dependence on the modern technological systems and applications that simplify discussion and information exchange in investigations.

(4) The Inexistence of sufficient awareness among the people in anti-corruption authorities in Egypt:

(a) Despite the diversity in control authorities in Egypt, they are not known to most of the people and because of the inexistence of such awareness, when some people were deprived of their right, they presented several complaints to the concerned and unconcerned authorities starting with the President till the neighborhood where they live, which resulted in compiling the complaints at the control authorities, losing the complaint mechanism and the important role it plays in anti-corruption.

(b) The lack of definition of the control office itself and its role to the citizen.

e- Social Reasons:

The spread of the principles of transparency, integrity and loyalty in the communities is one of the main means of protection against corruption crimes; yet, the Egyptian community has been suffering of several social issues negatively affecting such principles, as follows:

(1) The decline in values and behavioral habits:

This is clear in the spread of the negative behavioral characteristics that are resulting from the successive economic and political circumstances.

(2) The weakness of confidence in successive governments:

The negative practices of former systems, like weakness of transparency, the inaction against monopolism, the spread of corruption in governmental organizations, the absence of questioning and control, and the disrespect to the law led to the loss of confidence in the successive governments and the acceptance of some corruption as a fast method from their point of view to obtain their rights.

(3)Turning to favoritism and community irresponsibility:

The people's belief in their incapability to finish their work without favoritism and the reluctance of individuals to participate in community cooperation in anti-corruption for the spread of a feeling of its uselessness.

(4)The social acceptance of minor corruption:

The previous reasons led to the appearance of new culture, which is the acceptance of corruption as a socially accepted means of claiming rights.

(h) Other Reasons:

(1)The weakness of the media role in raising the people's awareness of the corruption problem elements like its factors, reasons, effects, and methods of prevention, as well as not doing enough effort to propagate for the values and ethics, asserting the principles of transparency, integrity, and questioning to limit the phenomenon.

(2)The lack of participation of civil society institutions in the identification and awareness with the corruption problem, and the weakness of its practice in accounting in the field of anti-corruption.

(3)The reluctance of citizens in reporting the corruption instances in fear of hindering their interests or facing avenging reactions.

Section Two: The General Framework of the Anti-Corruption Strategy

This part includes the principles that the strategy relied upon, the method used for preparing it, its duration, and the participating authorities. This is in addition to the strengths and weaknesses of the work system and anti-corruption in order to be able to set specific and clear, major as well as minor, axes and aims, along with effective implementation mechanisms.

1- The main principles upon which the strategy relied:

Achieving the strategy objectives relies on the following principles:

- a- Law sovereignty and authorities' power division principle.
- b- Commitment and political will – including the three authorities of the state, the legislative, executive, and judiciary, that realize the importance of having a society free of corruption and that collaborate together to guarantee the execution of the present strategy.
- c- The total commitment to the cooperation and coordination between all the concerned parties; the government, the private sector, and the civil community, with which guarantees the unity and homogeneity of the implementation of anti-corruption policies.
- d- Governance principle that has to be applied by the government, following transparency, efficiency, effectiveness, questioning, and accounting principles. This is in addition to setting clear and effective procedures to achieve objectives that are capable of and flexible to cover social needs.
- e- Respecting human rights and equality between all citizens in terms of law.
- f- Questioning principle that holds the state authorities responsible for their duties in the execution of the strategy and the work plan with efficiency.
- g- Prevention and early intervention that are to limit corruption and eliminate it at the right time.
- h- The principle of effectiveness in anti-corruption that is based on the consistent observation and evaluation of the efforts done to combat corruption, in order to be able to list the shortcoming at the right time to take the appropriate measures to overcome them.
- i- Prioritizing public interest, in which the representatives of institutions and public authorities play a major role in putting it first above any other interest as part of their duty. They are also to avoid any action against public interest and finance.
- j- The principle of transparency and cooperation between the public and private sectors, considering the importance of the cooperation between the civil society and the business councils in tangible and real activities that aim at combating corruption.

2- Strategy Duration:

The strategy will last for four years from December 2014 till the end of December 2018.

3- The authorities participating in its execution:

It is undeniable that achieving the objectives and proposed policies to combat corruption, limiting its effects, requires much effort from all the parties of combating. It also requires that such efforts are to be executed in a holistic framework, to be more capable of facing the different challenges that hinder its success. The importance of the national coordinating committee for combating corruption is clear in playing effective roles, the most prominent of which is crystallizing the strategy as a national aim for the society, determining the anti-corruption participants and preparing a homogeneous mechanism to execute such roles, clearly putting the responsibilities and tasks of the participants into consideration. While planning the strategy, the participation of all the concerned authorities has been considered as follows:

- a- The National Coordinating Committee for Combating Corruption, and its subcommittee.
- b- The Parliament and the Local Councils in different governorates.
- c- The government (ministries / bodies / offices) and public business sector units.
- d- Corruption combating and prevention offices and law enforcement authorities.
- e- The control authorities over financial institutions, the banking system units, and the non-banking financial institutions (the Egyptian Central Bank, Financial Control Body).
- f- The national councils, universities, and specialized research institutes.
- g- Media and journalism institutions.
- h- Civil society organizations.
- i- The Islamic and Christian institutions.

4- SWOT (the points of strength and weakness in the work system and anti-corruption in Egypt, and the available opportunities, and possible threats in the surrounding environment):

Paying attention to anti-corruption in Egypt and meeting international obligations concerning this, a strategy has been prepared following the SWOT which strongly aids in reaching the required objectives, as SWOT consists of two parts: the internal state analysis (points of strength and weakness) which is concerned with the actual state analysis in terms of strengths and weaknesses, and the second: the external environment analysis (opportunities and threats), which takes into consideration the current actual state in terms of regional and international threats, providing opportunities from one side, as well as analyzing the possible change in each from another side.

The following is an identification of the previous analysis elements:

a- **Strengths:**

- (1) The existence of a political will to combat corruption.
- (2) The awareness of the Egyptians concerning the dangers of corruption to their personal lives.
- (3) The prosperity of the Egyptian legislative environment with the laws supporting the anti-corruption efforts, in addition to their support by issuing a new group of legislations in the fields of money laundry, consumer protection, anti-monopolism, intellectual property protection, prevention of officials' interests in the state.

- (4) The existence of the institutional environment required for the execution of the anti-corruption strategy represented in the Parliament, the Administrative Control Organization, the Central Accounting Agency, Financial Auditing Organization, the General Administration for Public Finance in Ministry of Interior, Money Laundry Combating Unit, Illegal Profit Administration in Ministry of Justice, Public Prosecution, and the Administrative Public Prosecution Organization.
- (5) The confidence of most Egyptians in the integrity of the jurisdiction in issuing unified verdicts.
- (6) The availability of media means in all types, especially the modern technological means which helps in the quick spread of awareness campaigns.
- (7) The state pursue of administrative reform in prioritizing reforming the legislative and institutional infrastructure and combating corruption, trying to follow a new program simplifying the governmental procedures in citizen services, separating the presenter from the offering and digitalizing some of the services.

b- **Weaknesses:**

- (1) Absence of coordination between the anti-corruption concerned authorities, and the inconsistency in the steps, individualizing some steps on the part of the concerned authorities.
- (2) Not covering all means of corruption crimes stipulated in the United Nations Anti-Corruption Agreement in Egyptian laws.
- (3) The dependence of some anti-corruption offices on the executive authority, which limits the required independence.
- (4) The duality of power among capital owners.
- (5) The exaggeration in announcing the corruption cases without referring to any positives or presenting information without enough evidence.
- (6) The slow judiciary proceedings at some times, resulting in the delay of the required punishment.
- (7) The expansion of the administrative office of the state, resulting in the decrease in salaries, becoming inconsistent with the prices increase affecting the basic needs provided to them.

- (8) The variability in salaries between different degrees of the same occupation in the administrative office of the state and the public business sector.
- (9) The ineffectiveness of the internal control members and the weak financial and training potentials in some control offices in the administrative offices of state units and the public business sector.
- (10) The complication of most of the governmental service offices.
- (11) The administrative and regulatory challenges hindering returning the money in corruption crimes.

c- Opportunities in the Surrounding Environment:

- (1) The existence of an environment supporting corruption combating.
- (2) Egypt's authorization of the United Nations Anti-Corruption Agreement and the Arab Anti-Corruption Agreement.
- (3) The increasing spread of modern techniques, which contributes to the acceleration of information exchange in the field of anti-corruption at the regional and international levels.
- (4) The increase in international competition to attract companies and investors to support anti-corruption.
- (5) The benefit from the successful international practices in anti-corruption and prevention.

d- Threats in the surrounding environment:

- (1) The lengthy and complicated procedures in delivering criminals in corruption crimes.
- (2) Egypt's low standard in the international standards of anti-corruption which weakens the opportunities of external investment.
- (3) The existence of administrative and regulatory obstacles in the international cooperation for anti-corruption and returning money.
- (4) Using the financial receipts resulting from some irregular practices in money laundry and terrorism financing.

Section Three: Strategic Course

1- Vision

It seeks a society that combats corruption and restores the culture of justice, transparency, integrity, and loyalty by supporting the effective administrative offices.

2- Mission:

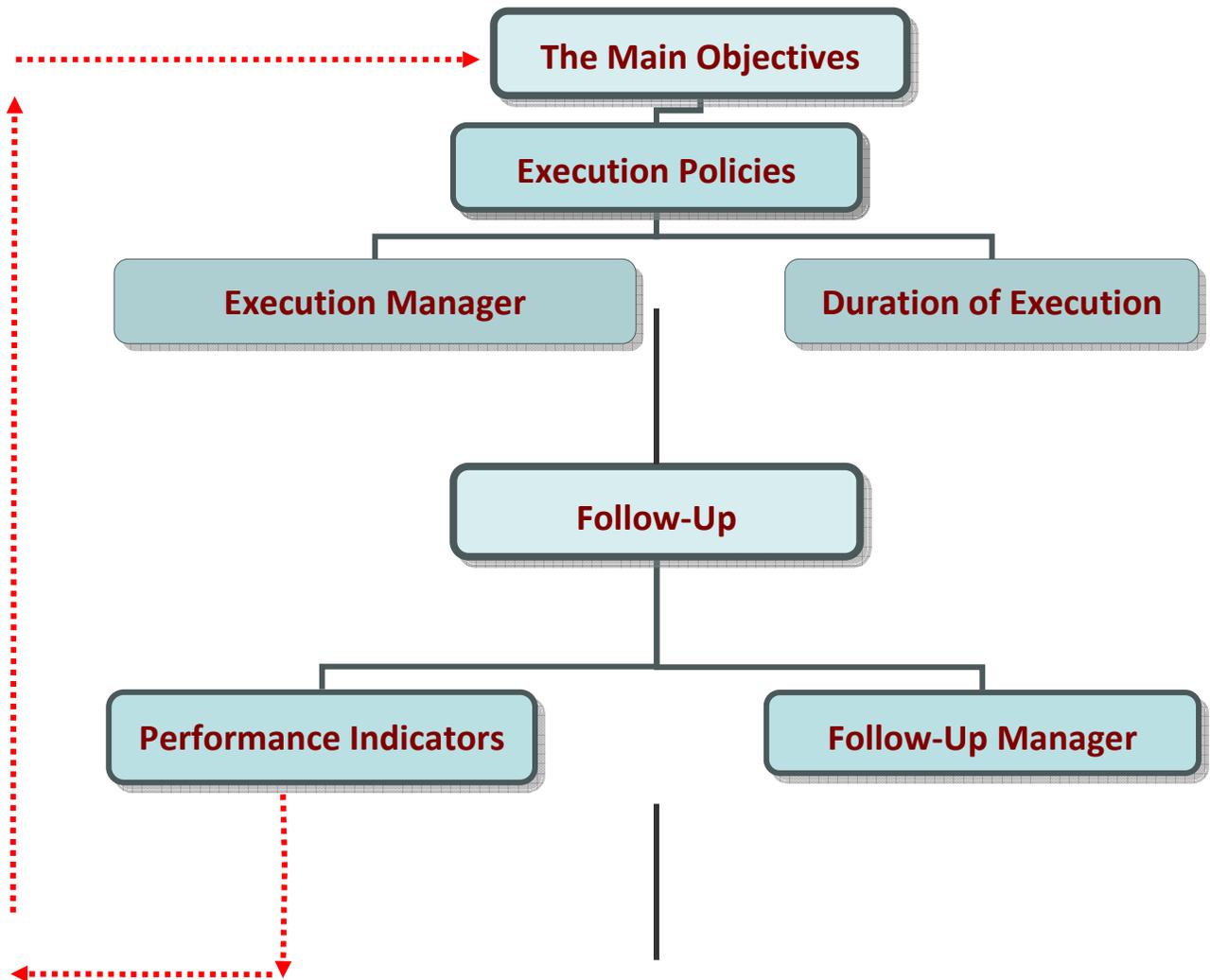
The mission is to combat corruption and limit its negative impact on all administrative, economic, political, and social fields, spreading awareness of such effects. It also aims at raising the capabilities of anti-corruption authorities, cooperating with the local, regional, and international concerned authorities in preventing corruption crimes, taking into consideration the international standards and the best practices.

3- The main aims of the anti-corruption national strategy:

The anti-corruption national strategy has been built upon several main and minor aims, preparing for setting a work plan that includes the required execution procedures for the concerned authorities, and the following are some of these aims:

- a-** Raising the governmental and administrative performance of the state, improving the public services.
- b-** Sending the transparency and integrity principles to the employees in the administrative office of the state.
- c-** Stipulating and updating the legislations supporting corruption combating.
- d-** Improving the judicial proceedings to achieve prompt justice.
- e-** Supporting the authorities concerned with anti-corruption.
- f-** Raising the living standard of citizens and achieving social justice.
- g-** Raising the public awareness of corruption danger and the importance of combating it, building the citizens' confidence in the state institutions.
- h-** Reinforcing the local cooperation in the field of anti-corruption.
- i-** Reinforcing the regional and international cooperation in the field of anti-corruption.
- j-** Participating with the civil society organizations in anti-corruption.

The Execution Plan of the National Anti-Corruption Strategy



Note:

The National Coordinating Committee for Combating Corruption and its subcommittee will be in charge of preparing detailed mechanisms for the execution of the strategic objectives annually according to the priorities and available financial resources during the plan execution duration

2014/2018.

