



ممول من الاتحاد الأوروبي
Funded by the European Union



Support to Enhanced Administrative and Public Economic Governance in Egypt

High-level Conference
8-9 February 2023, Cairo
Summary Note

The EU-funded project “Support to Enhanced Administrative and Public Economic Governance in Egypt” is implemented by the Organisation for Economic Co-operation and Development (OECD) for a period of five years (2022-2026). It aims to support the efforts by the Government of Egypt to strengthen the monitoring and implementation of priority public governance reforms. More specifically, the EU funded project addresses three priority areas through two components, namely support to the Egypt Vision 2030 and the National Administrative Reform Plan, as well as support to the effective and efficient execution of public finance systems. These objectives respond to the EU-Egypt Partnership Priorities 2021-2027 and will be implemented through the strategic collaboration between the Government of Egypt, the EU, and the OECD.

Objectives of the High-level Conference

The **High-level conference** of the EU-funded project “Support to Enhanced Administrative and Public Economic Governance in Egypt” took place on **8 – 9 February 2023** in Cairo. This event fostered discussions with over 250 representatives from the Egyptian civil service, youth and the international community on how to promote an integrated approach for the implementation of priority public governance reforms in Egypt, including Egypt Vision 2030 and the National Administrative Reform Plan (ARP). During the first day, the Youth Policy Shapers Programme (YPS) and the OECD Public Governance Review of Egypt process were launched, with sessions introducing its methodology and opening technical discussions led by MPED, CAO and MCIT.

The second day gathered public officials from Egyptian government institutions to foster peer-to-peer discussions through two practical workshops. This allowed representatives from sustainable development units and human resource teams from line-ministries to engage in technical discussions on key opportunities for reform and foster an exchange of existing good practices with international experts. An information session on the YPS programme also brought together 60 young participants of the “Be an Ambassadors” initiative.

Summary of the discussions

The HLC was opened by H.E. Rania Al-Mashat, Minister of International Cooperation, H.E. Dr. Saleh El-Sheikh, President of the Central Agency for Organization and Administration, H.E. Ambassador Christian Berger, European Union Ambassador to Egypt, Dr. Ahmed Kamaly, Deputy Minister, Ministry of Planning and Economic Development, Eng. Ghada Labib, Deputy Minister of Communications and Information Technology, and Mr. Janos Bertok, Deputy Director, OECD Directorate of Public Governance.



The opening remarks delivered by high-level representatives from key project partners emphasised their readiness and strong commitment to engage actively as part of the strategic partnership between the Egyptian government, the European Union and the OECD in the framework of the “Support to Enhanced Administrative and Public Economic Governance in Egypt” project. The opening remarks also highlighted the timeliness and relevance of the project in line with the strategic priorities of the Egyptian Government as well as ongoing reform efforts, such as Egypt Vision 2030 and the ARP. A key outcome of the opening was the official launch of the OECD Public Governance Review of Egypt process and the Youth Policy Shapers Programme.

Discussions addressed priority areas of reform in Egypt, including on civil service, the second addressed Egypt vision 2030, the third addressed the administrative burden simplification of digitalized services, and the final session of the day introduced the OECD Public Governance Review of Egypt carried out by the OECD in the framework of the project. The Egyptian government presented current progress achieved, followed by a presentation of the OECD introducing core concepts and international standards around the topics with experts and peers from Portugal and Canada illustrating good practices. The four sessions promoted a peer-to-peer dialogue and the insights shared will inform the main findings and recommendations of the OECD PGR of Egypt.

Furthermore, the conference promoted technical discussions on core enablers to facilitate the implementation of ongoing public governance reforms in Egypt. The first session was an opportunity to discuss with sustainable development units and focal points from 9 line-ministries the opportunities and challenges to coordinate and enhance the implementation of Egypt vision 2030, including its planning, monitoring and evaluation. The second parallel workshop addressed the modernization of the administration and the strategic management of human resources in the light of the new civil service law, with a focus on the training, performance management and learning. The workshops promoted participatory discussions, where attendees presented existing practices in their ministries and implementation challenges. Overall, insights from the discussions will inform the OECD Public Governance Review of Egypt and forthcoming capacity building programmes. The second session introduced public communication and access to information as core enablers to implement key reforms. The session included a presentation by the OECD, followed by an open discussion with representatives from the Egyptian line-ministries. Attendees reflected on the fact that there is room to clarify what constitutes a strategic public communication and build technical capacities to at the same time ensure the timely, relevant and proactive disclosure of information to citizens.



During the conference, an information session on the YPS program was organised, which was chaired by H.E. Ambassador Christian Berger, EU Ambassador to Egypt and Dr. Sherifa Sherif, Executive Director of the NIGSD.



Key Takeaways

Discussions during the conference underlined the following key takeaways that will be further deepened and reflected during the course of the project, in particular through the OECD Public Governance Review of Egypt:

Egypt Vision 2030



- MPED presented **Egypt Vision 2030** and the mechanisms within the ministry to lead the strategic planning and prioritisation process for its implementation. This document is the first of its kind to place sustainable development at the front and centre of cross-sector policies to promote economic growth, social inclusion and prosperity by acting as an umbrella framework to align all government strategies.

- The OECD introduced the concept of **centre of government**¹ and its important function in leading strategic planning, objective prioritisation and policy coordination. It was underlined that, as in many OECD countries, there is no one institution that constitutes the Centre of Government in Egypt. These functions are decentralized across various public entities, with the main strategic planning function led by MPED. The importance of developing skills strategic planning in line-ministries and enhancing the coordination between actors was stressed as a priority moving forward, namely to ensure programmes are relevant and impactful.
- Discussions also underlined the importance of **aligning strategic plans and sectoral programmes** under the objectives of Egypt Vision 2030. This also includes linking strategic plans and sustainable development programmes in the budget process to ensure the right resources are prioritised and utilised efficiently.
- Another key takeaway from the discussions was the importance of **inter-ministerial coordination** to promote a coherent and effective implementation of Egypt Vision 2030. Participants reflected on the need to further clarify the roles of ministries, establish a focal point or unit at the level of all ministries to follow on sectoral commitments and align the mandate and functions of these institutional structures to better coordinate.
- MPED emphasized the importance of building capacities for ministries to evaluate impact beyond the outcome and output levels of sustainable development programmes. Discussions underlined the need for validating the consistency of the budget with KPIs to ensure that programs are achieving their goals.



The National Administrative Reform Plan and the Modernisation of the Egyptian Civil Service

- CAO A introduced the **National Public Administration Reform Plan** and its efforts to date to modernize a civils service that is fit for purpose. They also underlined updating the NARP as a priority moving forward, in in line with international good practices and standards to address the challenges facing the Egyptian civil service.
- The key results of the public administration reform process led by CAO A were presented, including:



- **Regulatory Reform:** Issuance of the new civil service law, launch of the national competitions center for civil servants, civil service job portal, the new job performance appraisal system for the civil service, and the job classification and degrees system for the public sector.
- **Institutional development:** Restructuring of ministries and establishing new divisions; Digital transformation division, the governance and internal auditing division, the strategic division, and the Human resource divisions.
- **Capacity building:** The civil servants who are moving to the NC were assessed and training needs were defined. Around 47000 civil servants received technical and specialized trainings.
- **Improving civil services:** Launching of the Egypt Government service portal and the KEMIT chat-bot.



- **Strategic workforce planning** was presented by the OECD as an essential reform enabler in the context of Egypt. Discussions with HR units underlined the importance of future-proofing the civil service and continuing to strengthen planning capabilities across human resource units in the whole administration. The importance of exploring diverse avenues to attract talent and different types of skills was also reflected on, in particular for young people, senior leadership and individuals with disabilities.
- Attendees, including HR units from line ministries, also focused on the importance of enhancing the existing **learning culture** in the

Egyptian Civil Service. Discussions underlined the importance of promoting and integrating learning with performance management, recruitment, and senior leadership development. They also stressed the importance of incentivizing and providing opportunities for technical capacity development. This also included the importance of creating safe spaces to experiment and learn from failure.

¹ Centre of government is defined as the support structure serving the highest level of the executive branch of government (presidents, prime ministers and their equivalents).

Digital Egypt and the administrative simplification of online public services



- The MCIT introduced their work in regard to promoting institutional development, digitalising public services and expanding the digital infrastructure to achieve the ambitious commitments of **Digital Egypt**.
- As for supporting the **digital transformation** in the public sector, MCIT provides two sorts of **trainings**, the first addressing the technical “digital transformation” units and the other for other external groups.
- As a central part of the discussions, it was highlighted that digitalization is a good aspect of modernizing the services but **services should be further simplified**. (giving examples for services of civil registration, real estate

registrations and Traffic services). Attendees reflected on the fact that there is more room to clarify the requirements of services, simplify the requests for documents and overall reducing the administrative burden that increases the time incurred by both citizens and public officials.

- The OECD introduced **enablers of administrative simplification**, based on good practices from OECD member and partner countries, including: Consolidation of regulations in one registry; improving accessibility; the use of one-stop shops; the use IT for administrative burden simplification and data sharing, the use of a risk-based approach for inspection and licensing; common commencement date for the start of a service; the principle of one in and one out, meaning that with the issuance of new regulation another old regulation must be canceled in return; assess the effectiveness of the regulation.

Facilitating an integrated approach for the implementation of priority public governance reforms in Egypt through effective public communication and access to information

- The OECD delivered a presentation on **transparency, access to information and the use of public communication** for inclusive policymaking, better stakeholder engagement and sustainable reforms.
- Discussions reflected on the importance of a **targeted, compelling, and responsive public communication**, using a variety of channels and messages, and based on audience insights.
- In parallel, it was discussed how **access to information** can facilitate the ability of citizens to engage in an informed dialogue with the government and participate in decisions that affect their lives.
- Attendees shared different perspectives of what constitutes public communication. These discussions underlined the importance of establishing a strategic and formal communication to align the Government’s approach, underlining social media and capacity building as key focus areas moving forward.
- Discussions also stressed the importance of ensuring that reforms respond to the needs, habits, and concerns of different social groups in Egypt, in particular **women and youth**.

Throughout, discussions benefited from the **experience of international experts** from **Canada** and **Portugal**. Both shared good practices on strategic planning, monitoring, and evaluation as well as civil service reform. For example, in Portugal the CoG is composed of two main departments - PlanApp center and Replan network. The first is in charge of designing and drafting policies and plans, while the second is in charge of coordinating these plans with all stakeholders through a whole of government approach. In Canada, the CoG is composed of three main entities, including the Privy Council Office that reports directly to the head of government, the finance unit which oversees the budget, and the Treasury Board secretariat that runs operations and spending. Both Portugal and Canada also elaborated on their data collection, generation and integration system.

Next Steps:

- The OECD will continue to work closely with key Government partners in the data collection phase of the OECD Public Governance Review of Egypt.
- Capacity building workshops and policy dialogues will be organised in parallel to the data collection phase.
- The OECD will organise a series of conferences as part of the Youth Policy Shapers Programme on Q2/Q3.

For more information:

[Support to Enhanced Administrative and Public Economic Governance in Egypt \(2022-2026\)](#)

