



ممول من الاتحاد الأوروبي  
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# Support to Enhanced Administrative and Public Economic Governance in Egypt

Training: “Public Administration Reform - Key Enablers and good practices in OECD Countries”

7-8 June 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.

### **Objective of the training**

As part of the project, the training: “**Public Administration Reform – key Enablers and good practices in OECD Countries**” was organised on 7 – 8 June 2023. It provided technical assistance to **18 public officials** from **CAOA to spearhead Public Administration Reform efforts in Egypt and update the National Administrative Reform Plan (NARP)**. Through presentations and exercises delivered by experts and international peers, it strengthened the capacity of key actors to implement these reforms by building their knowledge and skills on core concepts, principles, processes, and models in line with OECD standards. The training also provided an overview of the key drivers underpinning successful public administration reforms through good practices and case studies from OECD countries. Interactive discussions focused on different public administration reform areas, namely on public employment and strategic human resource management, public service delivery and regulatory reform.

### **Summary and Key Takeaways**

H.E. Dr. Saleh El-Sheikh, President of the Central Agency for Organisation and Administration, delivered opening remarks during the first day of the training. His intervention provided a detailed overview of Egypt's Public Administration Reform process, including key milestones, lessons learned, and priorities moving forward.



The intervention emphasized that regulatory and institutional reforms were the focus of PAR efforts in Egypt over the last years to set the basic structures and mechanisms to support its implementation. On the one side, the adoption of the new Civil Service Law underpinned regulatory reform efforts. On the other side, institutional reform was undertaken to restructure all ministries and create new departments within each administrative unit (i.e., equal opportunities unit). This also included (i.e., the updating of the national database of civil servants, which has resulted in the updating and compilation of more than 3.5 million records and profiles. Subsidiary laws and regulations were subsequently adopted on recruitment, selection, personnel planning, job classification, mobility and promotion, senior civil servants, training and performance appraisal.

Key milestones achieved to date in terms of learning and development for the civil service were also underlined. Notably, CAO A has focused on the design and delivery of trainings for civil servants based on its competency framework and needs for the move to the new capital. In addition to upskilling the Egyptian public workforce, onboarding trainings have also been delivered together with trainings for civil servants who are about to retire. The present training framework aims to promote a more inclusive civils service by offering opportunities for learning and development across the different stages of the professional journey of a civil servant.



Discussions also focused on the Egyptian Public Administration Reform efforts and the key priorities for the next phase. During his opening remarks, Dr. Saleh emphasised that strong leadership and high-level political support contributing to the implementation of public administration reform efforts. In addition, the anchoring of public administration reform efforts in new institutional and regulatory frameworks has allowed to combat past fragmented and one-off measures. Moving forward, attendees agreed on the need to build on

success to date for the updating of the NARP and focus on adopting specific tools and mechanisms that will support its implementation, such as: 1) a dedicated institutional structure (i.e., taskforce), 2) an action plan for the updating of the NARP, 3) KPIs to monitor progress and 4) instruments and guidelines to support the work of the observatory of public services.

Throughout, the training covered five sessions, two working groups and concluded with a round-table discussion organised by CAO A with former government officials involved in past Public Administration reform efforts in Egypt. The OECD delivered presentations and facilitated exercises with attendees on the basic concepts and principles of public administration reform, including:



- Introduction to models, instruments and institutional arrangements for public administration reform
- Gender-sensitive public employment systems and gender mainstreaming in public policies more broadly
- The OECD Principles for the design and delivery of citizen-centred public services



Presentations focused on key concepts, models and instruments together with best practises from OECD member and partner countries to illustrate their application. A Canadian expert gave an overview of public administration reform strategies in Canada, pointing out key obstacles and lessons learned. This allowed CAO A to identify good practices in terms of how the NARP can be updated, together with the experience from the Czech public administration reform strategy “Client Oriented 2030”, the French “Public Action 2022” and the Irish institutional structures to implement strategic commitments. Case studies also focused on how to mainstream a gender lense in public policies and services in Egypt with examples from New Zealand and Spain. Lastly, good practices were also shared on public service delivery, building on the case of citizen shops and spots in Portugal as well as national service delivery strategies in the US, Ireland, France, and Australia.

Moreover, participants benefitted from interactive exercises facilitated by the OECD alongside the different discussions during the training to initially define the TORs of the task force and priority areas for the update process of the NARP. An exercise was organised to map the key functions and actors involved in the PAR process to identify needs regarding different functions to be considered for the task force, including its objective, structure, roles, responsibilities and competencies. Working groups also defined the different components of the NARP and prepared a preliminary SWOT analysis for the 3 reform areas. Both exercises allowed participants to start identifying concrete needs of potential reform areas in terms of tools, instruments, and institutional arrangements to be developed.

At the end of the training, the President of CAO A convened a roundtable discussion with former government officials responsible for the administrative reform agenda to share experiences and lessons learned. H.E. the President of CAO A opened the discussion with an overview of the reform efforts over the last two decades to then discuss the key priorities and prospects for its next phase.

### **Next Steps:**

- As key outcomes, the training set the basis for CAO A to establish a task force for the implementation of the NARP and an action plan for its updating process, through exercises that will be followed up by the Senior Project Specialist.
- Discussions from the training will inform the main findings and recommendations of the OECD Public Governance Review of Egypt, which will provide guidance to CAO A in its process to update the NARP.
- The OECD will deliver a training for CAO A on strategic planning with international experts and peers in Q4 of 2023 to continue supporting the updating process of the NARP.

**For more information:** [Support to Enhanced Administrative and Public Economic Governance in Egypt \(2022-2026\)](#)