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The role of the public service as an essential component of good governance in the promotion and protection of human rights

Annex: Questionnaire (in English only)

With regard to the role of the public service in the promotion and protection of and respect for human rights, impartiality, accountability, transparency and the highest standards of efficiency, competence and integrity:

Please provide information on:

- 1. Good practices and your views regarding the organization, training and education of the public services**

Capacity Building in public sector:

- Ministry of State for Administrative Development (MSAD) has developed number of initiatives that directly address capacity building of the human capital of the organization, to provide training programs for top and middle management as well as junior public servants, and introduce new management concepts such as change management, negotiation skills, project management, etc...
- MSAD is also pursuing policies aimed at the development of human resource management: some of these policies address evaluation of performance, for example, the Balanced Score Card Project as well as The adoption of a testing system for senior posts in public service
- MSAD is developing policies to enhance the work of the administrative system. For example, the establishment of the National Management Institute (NMI), and the Good Governance Center, which is affiliated with the NMI. NMI is considerably strengthening governmental training at all levels and introducing state of the art technology management consultation and organizational redesign services. The NMI aims at providing training in order to achieve management development, disseminate the culture of e-services within and outside Egypt, provide counseling and conduct studies. The institute enhances the capacity of governmental institutions through promoting principles of good governance, integrity and transparency.
- Another good practice in Egypt regarding building capacities and seeding new management culture among public servants in Egypt was the Change Leaders Initiative, which mainly focuses on human resources development in a transformational leadership through developing skills in the following:
 - Change Management
 - Communication skills
 - Negotiation skills
 - Decision Making
 - Mentoring and Coaching
 - Leadership

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- Team Building
- Time and Stress Management
- Conflict and Crisis Management
- Marketing
- Improving the efficiency of Government services providers personal using ICT for better services' quality.

Civil Service and Integrity:

- Also building new cultures can be pursued not only by training and capacity building but also by the use of competitions, in this term MSAD is annually organizing the contest of 'Distinguished'. The aim of the competition is to motivate the employees in the state's administrative body by honoring the outstanding ones, upgrading performance and expediting services delivery. In addition, the competition aims at encouraging the state's administrative body in providing excellent services to citizens. Thus, reflecting the appreciation and support of the government for the outstanding performance and effective achievements. This helps enhance the concept of performance quality in the government public services. In addition the competition is one of the practical means that aims at upgrading the professional management practices in the state administrative body through provision of moral motivation and working conditions that encourage the spirit of constructive cooperation and positive competition. The competition consists of 4 major competitions:
 - The best website delivering online services via Internet.
 - The best outlet providing services to the public
 - The best manager (high) and middle management)
 - Best applied research
- The drafting of the new Public Service Law was placed for community consultations. All the observations made on the act were put into consideration, and it will be presented for approval to the People's Assembly.
- Adoption of a Special Teachers' Cadre, which aims at increasing the teachers' level of wages and salaries. The Ministry of State for Administrative Development is currently intensifying its efforts to develop the pension system.
- The adoption of a testing system for senior posts in public service.
- e-Tender project to enhance the service level its suppliers are having, and to improve government transparency index.

2. Activities developed to assist and support the public service at the national, regional and international levels, in particular where human rights aspects were taken into consideration and improved the public services;

On the national level and in term of "right to life and equal access to services" MSAD is

- **Developing and introducing new channels of services delivery pursuing easy access to services for all segments of users, making a clear focus on marginalized ones, this includes seniors, women, kids, special needs and rural area residents. The new channels include Portals(egypt.gov.eg) and government services web sites that took into consideration the accessibility standards of special needs and disabled, Kiosks that are**

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broadly distributed throughout Egypt to cover even rural area, also Mobile services (SMS - WAP) were newly introduced to make easy access to public services, in addition to **One-Stop-Shop**, call centers and intermediates from the private sector (to request the services on behalf of the citizens).

- **Monitoring on the quality of services provided through public services units** to ensure its compliance to quality standards, that intensively focus on marginalized segments of users "e.g. seniors and disabled". These standards include the ease access to services, alternative entries to wheeled-chair and special place to provide quick service for seniors and disabled.
- **Dedicating a standalone project to build a national data base of disabled and provide a smart card for special needs.** This project will identify deferent disabilities and their different needs, showing their locations and distribution geographically throughout Egypt. This information will help decision makers and the services providers to enhance this segment quality of life.
- **Conducted (Social Research forms) and build an underprivileged Families Database,** This covers 3 million forms to determine the people deserving subsidized services.

On the international level, through The Initiative on "Good Governance for Development (GfD) in the Arab Countries", in cooperation with UNDP, recently known as Middle East and North Africa-Organization for Economic Co-operation and Development (MENA-OECD), MSAD works in cooperation with the OECD on

- **Public Service Delivery,** which aims at ensuring easy access to acceptable quality public services to individuals throughout the country, especially to the disabled and the poor. In addition, instilling values of integrity and transparency in the delivery of public services, eradicating corrupt practices and holding officials accountable for their actions.
 - **Role of the Judiciary and Law Enforcement (Access to Justice),** which covers the system of litigation, access to justice, safeguarding human rights in investigation and prosecution, modernizing the courts, introducing and utilizing information technology to increase transparency and facilitate access to information, the renovation of knowledge both for judges and magistrates, and the training of court staff and administrative assistants.
3. **Which categories of services you consider as public services and the rationale for providing human rights relevant services directly or indirectly through delegation to non-State actors or in mixed systems, in particular where human rights considerations were taken into account;**
- **Family Smart Card** used for subsidized services such as Food Subsidies - Social Pensions - Gas Cylinders and Health Insurance are the kind of service that needs to be delivered in mixed systems and under the supervision of non-state actors and NGOs, so that they can monitor on the right delivery of such services in the proper manner and with the right approach to deserving users as poor, rural area residents and elders.
4. **Any recent privatization in sectors where there is an obligation to ensure access to human rights relevant services, and concomitant regulatory or other measures which helped to ensure human rights complaint service delivery;**

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- o None.

5. **Good practices in the area of liberalization of trade in services which ensured improved delivery of human rights relevant services;**

Multiple delivery channels for Government services:

- o Intermediates from the private sector requesting for the services on-behalf of the citizens
- o Egyptian Government Portal (Bawaba: egypt.gov.eg): 200 e-services and 737 forms of services available.
- o One-Stop-Shop
- o 200 Post Offices
- o Call Centers (19GOV)
- o Mobile channel: WAP and SMS services
- o 500 Kiosks

6. **Good practices of public service reform in a post-conflict context or after major transitions which ensured improved delivery of human rights relevant services;**

- o MSAD developed smart cards for delivering subsidized services that guarantee right delivery of subsidized services, create a civilized environment for providing the services, and achieve transparency needed for interaction of the citizen. This covers 15 million families in term of food subsidies smart cards, 1.2 million families in term of social pension's smart cards. In the future, we are planning to use the smart card for the gas cylinders distribution which will support 14 million families, and the health insurance to support 18 million families.
- o Also in term of law enforcement and Judicial Services Development, MSAD in partnership with Ministry of Justice, Supreme Judicial Council and Public Prosecutions has undertaken a comprehensive project that addresses the following
 - Service Centers renovation and redevelopment
 - Work cycles of different services reengineering and streamlining in order to:
 - o Facilitate procedures
 - o Reduce delivery time
 - o Promote transparency
 - Implementation of state-of-the art automated procedures through the adoption of ICTs
 - Human Resources development and capacity building
 - Work Environment development
 - Performance evaluation mechanisms development
 - Reducing the time required for submitting cases and follow-up.

7. **The conditions for access to public service positions , any restrictions which apply and the processes for appointment, promotion, suspension and dismissal or removal from offices as well as the judicial or other review mechanism which apply to these processes;**

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The Appointment processes:

- o Official announcement on the Government Portal (jobs.gov.eg) and Ministry of Manpower website, and/or at least one official newspaper with the available position title and required education/skills
- o Selection of short-listed candidates (minimum 3 candidates) who meet the specified requirements and hold interviews with them
- o Selection of the final candidate approved by the interview selection panel based on a documented evaluation
- o Announcement of the result

8. How the requirement for equal access to public service positions is met, and whether affirmative measures have been introduced and, if so, to what extent; and Any other issues relevant to the scope of this study.

Publishing all Government vacancies on both the Government Portal (jobs.gov.eg) and Ministry of Manpower website, as well as the appointment results.