Annex B

Methodology

This review focuses on e-government policies, goals, strategies and initiatives at all levels of government, as well as on how e-government projects are initiated and implemented by different agencies. OECD country reviews are based on an agreement with the reviewed country concerning the analytical framework and timeline of the study.

Independence, neutrality and verification of inputs

Within the agreed terms of reference, the OECD has conducted this study with its own staff and independent peer reviewers. The study was conducted with guidance from Egypt, supported financially by the Italian government, which did not bias the study or influence the final conclusions. The report was drafted by the OECD Secretariat with the input of the three peer reviewers from Italy, Mexico and the United Kingdom. The OECD regularly briefed the Egyptian Ministry of State for Administrative Development on its progress.

The report benefited from fact-checking and feedback by the Egyptian government from July to October 2012, co-ordinated by the Egyptian Ministry of State for Administrative Development.

Definition of the analytical framework

The methodology used for this peer review was developed by the OECD based on the OECD framework for examining e-government development and implementation that was conceived in *The E-Government Imperative* (OECD, 2003), further elaborated in the OECD publications *E-Government for Better Government* (OECD, 2005) and *Rethinking e-Government Services: User-Centred Approaches (*OECD, 2009).

The methodology was tested in a pilot review of e-government in Finland, which led to the publication of the report *OECD e-Government Studies: Finland* (OECD, 2003). In 2004, the OECD E-Government Project

adopted the OECD methodology for its peer reviews, following the protocols laid out in *Peer Review: An OECD Tool for Co-operation and Change* (OECD, 2003). Using this analytical framework, the OECD has conducted reviews of Mexico (2005), Norway (2005), Turkey (2007), Hungary (2007), The Netherlands (2007), Belgium (2008), Portugal (administrative simplification and e-government, 2008), Ireland (public service, 2008) and the latest review of Denmark (2010). Furthermore, studies on e-government were conducted on Spain, focusing on the Information Society and more specifically e-justice and e-taxation (2010, 2012); public governance reviews also covered e-government in Mexico (2011) and France (2012).

The review further takes into account the reports M-Government: Mobile Technologies for Responsive Governments and Connected Societies (OECD, 2011), and the MENA-OECD Governance Programme Publications Progress in Public Management in the Middle East and North Africa (OECD, 2010) and The Case of e-Government in the Palestinian Authority (OECD, 2011).

The OECD methodology has been applied, taking into consideration the specific issues and challenges faced by the Egyptian government following the 25 January Revolution. Key topics, such as transparency and increased trust in government – as well as citizens' participation and engagement – were highlighted by the Egyptian government. The development of the OECD e-government peer review methodology is indeed an ongoing process; however, the general framework is preserved to allow for comparability among countries.

Inputs

The Egyptian study is primarily qualitative in nature, presenting a combination of observations, analysis and evaluations extracted from reports and official documents, survey responses, and interviews.

The study is based on four main inputs:

- Background material, reports and official documents;
- The OECD e-government survey;
- Peer review feedback from selected OECD member countries;
- Interviews with government officials and representatives from relevant private businesses, academics, press, international organisations and NGOs.

The main inputs and data were collected in 2011, and the final editing of the report was closed in October 2012.

Reports and official documents;

The study drew upon a wide range of documents across governments, sectors and functions, which provided insight into the way that public management and e-government policies, strategies and initiatives are planned, co-ordinated and implemented in Egypt. Information was also drawn from recent relevant reports and reviews of Egypt from the OECD and other international organisations, consulting firms, and other sources. The study also drew on academic research and journal articles on public management reform, e-government and the Information Society in Egypt. Finally, the report also benefited from a close monitoring of the Egyptian and regional media in order to support the analysis of the ongoing transition process. This approach was based on the notion that e-government cannot be addressed in isolation, but should be observed from a wider public management perspective.

OECD E-Government Survey

The OECD E-Government Survey used for this study builds on existing surveys reflecting the development of the OECD analytical framework on e-government. The questionnaire has been adapted in the deployment of the survey.

The survey of Egypt was launched on 17 August 2011 and concluded on 28 September 2011. The survey was targeted at officials within the central and local government organisations with responsibilities relevant to e-government, who were asked to present their organisations' views in responding to the survey (*i.e.*, not responding in their capacity as individuals). 105 entities were invited to respond to the survey, 58 of which replied, amounting to an overall response rate of 55% (Table B.1).

Table B.1. **Respondents to the OECD survey**

	Target sample	Responses	Response rate
Central government	84	47	56%
Governorates	20	10	50%
Other	1	1	100%
Total	105	58	55%

Note: Each respondent represent a government authority or institution.

Source: OECD E-Government Survey of Egypt 2011.

The figures and graphs included in Annex A have been created by the OECD Secretariat. Percentages for each question were calculated according to the number of responses to each sub-question in the question. Thus, different response percentages might appear in some of the answers presented.

The data results are qualitative and opinion based, not subject to tests of significance from which definitive conclusions can be drawn.

Peer review dialogue

Three OECD member country peer reviewers participated throughout the review process in order to facilitate the exchange of knowledge: Professor Fabio Pistella from the government of Italy, Mr. Darren Scates from the government of the United Kingdom, and Mr. Carlos Viniegra from the government of Mexico.

The main findings of the review were discussed in a plenary meeting of the body responsible for the review. Following discussions among the members of the body – including the reviewed country – the final report has been endorsed and presented for the Public Governance Committee (See also *Peer Review: An OECD Tool for Co-operation and Change*, OECD, 2003).

Interviews with government officials

During a fact-finding mission on 8-13 October 2011, the review team conducted interviews with Egyptian government officials and representatives from relevant private businesses, academics, press, international organisations and NGOs. All interviews were scheduled by the Ministry of State for Administrative Development in collaboration with the OECD. The mix of organisations and interviewees was selected to show a broad and representative insight into the main issues and problems regarding e-government in Egypt.

The interviews were carried out by four members of the OECD Secretariat and the three OECD peer reviewers. More than 50 interviews were undertaken. All interviews – which were kept confidential – were semi-structured, covering the main themes of the report and focusing on issues that could not be captured through the online survey. The interviewed institutions are listed in the table below:

Table B.2. **Institutions interviewed in Cairo, October 2011**

Ministry of State for Administrative Development (MSAD)
National Management Institute
IDSC
Ministry of Interior
Ministry of Social Solidarity
UNDP
EEAA
Ministry of Trade & Industry
Ministry of Interior " Civil Status Organization "
Ministry of Civil Aviation
Ministry of Interior " Traffic "
Ministry of Awkaf
Ministry of Justice
Arabic Content Initiative
Ministry of Local Development
Cairo Governorate, Giza Goverorate, Menofeya Governorate
Ministry of Foreign Affairs
Madinet Nasr District
Ministry of Justice
Oracle Company
AMID EAST
Ladis Company
Chamber of ICT
IBM
Ministry of Tourism
Consumer Protection Regulatory Agency
Egyptian Electric Utility
Egyptian Tax Authority
Ministry of Finance
General Authority for Financial Control
General Authority for Governmental Services
Ministry of Education
Ministry of Higher Education
Social Insurance Authority
National Population Council
Cairo University
Transparency & Integrity Committee
State Council
General Authority for Investment and free zones
Ministry of Investment
The Cabinet
Egyptian Organization for Standards & Quality

Table B.2. **Institutions interviewed in Cairo, October 2011** (*cont.*)

General Authority for Tunnels
National Authority for Railways
Telecom Egypt
Smart Village
NTRA
Ministry of Communication & Information Technology (MCIT)
Microsoft
ITIDA

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