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## ***Dr. Ahmed M. Darwish Profile***

### ***Governance***

#### ***Policies***

#### ***Strategies***

## **Contents**

<b>Management Consulting Services .....</b>	<b>2</b>
State Services.....	2
Company Services .....	3
<b>Brief Profile .....</b>	<b>4</b>
<b>Sample Strategy Engagements .....</b>	<b>6</b>
<b>Glimpse of Previous Work in Digital Transformation .....</b>	<b>7</b>
<b>CV .....</b>	<b>10</b>

## *Management Consulting Services*

### **State Services**

<b>Governance</b>	<ul style="list-style-type: none"> <li>a. Review transparency measures.</li> <li>b. Review anticorruption strategies and procedures.</li> <li>c. Draft anticorruption strategy if needed.</li> <li>d. Help set up a Regulatory Impact Assessment Unit.</li> <li>e. Separate Regulatory Bodies form Operational and Executive Arm of Government.</li> <li>f. ...</li> </ul>
<b>Strategies</b>	<p>Develop state or sectoral strategies: State Vision 2040, Employment Strategy, Economic Reform, ...</p> <ul style="list-style-type: none"> <li>a. Identify challenges and opportunities.</li> <li>b. Identifying x-year targets</li> <li>c. Devising a strategy to achieve targets.</li> <li>d. Developing execution, operational and Impact KPIs.</li> </ul>
<b>Institutional Development</b>	<ul style="list-style-type: none"> <li>a. Review state and cabinet structure.</li> <li>b. Develop the program / services matrix.</li> <li>c. Review the decision-making process and modify the decision-making process if needed.</li> </ul>
<b>Top Public Service Mentoring and Coaching</b>	<ul style="list-style-type: none"> <li>a. Guiding decision making (weighing alternatives and consequences).</li> <li>b. Guiding public policy advocacy.</li> <li>c. Pointing to previous case studies.</li> </ul>
<b>Human Resources Development</b>	<ul style="list-style-type: none"> <li>a. Review of HR policies.</li> <li>b. Set up a change management scheme.</li> <li>c. HR Assessment and skill gap analysis.</li> <li>d. Drafting HR Appraisal policies.</li> <li>e. Targeted Training.</li> </ul>
<b>Digital Transformation</b>	<p>For both investment/business services and citizen services</p> <ul style="list-style-type: none"> <li>a. Devise an Information Strategy Plan.</li> <li>b. Design a Seamless Integrated Government Architecture.</li> <li>c. Process Optimization.</li> <li>d. Investigate and upgrade collaboration platforms.</li> <li>e. Optimize Enterprise Resource Planning ERP.</li> </ul>
<b>Social safety Nets</b>	<ul style="list-style-type: none"> <li>a. Select targeting parameters.</li> <li>b. Build a connected database model.</li> <li>c. Design a mobile or sim-based full system.</li> <li>d. Connect system with health and education.</li> </ul>

## Company Services

<p><b>Governance</b></p>	<p>a. Review Governance Model</p> <ul style="list-style-type: none"> <li>• General Assembly</li> <li>• Board Formation</li> <li>• Board Meetings</li> <li>• Board Committees</li> <li>• Auditing</li> <li>• Compliance</li> <li>• Meritocracy</li> <li>• ...</li> </ul> <p>b. Devising a road map to a good corporate governance model.</p> <p>c. Walking through the road map according to the appropriate pace.</p>
<p><b>Strategy</b></p>	<p>a. Identify challenges and opportunities.</p> <p>b. Identifying x-year targets.</p> <p>c. Devising a strategy to achieve targets.</p>
<p><b>Institutional Development</b></p>	<p>a. Review current organizational structure.</p> <ul style="list-style-type: none"> <li>• Completeness</li> <li>• Effectiveness</li> <li>• Efficiency</li> </ul> <p>b. Modify organizational structure to match the chosen strategy.</p> <p>c. Review the decision-making process.</p> <p>d. Modify the decision-making process if needed.</p>
<p><b>Top Executive Mentoring and Coaching</b></p>	<p>a. Guiding decision making (weighing alternatives and consequences).</p> <p>b. Pointing to previous case studies.</p>
<p><b>Human Resources Development</b></p>	<p>a. Review of HR policies.</p> <p>b. Set up a change management scheme.</p> <p>c. HR Assessment and skill gap analysis.</p> <p>d. Drafting HR Appraisal policies.</p> <p>e. Targeted Training.</p>
<p><b>Digital Transformation</b></p>	<p>a. Information Strategy Plan.</p> <p>b. Process Optimization.</p> <p>c. Investigate and upgrade collaboration platform.</p> <p>d. Modernize the Core Business System.</p> <p>e. Optimize Enterprise Resource Planning ERP.</p>
<p><b>Finance and Investment</b></p>	<p>a. Investigate financing options and facilities for a more comfortable cash flow,</p> <p>b. Perform a full company due diligence:</p> <ul style="list-style-type: none"> <li>• Legal</li> <li>• Financial</li> <li>• Technical</li> </ul> <p>c. Decide on the best company structure.</p> <p>d. Perform company valuation.</p>

## ***Brief Profile***

**Dr. Darwish** received his Ph.D. in Computer Engineering from the University of California, Davis in 1988. He received many awards among them; Egyptian National Engineering Award (1999), Singapore Middle East Eminent Persons Award (2007) and the Lifetime Achievement Medal for his distinguished career from University of California, Davis (2017).

### **1. Public Sector**

Dr. Darwish was in a ministerial position twice for a total of 9 years. This gave him great exposure to dealing with public sector, government and international diplomacy.

2004-2011 He was a Cabinet Minister where he was an innovator and reformer.

2015-2017 He was chairman of an independent self-autonomous special economic zone (Suez Canal Economic Zone, SCZone) where he laid the foundation for an entity that will play a major role in Egyptian Economy.

### **2. UN**

Dr. Darwish is quite familiar with UN regulations, working ethics, document standards and outcome quality.

#### **UNODC:**

- Assisted in preparing workshop, Cairo, June 2014, entitled Towards Effective Institutional and legal Framework for fighting corruption, Exchange of Best Practices
- Dr. Darwish has long experience and background in UNCAC. During his cabinet position (2004-2011) he established in 2006 the Transparency and Integrity Committee that was in charge of setting the policies and strategies for anticorruption in Egypt. For the first time the committee was a non-government dominated committee. It included opposition parties, NGOs, independent scholars, ...  
The committee issued an annual report that had quite an impact on country and recommendations were taken seriously.
- Arranged several meetings for UNODC representatives and attended most of the international meetings during that era.

#### **UNIDO:**

- Chair, expert group on Youth Participation in Inclusive Economic Development, Vienna, Nov 2011. employment in Middle East.
- Author, white paper, Green Growth and Job Creation in Arab Countries, 2013
- Participant, Industry Sustainable Development, Vienna, Oct 2014, International Green Economy and Technology Forum, Manama, Jan 2015, Sustainability of One belt One Road, Vienna, Oct 2016.

Due to limited space the following encounter will not be detailed:

**UNDP** (for Ministry of Planning and Ministry of Local Development)

**UNESCO** (for Bibliotheca Alexandrina)

**ESCWA** (for Arab States Reform)

**FAO** (Agriculture Database)

**WHO** (for General Authority for Health Care)

**UNICEF** (Business and Financial Model for the use of RapidPro)

**ILO** (drafting Egypt Employment Strategy)

### **3. International Organizations**

Dr. Darwish worked with several international organizations such as the:

- World Bank: several consulting jobs: State Owned Enterprises, Transition Fund, ...
- The European Union: Several consulting jobs, last: Policy note on EU engagement for Integrated Water Management
- The European Commission, OECD, and others.

### **4. Corporate**

Consultant and member of Board of Directors in several Egyptian and International companies, banks and enterprises in Egypt, Middle East, Africa, Europe and United States.

### **5. Academia**

- Visiting Associate Professor, Bradley Department of Electrical and Computer Engineering, Virginia Tech 1996-1999.
- Professor of Computer Engineering, Cairo University 1999 – to date

### **6. Societies and Think Tanks**

- IEEE:
  - Ethics and Member Conduct Committee 2 years (2014-2015)
  - Member of the Award and Recognition Committee (ARC), Region 8 (2012-2015)
  - Egypt Section Chair 2 terms (2011-2015)
  - Founder and Honorary Chair of Egyptian Engineering Day (EED) – 20 years annual event.
- Engineering Societies
  - The Board for the Egyptian Management Engineering Society 2011-2015.
  - The Egyptian Engineering Syndicate (1981 – to date)
  - The Egyptian Engineering Society (2011- to date)
- Think Tanks Membership
  - Egypt Council for Foreign Affairs
  - Egypt National Competitiveness Council
  - Founder of Egypt Vision 2030/2050

### **7. NGOs**

- Member of board for several NGOs. Example includes:
  - Egypt National Competitiveness Council.
  - Gears (Terous) an NGO which is dedicated to engaging the government, the private sector, the civil society and citizens. Landmark projects include:
    - Egypt Vision 2030 which became a National Initiative supported by the president,
    - Egypt Development map: a GIS planning tool that compares service level provision to normal standards based on population density.
    - An integrated approach to poverty elevation in Upper Egypt.
  - Al-Korra Foundation: an NGO dedicated to providing youth with life work skills.
- Volunteer in Misr El-Kheir, Baheya, Ahl Masr for Governance, Strategy Formation and Digital Transformation.

## ***Sample Strategy Engagements***

### ***State Strategies***

- Leading the team from ILO and Ministry of Manpower (Labour) to draft the Egyptian Employment Strategy.
- Leading the team from the UN and Ministry of Local Development to draft the Ministry Strategy.
- Member of the team for the update of the KPI for Egypt's Water Resources Strategy.
- Founder of Egypt 2030, the National Strategy Document for Egypt. This strategy is the one currently under implementation with connected links to SDGs KPIs
- Drafted the Egyptian eGovernment Strategy 2002 – 2007 for which he led the implementation later as the Minister of Administrative Development (2004-2011). He received the National Singapore Award as the Most Eminent Person in the Middle East for 2007.

The work done by his team enhanced the Egyptian eServices ranking in the UN-PAN report on eGovernment from 162 in 2002 to 23 in 2010.

- Lead the team at UNIDO headquarters in Vienna in 2012 to draft the strategy report on how to balance Employment of Middle East vs Europe 2012
- Reviewer and evaluator of the Saudi Arabia Labour Market Strategy (2014).
- Chairman of the Good Governance for Development in the Arab World Initiative Lead by OECD between 2005 and 2009.

### ***Corporate Strategies***

- Multinationals:  
Main Consultant to draft Microsoft Middle East and Africa Strategy. A huge effort that lasted 2 years and included Nigeria, Kenya, Ethiopia, Mauritius, Rwanda, Tunisia, Morocco, Egypt, Saudi Arabia, Kuwait, Qatar, Bahrain and United Arab Emirates (2013).
- Banking  
Member of the Board of Directors for Banque du Caire (fourth largest bank in Egypt). Shared in the drafting of the Bank Strategy 2013 – 2019.
- Oil and Gas  
Lead consultant for Pico and Cheiron Petroleum strategy twice 2012 and 2017.  
Lead consultant for Petrojet 2001  
Lead consultant for Enppi 1999
- Insurance  
Full Development of the Information Strategy Plan (ISP) for the largest Insurance Company in Egypt Misr Insurance Holding and its 3 Subsidiaries (Misr Insurance – Misr Life – Misr Asset Management) (2017-2021)  
Full Development of the Information Strategy Plan for Delta Insurance and Delta Life (2019 – 2021)
- Health  
Development of the Vision, Mission and Values for the General Authority of Health Care, Egypt (2021)  
Lead the development of the strategy of Baheya Early Breast Cancer Detection Institute Strategy in 2020.

### ***Academic Strategies***

- Drafted the Badr University Cairo (BUC) Strategy 2022 – 2027
- Shared in Drafting the Faculty of Engineering Cairo University Strategy 2022 – 2027.

## ***Glimpse of Previous Work in Digital Transformation***

### ***Reputation***

Dr. Darwish's reputation is one of futuristic vision in changing government structure, services' models and planning.

He is the one who is promoting the fact that we should not try to fit old structures to new disruptive technologies.

### ***Innovative Concepts***

For centuries, the record-keeping system in Egypt and all public transactions and government services are paper based. Transforming the massive Egyptian bureaucracy to the computer era appeared to be an insurmountable challenge, if not impossible. Over the last three decades, it became evident that implementing such a transition is not just an inevitable necessity, it is an urgent requirement. Both the political and technical leaderships in Egypt correctly understood the audacity of this task. Leaders in Egypt were discouraged by the magnitude of the technical, managerial and political expertise required to develop computer systems, database, and associated interfaces that are efficient, accurate, replicable, expandable and yet intuitively simple to overcome the natural inhibition of the predominantly computer-illiterate Egyptian society.

The Prime Minister of Egypt approached Dr. Darwish, who was Professor of Computer Engineering at Cairo University and Nominal International Consultant, to Draft the Vision, Strategy, Policy, and Implementation Plan Document for transforming the Egyptian Government into a paperless transparent government (starting July 2002).

Dr. Darwish assembled and led the team to design and implement the Egyptian Government Gate Way. Microsoft was the selected partner at that time. Microsoft acknowledged the contributions of Dr. Darwish, which have significantly enhanced the design. Microsoft has also acknowledged new ideas and concepts that improved the design over Microsoft's previous implementation in the UK. Mr. Bill Gates himself inaugurated the Egyptian Gateway during a special visit to Cairo. Mr. Jean-Philippe Courtois (EVP and President, Microsoft Global Sales) acknowledged Dr. Darwish's contributions.

Under his leadership, the ***Egyptian Rank on Web services progressed from 163 to 23 in 7 years*** (2002 – 2010). Those achievements were possible because of many novel approaches and new concepts introduced by Dr. Darwish futuristic vision. Among them:

- ***Dr. Darwish was the first in the world to introduce the concept of Cash on Delivery in Government Services (April 2004). Despite its simplicity, in poor countries where credit card penetration, this was a breakthrough that increased the number of users and expanded the provision of government services.***
- ***He also introduced an integrated concept in service delivery that included linking national databases and issuing a single chip-based family card (in Mar 2006) that provides poor families with Social Safety Nets benefits.***
- ***Dr. Darwish was the pioneer (2006) of introducing the concept of “push” instead of “pull” for government services (where Government anticipates citizen needs and takes the initiative of sending the service without even being requested). This was later the foundation of the smart seamless integrated government concept (Invisible Government).***

## ***Statistical Overlay on GIS for State Budget Planning***

For decades governments have been striving to measure quality of service provided to citizens in different geographic areas and hence decide on a fair way of budget allocation.

Dr. Darwish was a pioneer in introducing Geographic Information Systems (GIS) and Big Data in planning. Layers of GIS are overlaid by population density. A scientific study is done on statistical need of services (example: how many pre-mature babies are born from normal parents). This is then compared with actual services provided (number of pre-mature babies' incubators in a circle of x kms) and decisions on budget allocation is decided.

The concept gave way not only to understand general services provided to citizens but also subcomponents of each service: At the top level will be Health, Education, Culture, Sports, Social Safety Nets, ... etc.

But then the top level will be divided into many sublevels. For example, for health starting from pregnancy to elder (Maternity care, pre-mature baby incubators, vaccine centers, clinics, hospitals, surgeons, MRI, ... tens of layers).

The technique also allows the definition of the target Key Performance Indicator (KPI) and enhancing it gradually (for example service available in circle of 5 km, then later service available in circle of 3 km).

The graphic representation on the GIS map with different colors (green – yellow - red) makes it clear to the decision maker the justification of the priority of assigning budget. A problem many African countries suffered from where budget is allocated based on the most influential parliament members (resulting in unfair distribution of services increasing the gap geographically in the country).

➤ ***The Technique was successfully introduced by Dr. Darwish to 3 countries in North Africa (Egypt, Tunisia and Morocco), one country in East Africa (Kenya) and one country in West Africa (Nigeria).***

### ***On the Ground Achievements***

Dr. Darwish's contributions were manifested in the significant improvement of the rank of Egypt as demonstrated in United Nations Public Administration Network (UNPAN) Reports on Web Services. Egypt advanced from the 160th in the world to 23rd in 7 years). The following data is compiled from the UN Reports available at ([www.unpan.org](http://www.unpan.org)). The table shows the rankings of Egypt in the categories of human capital, Infrastructure, web services, and its global ranking from 2003 to 2010.

Year	Web Services Global Rank (out of 198 Countries)
2003	162
2004	140
2005	59
2008	28
2010	23

## ***OECD Contributions***

OECD (Organization of Economic and Cooperation Development) is the largest regulatory (non-political) organization with 38 member countries (the most developed). Its mission is to promote policies that will improve the economic and social well-being of people around the world. The OECD provides a forum in which governments can work together to share experiences and seek solutions to common problems.

Dr. Darwish's contributions were so impactful that they were noted inside Egypt, outside it, and by the OECD as well. He was chosen to chair the Good Governance for Development in the Arab World for 2 terms (4 years 2004 – 2008)

Mr. Anel Gurria, Former Secretary-General of OECD, has invited Dr. Darwish to address the Council of OECD. It was the first time in 8 years that a Minister from outside OECD member countries met and addressed the OECD council (usually, invitations are at the committee level but not the council level). Subsequently, Mr. Gurria invited Dr. Darwish to be the Guest speaker at the opening session of OECD conference on Reform and introduced him as the Number One reformer in the Middle East.

## CV

### ***Dr. Ahmed M. Darwish***

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#### **Brief Bio**

- BSc. and MSc. Cairo University 1981 and 1984
- Ph.D. in Computer Engineering, University of California, Davis, USA, 1988.

#### **Awards**

- Egyptian National Engineering Award, 1999.
- Middle East Eminent Person, Singapore, 2007.
- University of California, Lifetime Achievement (Distinguished Engineering Alumni Medal), 2017.

#### **Occupations**

- Professor, Computer Engineering Department, Cairo University (Sept '99 – July '04), (Mar '11 – Nov '15), (May '17 – to date)
- ***Chairman Suez Canal Economic Zone*** (Nov '15 – Apr 2017)
- ***Minister of State for Administrative Development*** (July '04 – Jan. '11).
- Visiting Associate Professor: The Bradley Department of Electrical and Computer Engineering, Virginia Tech, USA ('96-'97, Summer '99).

#### **Consultations**

- Consultant to World Bank and EU projects and several United Nations Organizations, (UNIDO, UNDP, WHO, UNICEF, UNESCO, FAO and ESCWA).
- Consultant to several Egyptian government ministries and agencies.
- Consultant to numerous Egyptian and international companies, banks and enterprises in Egypt, Middle East, Africa, Europe and United States.

#### **Board Membership**

##### **Current**

- Member of Board of Directors Abu Dhabi Islamic Bank (ADIB), Egypt Air Holding, Orascom Investment Holding, Korra for Energy Projects, Odin, Alpha Capital, Lotus Agriculture, Mideast Communications Systems, 138 Pyramids, The Pyramid, Evolve Investment Holding, Gold Network Trade and Ghars for Citrus Concentrate.
- Member of the Board of Directors for the Information and Decision Support Center (IDSC) – Cabinet of Egypt.
- Member of the Board of Supervision for the Sawari Ventures Investment Fund.
- Member of the General Assembly for Chemical Industry Holding.
- Member of the Board of Trustees School of Business and School of Global Affairs and Public Policy at American University in Cairo, Badr University, New Giza University, El-Sewedy University of Technology, Modern Science and Arts University and New Egypt University.

## **Previous**

- Member of Board of Directors for Bank du Caire, Telecom Egypt, Cheiron Oil, Summit Technology Solutions, Pico Energy, Delta Life Insurance, Endure Capital, Arab Investment Holding, Information Technology Industry Development Authority (ITIDA), Information Technology and Information Technology Institute, ITI.
- Member of the Board of Advisors for Daltex, Sadco Reyada and IBDL.
- Member of the Advisory Board for The Council of Arab Economic Unity.
- Member of the General Assembly of Egypt Air Holding and Misr Insurance Holding and Akhbar-El-Yom.
- Member of the Board of Trustees for Nile University (2014-2018), International School of Information Science ISIS, Bibliotheca Alexandrina (2004-2014).

## **Consultancy**

### **Current**

- Consultant to ILO and Ministry of Labour to draft the Egyptian Employment Strategy.
- Consultant to the United Nations to draft the Ministry of Local Development Strategy.
- Consultant to the Ministry of Planning, Economic Development and International Cooperation on project management and key performance indicators.

### **Previous (Sample)**

- Consultant to the General Authority for Investment and Free Zones (GAFI) for restructuring.
- Consultant to the European Project for updating Key Performance Indicators for Egypt's Strategic Water Resources Plan.
- Consultant to Nasser Social Bank for restructuring.
- Governance Consultant for EgyTrafo.
- Advisor to Ministry of Planning and Economic Development for establishing Impact Key Performance indicators for the Structural Reform Program.
- Consultant to The European Union: Lead the team to write the Policy Note on EU Engagement for Integrated Water Management.
- Consultant to Misr Insurance, Misr Asset Management and Khazna for their governance, risk and information strategy plan and digital transformation.
- Consultant to UNICEF for building the Business and Financial Model for using RapidPro in providing services for citizens with non-smart phones.
- Consultant to WHO and General Authority for Health Care for the restructuring of the authority.
- Consultant with team from Dornier (Germany) for establishment of Freight Company for Egyptian Rail-Road Authority (2019-2021).
- Consultant to Aur Capital Investment for their Information Strategy Plan (2020).
- Consultant to Ahly Capital for due diligence on their acquisition of Momkn.
- Consultant to Ministry of Planning (UNDP Contract) to formulate the KPI for the 2030 Egyptian National Objectives and correlate them to the SDGs (2020).
- Consultant to GIZ on their project for Public Administration Support for the Government of Egypt.
- Consultant to Microsoft on the preparation of National Plan for Middle East and Africa (2012-2014).

- Consultant and Advisor to several companies and banks among them a leading Egyptian International Petroleum Company / Group (2011-date), Industry Development Bank (2014-2015), Agriculture Development Bank (2015), Investor Protection Fund (2014-2015) Misr Insurance Company (2015), and Misr Insurance Holding Company (2011-2012).
- Member of the team (Volunteering at Ministry of Planning) to prepare and draft the National Plan 2012-2022 (2011) and Egypt Vision 2030/2050 (2014).
- Advisor to UNDP on their policies and strategies in Egypt for projects implemented on anticorruption, transparency and integrity post of the January 25<sup>th</sup> revolution.
- Consultant to the World Bank for the study on Governance of State-Owned Enterprises (2013), Restructuring Public Service (2015) and to their work in Saudi Arabia (2018).
- Advisor to UNIDO on several studies and initiatives, among them Green Economy and Employment in the Middle East (2013) and Fostering Innovation and Entrepreneurship in the Middle East (2011).
- Invited expert by several international organizations among them:
  - Economic Reforms and Social Justice in the Arab Region, Sponsored by Royal Prince Hassan Ben Talal, Landau Network and Wana Forum, Como, Italy 2012.
  - High level meeting (EU Presidency) EU and Southern Neighbourhood New Prospects for Mutual Cooperation in a Changing Environment, Warsaw Dec. 2011.
  - Helsinki Process: Improving International Investment Regime, April 2013.

### **Sample Previous Landmarks**

Dr. Darwish has numerous work in Governance both for states and corporations. He is among few visionaries in Egypt and Middle East in terms of futuristic ideas. He initiated Egypt Vison 2030, Egypt Development Map (a pioneer planning tool based on GIS and statistical population parameters). His methodology of linking national databases has proven to be very efficient both in service provision and targeting.

Dr. Darwish is among the few internationally known for establishing the concept of Invisible Seamless Government where pushing services dominates the operation rather than the classic pull mode. He is also among the early visionaries who anticipated in his famous talk in Paris in 2002 that old structures will fall if they do not become agile enough to absorb new technology availed tools. He shed light on the repercussions of that on governance models and mechanisms especially in the area of citizen participation.

His skill set includes negotiation, cash flow and finance analysis, setting policies and strategies and many more.

The following is a sample of flagship work done:

- Establishment of the Suez Canal Economic Zone (SCZone: 461 sq km and 6 ports). This included all the regulatory framework and policies and strategies to become among the top 7 most attractive investment destinations in 2035.
- Attracting 20B\$ worth of investment to develop 23M sq m in Sczone.
- Preparation of the 2 National Project Documents on e-government (Policies and Strategies) 2001-2007 and 2007-2012.
- The administration and coordination of the implementation efforts of the four e-government programs (over 160 projects with an annual budget of \$100M): 1. Basic Infrastructure, 2. Services Development, 3. State Resource Planning, 4. Integration of National Databases.

- *These efforts led to the enhancement of Egyptian rank for electronic and web services is from 160 out of 192 countries in 2003 to 23 out of 192 according to the 2010 UNPAN report in 2010 and the program received the best service award both from the UN in New York (2009) and the African Union in Johannesburg (2008).*
- The design of a new Social Safety Net structure through a newly created family database and the use of smart cards (family card). A nationwide project for 12M families.
- The complete study on restructuring of health insurance and health care services and university hospitals in Egypt.
- The Design and execution of the Institutional Development and Human Resources Development Program.
- Re-establishment of the National Management Institute (NMI) in 2006 (originally established in 1954 and dissolved in 1981). It presents an excellence center for IT services, consulting and capacity building.
- Establishment of the Center for Governance Studies as the first regional center that promotes various governance pillars (transparency, accountability, partnership in decision making, rule of law, ...).
- Chairing the OECD initiative Governance for Development in the Arab World 2005-2009.
- Leading the efforts for Egypt to join the Public Governance Committee, OECD (2008).
- Chaired the Egyptian Transparency and Integrity Committee (2008-2011). The committee was composed mostly of non-government public figures and experts. Published 3 auditing reports that tracked the international and national corruption indices along with recommendations for government such as budget transparency, ombudsman and transparency in jobs and government procurement.
- Sponsoring and Contracting Cairo University for the largest scientific statistical social study in the Middle East on Egyptian Values Regarding Corruption, which when published attracted huge attention and created a high awareness state.
- Leading major efforts in the area of Access to Justice and the implementation of the major development of the judiciary support system in Egypt.

### **Invited Speaker (Sample)**

83 keynotes in 23 countries in conferences and business associations meetings around the world 2002-date. Sample:

- Opening session speaker, SCO (Shanghai Corporate Organization) Conference on Digital Economy, Tianjin, China, July 2025.
- Consumer Electronics Innovation Congress – 3<sup>rd</sup> Network and Innovation Summit, Shenzhen, China, Nov. 2025.
- Europe Web Week, guest speaker on Web3 Governance, Frankfurt Germany, Sept 2024
- World Government Summit, Dubai, 3 times (Last time Mar. 2022).
- Keynote Speaker Meeting of the Minds, Jakarta, Dec 2019.
- Guest Speaker American Chamber of Commerce (AmCham) Washington DC, British Chamber London and French Chamber Paris 2016.
- Keynote speaker at World e-ID, Nice, Sept. 2012 and 2013 and Marseille Sept. 2014.
- Keynote speaker at the Government Technology Summit, Abu-Dhabi, Feb. 2013 and Dubai Feb. 2014.
- Speaker, UNIDO General Conference on prospects for solving forecasted unemployment problems in the Middle East, Vienna Nov. 2011, UNIDO Forum on Strategies and Instruments for Inclusive and Sustainable Industrial Development, Vienna June 2014 and UNIDO International Green Economy and Technology Forum, Bahrain Jan. 2015.
- Keynote Speaker, International Innovation Summit, Tunis Sept. 2014.

- Keynote speaker at OECD conference “Making Reform Happen”, Paris, Dec. 2010, where he was introduced by Mr. Angel Gurría as the most famous reformer in the Middle East.
- Guest speaker, European Electronic Administration Conference in Paris 2008.
- Keynote Speaker, Government 2025 Summit, Paris 2002.

## **Academic and Professional Activities**

- Member of the Egyptian Engineering Society (2010) and Egyptian Engineering Syndicate (1981).
- Member of the Egypt Council for Foreign Affairs.
- Life Member of IEEE (86-to date), the Computer Society, the Signal Processing Society and the Communications Society.
- Chairman, IEEE Egypt Section (2012-2015), Member of the Award and Recognition Committee (ARC) for Region 8 (2012-2015) and Member and Vice Chairman of the Ethics and Member Conduct Committee (2015, 2022-2025). Member of the IEEE executive committee for Egypt responsible for student membership development (1999-2004).
- Former member of several scientific and professional societies and on the editorial and reviewing boards of international scientific journals and periodicals.
- Former member of the Board of the Management Engineering Society.
- Egypt Representative for the Federation of Arab Engineers (ICT Committee) 2012-2014.
- Member of the ACM (98-2004).
- Member of the Inter-University Network (IUN), the Open Microsystems Initiative (OMI), the Technical Council on Software Engineering and IASTED technical committee on Robotics and Automation (88-94).
- Member of the Arab League Committee for the translation of Computer terms and the Egyptian Computer Society, SIG on Computer Linguistics and Arabization (89-92).
- Publications: 69 papers in international peer reviewed journals and conferences, 11 invited papers, shared in 5 books, numerous invited talks.
- Several sponsored research projects. Graduate Supervision: 10 Ph.D. - 29 M.Sc.

## **Civil Society, Think Tanks and Policy Advocacy Activities**

- Member of board of Trustees for several NGOs and think tanks and policy advocacy groups; among them:
  - Misr El-Kheir: Human Development
  - Egypt National Competitiveness Council.
  - Al-Korra Foundation an NGO dedicated to providing youth with life work skills.
  - Gears (Terous) an NGO which is dedicated to engaging the government, the private sector, the civil society and citizens. Landmark projects include: i. Egypt Vision 2030 which became a National Initiative supported by the president and ii. Egypt Development map: a GIS planning tool that compares service level provision to normal standards based on population density.
- Volunteer in Baheya, Ahl Masr for Governance, Strategy Formation and Digital Transformation.
- Former member of numerous NGOs: Nabadat, House of Wisdom, Baladna and others.
- Invited speaker to several workshops and activities to enhance and protect the environment and to enhance and upgrade human resources.