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Towards Governmental Administrative Reform: Organizational Charting in Egypt

Abstract:

This paper is a qualitative single case study that describes the importance of public administrative reform through introducing a problem that is faced by the Egyptian government due to the non existence of a well defined organizational chart. It reviews the Egyptian situation, the organizational chart and structure existence in Arab and Non-Arab countries; then finally proposes a recommendation for ministries and an organizational chart that may help in the stability of the governmental system.

The paper shows the effect of organizational chart reengineering and thus illustrates the effect of having a formal documented organizational chart with defined ministries on decreasing administrative costs and reaching more accurate information about ministries' performance. This leads to a more effective governmental performance management, accountability which results in the stability of the governmental administration and governance which will consequently increase social stability.

Keywords: New Public Management, Organizational Chart, Egyptian Revolution, Accountability, Egypt

Article Classification: Case Study

1.Introduction

Accountability for a government is an aim that needs to be reached especially in democratic governments (Mulgan 2000); it has been investigated that accountability has a major role in the initiation of a revolution (Islam 2013). In order to reach public accountability, governments need to ensure several aspects such as performance management and control. Governmental performance management is important for governments as it helps in presenting and addressing the issues of accountability and transparency (Swee 2012; Newcomer and Caudle 2011) while the more control a government has over public servants, the more accountability it has (Mulgan 2000). Moreover, several examples in countries showed that accountability cannot stand alone without a wider perspective of the whole government in order to help increase organizational learning (Greiling and Halachmi 2013)

Now after two revolutions (as will be discussed in Section 3), it is time for Egypt to catch up with other governments that started their public sector and governmental reform through 'New Public Management' (NPM) (Cope et al. 1997; Kloot 2009).

New public management and acco-untability are strongly related (Osborne 2002; Denhardt and Denhardt 2011) and according to Hansson and Longva (2014), accountability is the possibility of holding the public servants responsi-ble for their actions.

Denhardt and Denhardt (2011) stat-ed that the public sector's initial aim is to reach public accountability which can be reached through measuring and managing performance. This is empha-sized even more through 14 key ele-ments that are essential for governmen-tal performance measurement and man-agement (Islam 2010). One of those el-ements is about precisely knowing the responsibilities of each one in the gov-ernment in order to identify rewards and punishments that consequently bu-ild accountability in a country, which helps in maintaining control of public servants (Mulgan 2000). Sections 2 and 3 will investigate to what extent Egypt lacked this element and how the lack of this element increased political and eco-nomic instability in the country, espe-cially after a revolution broke out in Egypt.

This paper intends to clarify several aspects in the context of public sector management; these aspects are:

- The importance of existence of well defined organizational structure and organizational chart in order to ach-ieve a higher level of accountability.
- Showing the results of the inexistence of organizational chart and the exist-ence of ambiguous organizational str-ucture.
- Pointing out the effect of the 'many hands problem' that may face gov-ernments and reduce accountability.
- The importance of documentation for organization chart and details of or-ganizational structure for improved accountability.

2. Research Problem

NPM is 'characterized by the adop-tion of private sector management con-cepts and styles, the introduction of quasi-markets and contracting process-es and the application of explicit stand-ards and measures of performance' (Gl-ynn and Murphy 1996); accordingly, one of the basic functions in manage-ment is having a well structured organi-zational chart that facilitates managing an organization (Plunkett et al. 2013; Ebert and Griffin 2013).

Previous literature concerning NPM showed the importance of the existence of such a managerial trend in the public sector, moreover, it revealed how acco-untability can cause a problem in some countries if not combined with close performance management and measure-ement. However, the researcher found a lack in resources revealing the impact of the inexistence of NPM in a govern-ment on both political and economic stability of a country. Accordingly, the research is investigating Egypt as a case study.

Taking this into consideration and based on a previous research that inves-tigated the governmental performance

management in Egypt (Islam 2010), the author noticed that several interviewees commented negatively on the performance measurement element discussed in Section 1 concerning 'identifying each activity in the organization and assigning its responsibilities for more public accountability.

Not all interviewees agreed that there is a well defined organizational chart in the Egyptian government. Most of them ensured that there is an organizational chart in the ministries but not for the whole government.

The interviewed Member of Parliament (MP) (of the Education Committee in the Local Parliament of Alexandria-Egypt) stated that the non existence of this element made it 'difficult to know where a complaint can be presented or to whom a recommendation can be given or even who can be accused of corruption or irregularity when it happens'. The MP also added that organizational structure in the Egyptian government is present but inefficient.

The Assistant Secretary General for the Ministers' Council stated that although the organizational structure in the Egyptian government is present, it is ineffective in creating accountability as 'it is known only by the intelligent and the elite level of society'.

Moreover, after the research was conducted in 2010; a revolution started in Egypt in 2011 (Fadel 2011; Nick and Siddhartha 2011; Islam 2013) which made governmental accountability a pr-oblem in Egypt in the years from 2011 until 2015 because of several changes in the political and governmental life in Egypt as will be shown in Section 3.

Accordingly, Egypt is starting now a new administrative reform strategy that aims to reach high public accountability through transparency, professionalism and justice to reach citizen happiness (MOP 2015). Nevertheless, the MOP (2015) did not mention anything about having an organizational chart for the country although organizing through a structure and a chart are essential elements in any organization (Ebert and Griffin 2013), and if Egypt is aiming for public administrative reform through NPM it needs to take organizing into consideration.

Therefore, this paper starts from organizing in order to show the impact of the inexistence of a well defined organization structure and the inexistence of organizational chart on a country when there is turbulence in its external environment and proposing a solution for the problem.

This research is a qualitative, deductive and descriptive single case study that describes the problem in the Governmental Egyptian Case and aims to propose a solution. For the purpose of this research, data was collected using documentation from official websites of governments, official video websites of News Channels and literature review from latest published researches in the field of study.

Purposive Expert sampling tech-nique was used for the validation of the proposed Ministries and Organizational Chart through the conduction of semi structured and unstructured interviews. The unstructured interviews were con-ducted with Egyptian government offi-cials, while the semi structured intervi-ews were conducted with senior aca-demic staff members in the managerial field and experts in the legal field. Aca-demic staff members interviewed were selected to have a minimum of ten yea-rs of experience in the managerial field. Governmental officials are experts in the practical governmental field who spent not less than two years in the gov-ernmental managerial field in order to be qualified for validation of the minis-tries' proposed names. Experts in the legal field of no less than 10 years of experience with knowledge in the new constitution were selected to help in validating the location of 'Independent Establishments' in the organizational chart. Further details about all the inter-viewees will be presented in Sections 5 and 6.

2.1 Egypt from the year 2011 until the year 2015

Since 2011 Egypt has been passing through dramatic political changes that made it important for researchers to in-vestigate the effect of those years on the governmental performance as well as several aspects of life for Egyptians.

In the year 2011 a revolution started in January ending the 30 year rule of President Hosny Mubarak (Islam 2013; Barsoum 2013; World Bank 2014) and starting a new era of political instability as he stepped down handing over the rule of Egypt to the Supreme Council of the Armed Forces who faced much in-stability because of inadequate govern-mental performance from the public citizens' perspective (Al Ahram 2011; El Aiady 2012). This continued until the year 2012 where presidential elec-tions were conducted and President Mohammed Morsi was elected (The Of-ficial Site for Presidential Elections 2012; World Bank 2014).This could have been the beginning of a period of desired stability, but soon everything changed as the new president did not satisfy the political and social needs of the revolutionary youth and citizens who found out that his policy was re-placing the Egyptian moderate and pe-aceful identity with a new different id-entity that was refused by a large nu-mber of Egyptians (Masress 2013; State Information Service 2014a).

This situation initiated a revolution in 2013 which caused the Egyptian Ar-med Forces and the Civil Police to side with the public in order to prevent the country from slipping into civil war (Altahrirtvchannel 2013). This contin-ued with an agreement between several national parties (youth, women, politi-cal parties, Islamic parties, the Egyptian Church, and other political icons) that there will is a road map consisting of main four milestones; first, nominating

the Head of the Constitutional Court as a transitional president; second, amending the constitution of 2012 which had many pitfalls and was one of the reasons of 2013 revolution; third, electing a president; and fourth, electing the legislation bodies (ONtv 2013a; State Information Service 2014b; World Bank 2014).

All these political changes and instability in addition to the lack of well defined practices that help in managing governmental performance were reflected on the accountability between citizens and different governments and this was shown in the vast change of governments within that period as will be presented in Section 3.

3. Egyptian Governments

Several governments assumed office in Egypt within the period 2011-2015 (State Information Service 2014c) as discussed earlier and in order to analyze and discuss the effect of the non existence of a defined organizational chart, this section shows these governments and the amendments done in each of them. The source of information and reference for the governmental structure is presented below each in a table; while the amendments column is the author's own analysis.

The author started the analysis from the last Prime Minister in Egypt before 2011 revolution and who started being responsible in 2004 (State Information Service, 2014d). The analysis will be shown in tables showing the date of the government and the amendments done by each government in changing its former one:

- The last Prime Minister in Egypt before 2011 revolution is Dr Ahmad Nazeef who had to construct two governments (Egyptian Gazette 2004); the first was from 9/7/2004 until 30/12/2005 Table (1).

TABLE 1: Dr Ahmad Nazeef's first government from 9 / 7 / 2004 until 30/12/2005

Ministries 9 July 2004	
1. Defense and Military Production	2.Tourism
3. Military Production	4.Public Works and Water Resources
5. Interior	6.Electricity and Energy
7. Foreign Affairs	8.Foreign Trade and Industry
9. Finance	10. International Cooperation
11. Environmental Affairs	12. Planning
13. Local Development	14. Justice
15. Administrative Development	16. Investment
17. Religious Endowment (Awqaf)	18. Supply and Internal Trade
19. Agriculture and Land Reclamation	20. Transport
21. Civil Aviation	22. Health and Population
23. Communication and Information Technology	24. Housing, Utilities and Urban Communities
25. Culture	26. Petroleum and Mineral Resources
27. Information	28. Consultancy (Al Shoura) Council Affairs
29. Education	30. Public (Al Saab) Council Affairs
31. Manpower	32. Youth
33. Insurance and Social Affairs	34. Higher Education and Scientific Research

The second Government was 31/12/2005 until 29/11/2011 Table (2).

TABLE 2: Dr Ahmad Nazeef's second government from 31 / 12 / 2005 until 29 / 1 /2011

Ministries 31 December 2005		Amendments
1. Defense and Military Production	2. Manpower	• Changing the name of Ministry of "Insurance and Social Affairs" into "Social Solidarity" • Changing the name of Ministry of "Finance" into "Finance and Insurance" • Combining two Ministries "Planning" and "Local Development" to be "Planning and Local Development" • Combining two Ministries "Public (Al Saab) Council Affairs" and "Consultancy (Al Shoura) Council Affairs" to be "Legal and Parliamentary Affairs" • Cancelling Ministry of "Youth"
3. Military Production	4. Legal and Parliamentary Affairs	
5. Interior	6. International Cooperation	
7. Foreign Affairs	8. Electricity and Energy	
9. Finance and Insurance	10. Education	
11. Environmental Affairs	12. Justice	
13. Planning and Local Development	14. Transport	
15. Religious Endowment (Awqaf)	16. Health and Population	
17. Agriculture and Land Reclamation	18. Housing, Utilities and Urban Communities	
19. Civil Aviation	20. Petroleum and Mineral Resources	
21. Communication and Information Technology	22. Public Works and Water Resources	
23. Culture	24. Social Solidarity	
25. Information	26. Higher Education and Scientific Research	
27. Administrative Development	28. Tourism	
29. Investment	30. Foreign Trade and Industry	
31. Supply and Internal Trade		

• Dr. Ahmed Nazeef made limited amendments in his second government on 27/8/2006 as presented in Table (3).

TABLE 3: Limited amendments made by Dr. Ahmed Nazeef

Ministries 27 August 2006		Amendments
1. Defense and Military Production	2. Manpower	• Re-separating the Ministry of "Planning and Local Development" into two Ministries "Local Development" and "Planning and Economic Development"
3. Military Production	4. Legal and Parliamentary Affairs	
5. Interior	6. Housing, Utilities and Urban Communities	
7. Foreign Affairs	8. Electricity and Energy	
9. Finance and Insurance	10. Foreign Trade and Industry	
11. Environmental Affairs	12. Justice	
13. Local Development	14. Transport	
15. Administrative Development	16. Health and Population	
17. Religious Endowment (Awqaf)	18. Supply and Internal Trade	
19. Agriculture and Land Reclamation	20. Petroleum and Mineral Resources	
21. Civil Aviation	22. International Cooperation	
23. Communication and Information Technology	24. Social Solidarity	
25. Culture	26. Investment	
27. Planning and Economic Development	28. Public Works and Water Resources	
29. Information	30. Higher Education and Scientific Research	
31. Education	32. Tourism	

• After the spark of the 2011 revolution a governmental change was conducted and the prime minster was Dr. Ahmed Shafiq who constructed a government from 30/1/2011 until 11/2/2011 (State Information Service, 2014d) as described in Table (4).

TABLE 4: Dr. Ahmed Shafiq government 30/1/2011 until 11/2/2011

Ministries 31 January 2011		Amendments
1. Defense and Military Production	2. Manpower and Migration	• Introducing the title of "Deputy of Prime Minister" • Changing the name of Ministry of "Manpower" into "Manpower and Migration" • Reseaparating the Ministry of "Legal and Parliamentary Affairs" into two Minstries "Legal Affairs and Public (Al Saab) Council Affairs" and "Consultancy (Al Shoura) Council Affairs" • Separating the Ministry of "Health and Population" into two Ministries "Health" and "Family and Population" • Introducing the Ministry of "Antiquities' Affairs" • Cancelling Ministry of "Administrative Development" • Cancelling Ministry of "Supply and Internal Trade" • Cancelling Ministry of "Investment" • Changing the name of Ministry of "Public Works and Water Resources" into "Water Resources and Irrigation" • Cancelling Ministry of "Local Development" • Cancelling Ministry of "Education" • Cancelling Ministry of "Tourism" • Cancelling Ministry of "Planning" • Changing the name of Ministry of "External Trade and Industry" into "Trade and Industry" • Changing the name of Ministry of "Housing, Utilities and Urban Development" into "Housing and Urban Communities" • Changing the name of Ministry of "Finance and Insurance" into "Finance"
3. Military Production	4. Legal Affairs and Public (Al Saab) Council Affairs	
5. Interior	6. Water Resources and Irrigation	
7. Foreign Affairs	8. Electricity and Energy	
9. Finance	10. Trade and Industry	
11. Environmental Affairs	12. Justice	
13. Antiquities' Affairs	14. Transport	
15. Religious Endowment (Awqaf)	16. Health	
17. Agriculture and Land Reclamation	18. Housing and Urban Communities	
19. Civil Aviation	20. Petroleum and Mineral Resources	
21. Communication and Information Technology	22. International Cooperation	
23. Culture	24. Social Solidarity	
25. Information	26. Higher Education and Scientific Research	
27. Family and Population	28. Consultancy (Al Shoura) Council Affairs	

Source: AlOula (2011); Egyptian Gazette (2011a)

• Dr. Ahmed Shafeeq made limited amendments in his government on 13/2/2011 after the stepping down of President Hosny Mubarak (State Information Service, 2014e) as presented in Table (5).

TABLE 5: Limited amendments made by Dr. Ahmed Shafeeq:

Ministries 13 February 2011		Amendments
1. Defense and Military Production	2. Manpower and Migration	• Introducing the Ministry of "Migration and Egyptians' Affairs" • Cancelling Ministry of "Information" • Separating the Ministry of "Higher Education and Scientific Research" into two Ministries "Higher Education and Education" and "Scientific Research, Sciences and Technology" • Changing the name of Ministry of "Social Solidarity" into "Solidarity and Social Equality" • Cancelling Ministry of "Family and Population" • Changing the name of Ministry of "Health" into "Health and Population" • Recalling Ministry of "Tourism"
3. Military Production	4. Legal Affairs and Public (Al Saab) Council Affairs	
5. Interior	6. Water Resources and Irrigation	
7. Foreign Affairs	8. Electricity and Energy	
9. Finance	10. Trade and Industry	
11. Environmental Affairs	12. Justice	
13. Antiquities' Affairs	14. Transport	
15. Religious Endowment (Awqaf)	16. Health and Population	
17. Agriculture and Land Reclamation	18. Housing and Urban Communities	
19. Civil Aviation	20. Petroleum and Mineral Resources	
21. Communication and Information Technology	22. International Cooperation	
23. Culture	24. Solidarity and Social Equality	
25. Migration and Egyptian Affairs	26. Higher Education and Education	
27. Scientific Research, Sciences and Technology	28. Consultancy (Al Shoura) Council Affairs	
29. Tourism		

Source: ONtv (2011a)

• This Ministry did not last for long as the Supreme Council for Armed Forces (SCAF) nominated Dr. Essam Sharaf to be the Prime Minister on 3/3/2011 until 30/11/2011 (State Information Service, 2014e) as presented in Table (6).

TABLE 6: Dr. Essam Sharaf government 3/3/2011 until 30/11/2011

Ministries 7 March 2011		Amendments
1. Defense and Military Production	2. Manpower and Migration	• Reseparating the Ministry "Higher Education and Education" into two Ministries "Higher Education, Scientific Research and Technology" and "Education" • Recombining the Ministries of "Higher Education" and "Scientific Research" into a new Ministry "Higher Education, Scientific Research and Technology" • Recalling the Ministry of "Local Development" • Cancelling Ministry of "Migration and Egyptian Affairs" • Cancelling Ministry of "Legal Affairs and Public (Al Saab)
3. Military Production	4. Tourism	
5. Interior	6. Water Resources and Irrigation	
7. Foreign Affairs	8. Electricity and Energy	
9. Finance	10. Industry and Foreign Trade	
11. Environmental Affairs	12. Justice	
13. Local Development	14. Transport	
15. Religious Endowment (Awqaf)	16. Health and Population	
17. Agriculture and Land Reclamation	18. Housing, Utilities and Urban Development	
19. Civil Aviation	20. Petroleum and Mineral Resources	

21. Communication and Information Technology	22. Planning and International Cooperation	Council Affairs) • Cancelling Ministry of "Consultancy (Al Shoura) Council Affairs"
23. Culture	24. Solidarity and Social Justice	• Cancelling Ministry of "Antiquities' Affairs" • Changing the name of Ministry of "International Cooperation" into "Planning and International Cooperation"
25. Education	26. Higher Education, Scientific Research and Technology	• Changing the name of Ministry of "Housing and Urban Communities" into "Housing, Utilities and Urban Development" • Renaming the Ministry of "Trade and Industry" to be "Industry and Foreign Trade"

Source: ONtv (2011b); Egyptian Gazette (2011b)

• Dr. Essam Sharaf made limited amendments in his government on 21/7/2011 (State Information Service, 2014e) as presented in Table (7).

TABLE 7: Limited amendments made by Dr. Essam Sharaf:

Ministries 21 July 2011		Amendments
1. Defense and Military Production	2. Manpower and Migration	• Introducing Prime Minister Deputy for "Dialogue and Democratic Transformation Affairs" • Recalling the Ministry of "Information" • Introducing a new Ministry of "The Public Business Sector" • Changing the name of Ministry of "Higher Education, Scientific Research and Technology" into "Higher Education and Scientific Research"
3. Military Production	4. Tourism	
5. Interior	6. Water Resources and Irrigation	
7. Foreign Affairs	8. Electricity and Energy	
9. Finance	10. Industry and Foreign Trade	
11. Environmental Affairs	12. Justice	
13. Local Development	14. Transport	
15. Religious Endowment (Awqaf)	16. Health and Population	
17. Agriculture and Land Reclamation	18. Housing, Utilities and Urban Development	
19. Civil Aviation	20. Petroleum and Mineral Resources	
21. Communication and Information Technology	22. Planning and International Cooperation	
23. Culture	24. Solidarity and Social Justice	
25. Education	26. Higher Education, Scientific Research	
27. Information	28. The Public Business Sector	

Source: State Information Service (2014e)

• This government was changed after that where Dr. Kamal El Ganzoury was nominated as a Prime Minister and conducted his government on 30/11/2011 until 2/8/2011 (State Information Service, 2014e) as shown in Table (8).

TABLE 8: Dr. Kamal El Ganzoury government 30 November 2011until 2 August 2011

Ministries 30 November 2011		Amendments
1.Defense and Military Production	2.Manpower and Migration	• No Deputies for the Prime Minister • Recalling the Ministry of "Antiquities' Affairs" • Cancelling Ministry of "Solidarity and Social Justice" • Introducing a new Ministry of "Insurances and Social Affairs" • Introducing a new Ministry of "The Affairs of the Public (Al Saab) Council and the Consultancy (Al Sho-ura) Council" • Reseaparating the Ministry "Higher Education and Scien-tific Research" into two Ministries • Cancelling Ministry of "The Public Business Sector" • Changing the name of Ministry of "Housing, Utilities and Urban Development" into "Housing, Utilities and Development" • Recalling the Ministry of "Supply and Internal Trade"
3.Military Production	4.Tourism	
5.Interior	6.Water Resources and Irrigation	
7.Foreign Affairs	8.Electricity and Energy	
9.Finance	10. Industry and Foreign Trade	
11. Environmental Affairs	12. Justice	
13. Local Development	14. Transport	
15. Religious Endowment (Awqaf)	16. Health and Population	
17. Agriculture and Land Reclamation	18. Housing, Utilities and Development	
19. Civil Aviation	20. Petroleum and Mineral Resources	
21. Communication and Information Technology	22. Planning and International Cooperation	
23. Culture	24. Supply and Internal Trade	
25. Education	26. Antiquities' Affairs	
27. Higher Education	28. Information	
29. The Affairs of the Public (Al Saab) Council and the Consultancy (Al Shoura) Council	30. Scientific Research	
31. Insurances and Social Affairs		

Source: State Information Service (2014e)

• Presidential elections were conducted in the end of June 2012 and a new government was selected under the management of Dr. Hesham Qandeel as the Prime Minister from 24/7/2012 until 15/7/2013 (State Information Service, 2014f) as represented in Table (9).

TABLE 9: Dr. Hesham Qandeel government 24 July 2013 until 15 July 2013

Ministries 24 July 2012		Amendments
1.Defense and Military Production	2.Manpower and Migration	• Introducing a new Ministry of "Sports Affairs" • Introducing a new Ministry of "Potable Water and Sewage" • Recalling the Ministry of "Youth Affairs" • Recalling the Ministry of "Investment" • Changing the name of Ministry of "The Affairs of the Public (Al Saab) Council and the Consultancy (Al Shoura) Coun-
3.Military Production	4.Tourism	
5.Interior	6.Water Resources and Irrigation	
7.Foreign Affairs	8.Electricity and Energy	
9.Finance	10. Industry and Foreign Trade	
11. Environmental Affairs	12. Justice	
13. Local Development	14. Transport	
15. Religious Endowment (Awqaf)	16. Health and Population	
17. Agriculture and Land Reclamation	18. Housing and Urban Communities	
19. Civil Aviation	20. Petroleum and Mineral Resources	
21. Communication and In-	22. Planning and International Coop-	

formation Technology	eration	cil" into "Parliamentary Affairs"
23. Culture	24. Supply and Internal Trade	• Changing the name of Ministry of "Housing, Utilities and Urban Communities" into "Housing and Urban Communities"
25. Education	26. Antiquities' Affairs	
27. Higher Education	28. Information	
29. Potable Water and Sewage	30. Sports Affairs	
31. Youth Affairs	32. Scientific Research	
33. Parliamentary Affairs	34. Investment	
35. Insurances and Social Affairs		

Source: ONtv (2012); Egyptian Gazette (2012)

• In 30th of June 2013 a revolution initiated in Egypt and the government changed where now Dr. Hazem El Beblawy was nominated as the Prime Minister from 16/7/2013 until 24/2/2014 (State Information Service, 2013) as shown in Table (10).

TABLE 10: Dr. Hazem El Beblawy government 16 July 2013 until 24 February 2014

Ministries 16 July 2013		Amendments
1. Defense and Military Production	2. Manpower and Migration	• Assigning three Deputies for the Prime Minister.
3. Military Production	4. Tourism	• Separating the Ministry of "Planning and International Cooperation" into two Ministries
5. Interior	6. Water Resources and Irrigation	• Introducing a new Ministry of "Transitional Justice and National Reconciliation"
7. Foreign Affairs	8. Electricity and Energy	• Recalling the Ministry of "Social Solidarity"
9. Finance	10. Trade and Industry	• Cancelling the Ministry of "Insurances and Social Affairs"
11. Environmental Affairs	12. Justice	• Cancelling the Ministry of "Potable Water and Sewage"
13. Local Development	14. Transport	• Cancelling the Ministry of "Parliamentary Affairs"
15. Religious Endowment (Awqaf)	16. Health and Population	• Changing the name of Ministry of "Supply and Internal Trade" into "Supply"
17. Agriculture and Land Reclamation	18. Housing, Utilities and Urban Communities	• Changing the name of Ministry of "Industry and Foreign Trade" into "Industry and Trade"
19. Civil Aviation	20. Petroleum and Mineral Resources	• Changing the name of Ministry of "Housing and Urban Communities" into "Housing, Utilities and Urban Communities"
21. Communication and Information Technology	22. International Cooperation	• Recombining two Ministries "Planning" and "International Cooperation"
23. Culture	24. Supply	• Changing the name of Ministry of "Antiquities' Affairs" into "Antiquities"
25. Education	26. Antiquities' Affairs	
27. Higher Education	28. Information	
29. Transitional Justice and National Reconciliation	30. Sports Affairs	
31. Social Solidarity	32. Scientific Research	
33. Youth Affairs	34. Investment	
35. Planning	36. Administrative Development	

Source: State Information Service 2013; ONtv 2013b; Egyptian Gazette (2013)

- A new government was formed on 1/3/2014 until 9/6/2014 where Engineer Ibraheem Mahlab was nominated as the Prime Minister (State Information Service, 2014g) this government is shown in Table (11).

TABLE 11: Engineer Ibraheem Mahlab government 1 March 2014   until 9 June 2014

Ministries 1 March 2014		Amendments
1. Defense and Military Production	2. Manpower and Migration	• Introducing a new Ministry of "Transitional Justice and Ho-use of Representatives"
3. Military Production	4. Tourism	• Combining two Ministries "Y-outh Affairs" and "Sports Affairs"
5. Interior	6. Water Resources and Irrigation	
7. Foreign Affairs	8. Electricity and Renewable Energy	• Combining two Ministries "L-ocal Development" and "Admin-istrative Development"
9. Finance	10. Trade, Industry and Investment	
11. Environmental Affairs	12. Justice	• Combining two Ministries "H-igher Education" and "Scientific Research"
13. Local and Administrative Development	14. Transport	• Changing the name of Ministry of "Electricity and Energy" into "Electricity and Renewable Energy"
15. Religious Endowment (Awqaf)	16. Health and Population	
17. Agriculture and Land Recla-mation	18. Housing, Utilities and Urban Communities	• Combining two Ministries "Tra-de and Industry" and "Invest-ment"
19. Civil Aviation	20. Petroleum and Mineral Resources	
21. Communication and Infor-mation Technology	22. Planning and International Coop-eration	• Recombining two Ministries "Pl-anning" and "International Co-operation"
23. Culture	24. Supply	• Changing the name of Ministry of "Antiquities' Affairs" into "Antiquities"
25. Education	26. Antiquities	
27. Higher Education and Scien-tific Research	28. Information	
29. Transitional Justice and House of Representatives	30. Youth and Sports	
31. Social Solidarity and Social Equality		

Source: State Information Service 2014g; ONtv 2014; Egyptian Gazette (2014)

- Egyptians conducted new Presidential Elections in 2014 and consequently a new government was formed on 17/6/2014 until 5/3/2015 and Engineer Ibraheem Mahlab was nominated again as the Prime Minister (State Information Service, 2014h). This government is presented in Table (12).

TABLE 12: Engineer Ibraheem Mahlab government 17 June 2014 until current:

Ministries 17 June 2014		Amendments
1. Defense and Military Production	2. Manpower and Migration	• Cancelling Ministry of "In-formation"
3. Military Production	4. Tourism	• Assigning Deputy Minister of Education for Technical Education and Vocational Training
5. Interior	6. Water Resources and Irrigation	
7. Foreign Affairs	8. Electricity and Renewable Energy	• Changing the name of Minis-try of "Trade, Industry and Investment" into "Industry, Trade and Small and Medium Sized Enterpris e" and separating it from "Investment"
9. Finance	10. Industry, Trade and Small and Medium Sized Enter prises	
11. Environment	12. Justice	
13. Local Development	14. Transport	
15. Religious Endowment (Awqaf)	16. Health and Population	
17. Agriculture and Land Recla-mation	18. Housing, Utilities and Urban Communities	• Changing the name of Minis-try of "Planning" into "Plan-

19. Civil Aviation	20. Petroleum and Mineral Resources	ning, Follow-up and Administrative Reform" and separating it from "International Cooperation"
21. Communication and Information Technology	22. International Cooperation	• Separating Ministry of "Local and Administrative Development" to be "Local Development" only and cancelling "Administrative Development"
23. Culture	24. Planning, Follow-up and Administrative Reform	
25. Education	26. Supply and Internal Trade	
27. Higher Education	28. Antiquities and Heritage	• Changing the name of Ministry of "Social Solidarity and Social Equality" into "Social Solidarity "
29. Transitional Justice and House of Representatives	30. Scientific Research	
31. Social Solidarity	32. Investment	• Introducing a new Ministry of "Urban Development and Slum Areas"
33. Urban Development and Slum Areas	34. Youth and Sports	• Changing the name of Ministry of "Antiquities" into "Antiquities and Heritage" • Changing the name of Ministry of "Environmental Affairs" into "Environment" • Separating Ministry of "Higher Education and Scientific Research" into two Ministries

Source: State Information Service (2014h)

• Limited amendments were conducted on the government on the 5/3/2015 in Eng. Ibraheem Mahlab's government as presented in Table (13).

TABLE 13: Limited amendments made by Engineer Ibrahim Mahlab:

Ministries 5 March 2015		Amendments
1. Defense and Military Production	2. Manpower and Migration	
3. Military Production	4. Tourism	
5. Interior	6. Water Resources and Irrigation	
7. Foreign Affairs	8. Electricity and Renewable Energy	• Separating Ministry of "Health and Population" to be "Health" only and a new one called "Population"
9. Finance	10. Industry, Trade and Small and Medium Sized Enterprises	
11. Environment	12. Justice	
13. Local Development	14. Transport	• Introducing a new Ministry of "Technical Education and Training"
15. Religious Endowment (Awqaf)	16. Health	
17. Agriculture and Land Reclamation	18. Housing, Utilities and Urban Communities	
19. Civil Aviation	20. Petroleum and Mineral Resources	

21. Communication and In-formation Technology	22. International Cooperation	
23. Culture	24. Planning, Follow-up and Adminis-trative Reform	
25. Education	26. Supply and Internal Trade	
27. Higher Education	28. Antiquities and Heritage	
29. Transitional Justice and House of Representatives	30. Scientific Research	
31. Social Solidarity	32. Investment	
33. Urban Development and Slum Areas	34. Youth and Sports	
35. Population	36. Technical Education and Training	

Source: Egyptian Gazette (2015)

From the analysis of the sequential Egyptian Governments in the period from 2004 until 2015; the author concludes that the non existence of an organizational chart for the government results in severe and/or major changes in the Egyptian State which decreases public accountability and increases social and economic instability (World Ec-onomic Forum 2014). The changes that existed in the tables above (Table 1 to Table 13) were due to the non specific phrasing of the several versions of Egyptian constitution [1971 (WIPO 2014); 2013 (State Information Service 2015) and 2014 (Constitute 2014)] as regards to the structure of ministries in the governments. The phrasing mentions the existence of ministries and the reporting, reward and punishment systems in the executive br-anch of the country without specifying the needed ministries. The ch-anges in an organiza-tion–in the way that took place in Egypt as shown in Section 4– are called 'Or-ganizational Reengineering' which af-fects the whole political and economic system of any organization and has sci-entific steps to be implemented effec-tively (Petrozzo and Stepper 19-94; Chan and Peel 1998; Plunkett *et al.* 2013). The Egyptian case showed floundering in the construction of es-sential ministries needed for the country which was left to the vision of the Pr-ime Minister and not based on a con-sistent strategy and/or goal of the whole political and strategic vision of the co-untry.

Based on this analysis; the author aims through this research to present a proposal for the set of the minimum number of ministries essential for the government of Egypt and an organiza-tional chart that, if documented and formalized, will help in reducing gov-ernmental costs and increasing social and state stability from both economic and political perspectives (Yetano 2013,) this is also a step forward in reaching higher level of accountability through organizational learning (Greil-ing and Halachmi 2013). Section4 shows the global adoption of govern-

mental organizational charting and the extent of organizational charting reengineering in different world countries.

4. The Global Adoption

In order to emphasize the importance of the organizational chart in conducting governmental accountability and transparency as well as in facilitating the role of accountability as a mechanism, the author conducted a review of governmental organizational charts in Arab and Non-Arab countries through the official websites of the governments analyzed in Sections 4.1 and 4.2.

4.1 Arab Countries

This review is conducted on all Arab countries except those with high political instability (Yemen, Libya, Syria, Iraq and Palestine). It was conducted on Oman 2014, the United Arab Emirates 2014, Kingdom of Saudi Arabia 2014, Qatar 2014, Bahrain 2014, State of Kuwait 2013, the Republic of Lebanon 2014, the Hashemite Kingdom of Jordan 20-14, South Sudan 2011, North Sudan 2012, Tunisia 2014, Algeria 2014, and the Kingdom of Morocco 2014.

The review of Arab countries revealed that there were no organizational charts (just like the case of Egypt). Several governmental websites provided sufficient information about the organizational and the sub organizational charts, while other countries did not have sufficient information such as Algeria (2014) which kept the information

about ministries 'classified' and needed a username and a password to have access; South Sudan (2011) which did not have an official classification of ministries; and the Republic of Lebanon (2014) that had a confusing website where all ministers are deputies in other ministries.

4.2 Non-Arab Countries

Since this paper is mainly about accountability and transparency, the author used the 'Corruption Perceptions Index 2014' (Transparency In-ternational 2014) in order to ch-oose which countries to review. This Index shows the highest and the least corrupted countries in the world and as stated by several authors (Bovens 2006; Shah 2007) the lower the corruption, the higher the accountability.

Accordingly, the literature review will refer to five countries of the top 20 least corrupted countries as listed in the 'Corruption Perceptions Index 2014'. These countries are: on top of the list 'Denmark', the tenth on the list 'Canada', the twentieth on the list 'the United States', and two randomly selected (the fourteenth on the list 'the United Kingdom' and 'Germany' the twelfth on the list).

i. Denmark

Denmark does not have an organizational chart; it has a list of deta-iled ministries on its government's official website (Denmark, 2014a). On the other hand, Denmark (201-4b) shows a list of all previous Danish Governments

since 1848 divided into three eras (from 1848 until the change of system in 1901, from 1901 until the Constitutional Amen-dment in 1953 and from 1953 until today), which shows that the government structure only changed three times because of dramatic amendments causing a reengineering in the whole political system of the country. Having few changes in the political system throughout the Danish history since 1848 maintained stability and improved accountability and performance of the Danish government; this made it the first on list as the least corrupted government in the world.

ii. Canada

The Parliament of Canada provides an interactive and educatory website to explain everything about the Canadian government history, the government's organizational chart, the Parliament activities and the Canadian political system (Ministry of Public Works and Government Services Canada 2012; Parliament of Canada 2014).

iii. Germany

Due to the Federal nature of the German Government (the Federal Government 2014), it has an organizational chart in the Federal Chancellery (organizational Chart of the Federal Chancellery 2014). According to the Federal Chancellor (20-14), the chancellor has the right to choose the members of the ministries and not to restructure or re-engineer the nature of them as presented in the Federal Government (2014).

iv. The United Kingdom

The United Kingdom (UK) has an interactive organizational chart that helps user to find the needed information easily. This organizational chart shows the roles and salaries of members of the government and parliament (Public Roles and Offices 2014; UK 2014). In the government's archives, the government en-sures the importance of governmental organizational charting and provides organizational charts for each department. The whole government's organizational chart includes salaries for each group of employees (Directgov 2010a; Directgov 20-10b). Furthermore, for educational purposes the UK government posted a simplified organizational chart for the British Government and Crown (British Government and Crown-Chart 2014).

v. United States of America (USA)

The United States of America has a document of a governmental organizational chart that was constructed upon the American constitution (The United States Government 2013; Office of the Federal Register 2013).

4.3 Summary of Global Adoption

The author can conclude from Sections 4.1 and 4.2 that most of the least corrupted countries in the world have an organizational chart to help document the ministries and the relations between governmental agencies in addition to facilitating the identification of each activity in the organization and assigning its responsibilities.

Moreover, Egypt is proven to have the largest number of ministries among all Arab countries, a fact which does not help in assigning responsibilities clearly and consequently it becomes difficult to build public accountability.

Accordingly, for the purpose of this paper that aims to increase the Egyptian government's accountability, the next section is a proposed organizational structure and chart for the Egyptian government based upon the information in Sections 3 and 4.

5. Proposed Ministries and Organizational Chart

Based on the information in Section 3 about previous Egyptian governments, the author proposes that the Egyptian government should have a formal documented set of ministries that do not change except when a drastic change takes place, such as a change in the constitution. According to this proposal, the author introduces a set of ministries that can be adopted in the Egyptian governments and an organizational chart that is based on the Egyptian constitution (State Information Service 2014i; State Information Service 2014j; Constitute 2014) which is the case in the countries enjoying public accountability as reviewed in Section 4.2. Those countries start their governmental structures and charts from their countries' constitutions.

5.1 Proposed Ministries

In this section the author proposes names for ministries according to the previous Egyptian Ministries in Section 3 and names of Arab countries' ministries from Section 4.1 (because of sharing a similar Arab culture) to determine the best names that refer to the content of the ministry as required. It is also proposed that Ministries of State need to be cancelled, as they are only administrative like the current Ministry of Environmental Affairs which has no executive powers. The following are the proposed Ministries:

1. Defense and Military Production which exists in the current government
2. Military Production which exists in the current government
3. Interior which exists in the current government
4. Foreign Affairs which exists in the current government
5. Finance which exists in the current government
6. Environmental Affairs and Water Resources: the Ministry of 'Water Resources and Irrigation' is proposed to be split and the 'Water Resources' is added to the Ministry of Environmental Affairs as both are closely linked together.
7. Agriculture, Land Reclamation and Irrigation: the Ministry of 'Water Resources and Irrigation' is proposed to be split and the 'Irrigation' is added to the Ministry of Agriculture and Land Reclamation as the three are closely related and complementary to each other.
8. Planning and Administrative Development: after the 2013 Revolution, it is important to ensure the real managerial and administrative re-

form in the Egyptian Government and clear goals, strategies and plans need to be consistent with this managerial reform. For this reason, it is proposed that the Ministry of Planning become Ministry of Pl-anning and Administrative Development.

9. Religious Endowment (Awqaf) which exists in the current government

10. Tourism and Antiquities: Antiquities are among the most important tourist attractions in Egypt and in order to reach tourist satisfaction from Antiquities, it is proposed that the Ministry of Tourism and Ministry of Antiquities are merged.

11. Communication and Information Technology which exists in the current government

12. Culture and Youth: after the 2013 revolution, several cultural aspects need to be built in the youth psychology which necessitates merging both the Ministries of Culture and Youth. This is also found in the government of the United Arab Emirates (United Arab Emirates, 2014).

13. Education and Higher Education: since education is a continuous process, it is proposed that the 'Ministry of Education' and 'Ministry of Higher Education' are merged.

14. Industry and Foreign Trade: like past governments as 'Small and Medium Sized Enterprises' can be a department or unit inside the ministry.

15. Scientific Research which exists in the current government

16. Parliamentary Affairs: there will be a need for this ministry in new governments after the new Parliament starts working.

17. Social Solidarity which exists in the current government

18. Manpower and Migration which exists in the current government

19. Electricity and Renewable Energy which exists in the current government

20. International Cooperation which exists in the current government

21. Justice which exists in the current government

22. Transport which exists in the current government

23. Health and Population which exists in the current government

24. Supply and Internal Trade wh-ich exists in the current government

25. Housing, Utilities and Urban Development: urban development plays an important role in housing; hence the author finds it beneficial to be merged with housing and utilities that are needed for fine housing.

26. Petroleum and Mineral Resources which exists in the current government

27. Sports Affairs: sports are not only for youth and they are needed for a healthy and productive society.

28. Livestock and Fisheries Development: new projects in Egypt are now aiming to increase both livestock and fisheries; the extended production of both makes it important to have a new ministry that is mainly concerned with both fields. This Ministry is also found in North Sudan (North Sudan 2012) where it is called 'Animal Resources, Fisheries and Pasture'. However, as Egypt has no much 'pasture', the author recommends excluding it from the Ministry's name. Also the author recommends th-at the word "develop-

ment" is added as the ministry is not only responsible for administrating and managing animal resources and fisheries but also for developing them.

29. Investment and Economic Development: investment mainly aims for economic developme-nt and for this reason the author recommends that the Ministry of Investment is renamed as 'Investment and Economic Development'.

30. Civil Aviation which exists in the current government

Note: Local Development: is proposed to be canceled and the minister's duties can be carried out by conservatives who are chosen by the Prime Minister and appointed by the President and who are accountable by local councils and the House of Representatives. The governor is responsible for its governorate development and coordinates with the Minister of Planning and Administrative Development and the Prime Minister in regular meetings held every three months at most.

5.2 Proposed Organizational Chart

While analyzing the Egyptian Constitution (State Information Service 20-14i; Constitute 2014; State Information Service 2014j) for the purpose of this paper, the author found that the structure is ambiguous as the 'Egyptian Ruling System' consists of:

- Legislative Authority (House of Representatives)
- Executive Authority (The President of the Republic, The Government and Local Administration)
- Judicial Authority (General Provisions, the Judiciary and Public Prosecution, the State Council)

- Several establishments each in a separate chapter similar to that of the main authorities. Those establishments are: the Supreme Constitutional Court, Judicial Bodies, The Legal Profession, Aides to the Judiciary, The Armed Forces and The Police Force, The National Elections Commission, The National Media Council, National Councils, Independent Bodies and Regulatory Agencies.

It is not clear whether 'The Establishments' are independent or follow one of the three main authorities (Legislative, Executive and Judicial). This ambiguity is because all the establishments except 'The Supreme Constitutional Court' report to a member of the executive authority, such as a minister, the Prime Minister or the President. Only 'The Supreme Constitutional Court' reports to no one, its chief is elected from its members and he makes the official oath in front of its supreme board; while chiefs of other bodies make the official oath in front of the President.

The author proposed a pilot organizational chart and conducted semi structured interviews with four experts in the legal field of not less than ten years of practical experience in order to validate where the Establishments can be placed in the organizational chart. Furthermore, the author conducted another semi structured interviews with four academic staff members in the managerial field as they can validate the organizational chart clarity from a managerial and administrative perspective.
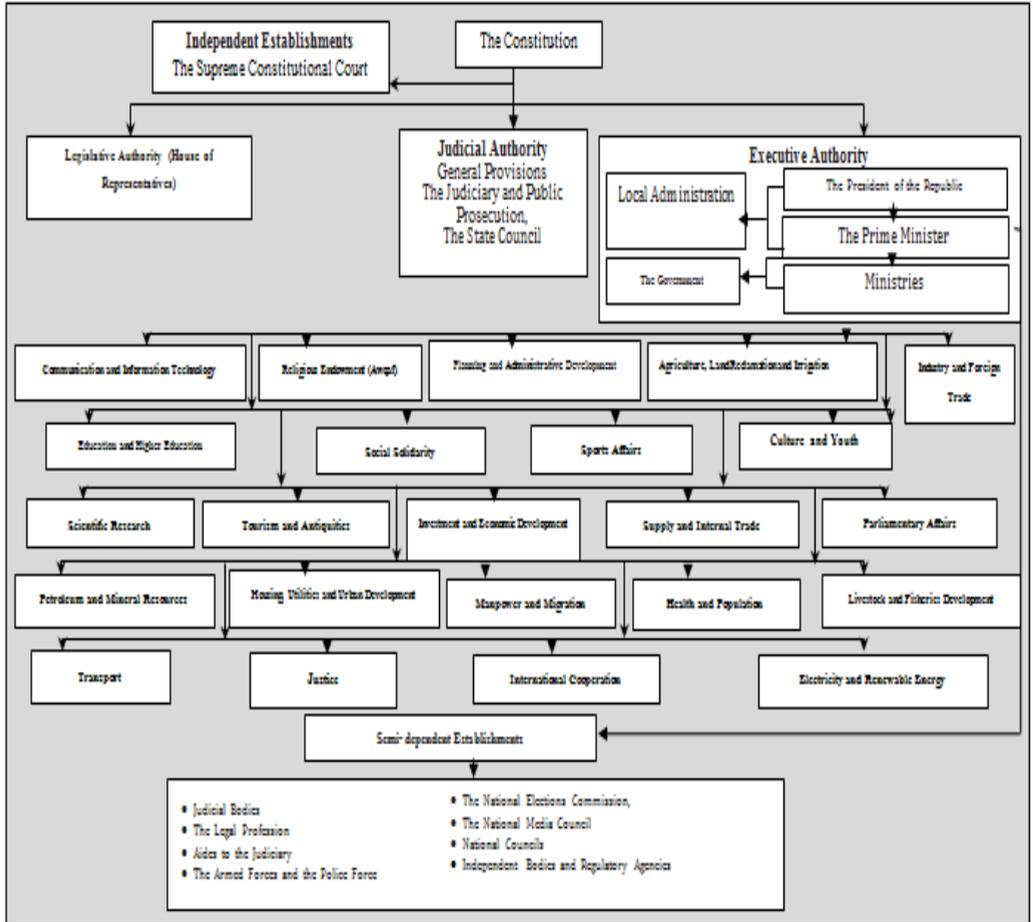
FIGURE 1: *Proposed Organization Chart for the Egyptian Government*

6. Findings and Analysis

This section is about validating the proposed ministries and organizational chart in Sections 6.1 and 6.2 respectively.

6.1 Validation of the Proposed Ministries for the Egyptian Government:

The proposed ministries were validated by five governmental officials as mentioned in Section 2; they were asked to validate the rationality of the proposed ministries. Those officials are:

- The former Minister of Education
- The former Consultant of the Minister of Transport for Maritime Safety Affairs
- The former Deputy of Ministry of Transport-Chief of Maritime Transport Sector
- The Assistant of the Minister of Planning, Follow-up and Administration Reform
- The Advisor of the Minister of Planning, Follow-up and Administration Reform for Economic Affairs 'The Former Minister of Education' stated that the 'Ministry of Environmental Affairs' has different duties than that of the 'Water Resources'; also that the 'Ministry of Irrigation and Water Resources' is needed in this time particularly for several problems concerning the River Nile.

He also ensured that the 'Ministry of Education' and 'Higher Education' should be separated and he resumed by saying that 'Since 80% of research manpower is located within universities, we might combine higher education and scientific research to reduce the number of ministries, taking into consideration the required autonomy of universities'

Concerning the 'Ministry of Culture and Youth Affairs', the former Minister of Education was surprised of the combination stating 'the Ministry of Culture takes care of tens of cultural centers nationwide, theaters, cinemas, music, books, ...etc. and I could see no point in combining youth affairs with this particular ministry, something that has never happened before!'.

'The former deputy of Ministry of Transport-Former Chief of Maritime Transport Sector' was also doubtful about the 'Ministry of Culture and Youth'; he wondered 'Does it exist in any other country?'.

In response to this doubt by both officials the author defended this combination depending on the fact that it is actually implemented with positive results in the United Arab Emirates (2014) and on the importance of developing the Youth through exposing them to more refined cultural aspects. Previous research and theory on socioeconomic development emphasize that cultural changes happen due to political and economic aspects in addition to the aspect of 'modernization' (Simadi 2006). Moreover, in accordance with Sections 2 and 3 of this paper, it can be noticed that several political and economic events occurred in Egypt, resulting in a need to develop the Egyptian youth and to reconnect them with their culture in order

to promote the prevailing cultural taste once again in Egypt.

'The Former Deputy of the Ministry of Transport-Former Chief of the Maritime Transport Sector' continued about the ministries' validation and said that the Ministry of Transport has many responsibilities and recommended splitting the Ministry of Transport into two Ministries 'the Ministry of River and Maritime Transport' and 'the Ministry of Road Transport'. He stated 'This will make the fisheries development the responsibility of the Ministry of River and Maritime Transport, while the livestock development can return to be the responsibility of the Ministry of Agriculture and Land Reclamation'.

While the 'Former Consultant of the Minister of Transport for Maritime Safety Affairs' stated that regardless of the ministries' names, the whole system of the government should be resettled after the revolutions in Egypt. However, in accordance with the scope of this research he stated that this can be a first step in the governmental management reform.

This opinion was agreed upon by both the 'Assistant of the Minister of Planning, Follow-up and Administration Reform' and the 'Advisor to the Minister of Planning, Follow-up and Administration Reform for Economic Affairs' who drew the author's attention to the fact that there are several ministries which have conflict in job specification with agencies in the government and hold the same name. The 'Advisor to the Minister of Planning, Follow-up and Administration Reform for Economic Affairs' gave an example of having the 'Ministry of Local Administration, the Supreme Council for Local Administration and the Secretariat of Local Administration' which do exist and play the same roles, which is considered a cost to the state and constitutes an obstacle in the way of the workflow.

The 'Advisor to the Minister of Planning, Follow-up and Administration Reform for Economic Affairs' said, 'Why don't we have one ministry containing both 'the Ministry for Electricity' and 'the Ministry for Petroleum and Power'? If they are combined in one ministry, they will unify the goal and reach the best utilization of resources'.

The 'Assistant of the Minister of Planning, Follow-up and Administration Reform' wondered about the similar responsibilities between the Ministry of Higher Education and the Supreme Council of Universities.

This conflict of responsibilities between several agencies and ministries is called 'the "many hands" problem' , according to Bovens et al. (2008), which is a severe problem as discussed by him stating that it affects accountability and is considered a challenge to scholars. In order to ensure the existence of this problem discussed by almost all interviewees, the author researched about the governmental bodies mentioned

by governmental officials causing inadequate performance in the administrative body through the non specification of responsibilities. The search resulted in ensuring this redundancy (The Gate to Egyptian Government 2015), but there was no sufficient data that can help the author to develop a new proposal for ministries.

6.1.1 Conclusion of Governmental Officials' interviews

According to the interviews conducted with governmental officials, the author concludes that further investigation and research to solve 'the "many hands" problem' is needed through in-depth interviews with top and middle managers in the Prime Ministry itself to understand the rationality behind this redundancy and to understand and include the whole structure of supreme councils and agencies in Egypt as they are not presented in the official Egyptian government websites. It is recommended that the government mentions the agencies of each ministry on the official website of the government just like what is done in several Arab countries as presented in Section 4.1(e.g., Jordan 2014; Bahrain 2014; Oman 2014) and all non Arab countries as discussed in Section 4.2; taking into consideration a minimum number of ministries to reduce costs and conflicts of responsibilities.

Only five ministries surely will exist in the government as they are named in the constitution; these ministries are:

the Ministry of Defense and Military Production, the Ministry of Interior, the Ministry of Foreign Affairs, the Ministry of Finance and the Ministry of Justice.

6.2 Validation of the Proposed Organization Chart for the Egyptian Government:

As discussed in Section 5.2 there is some ambiguity in Section 5 of the Egyptian constitution concerning the 'Ruling System' (State Information Service 2014i; State Information Service 2014j; Constitute 2014). In this section, which defines the organizational structure of the Egyptian State, the chapters from 4 to 11 have no clear relation with the three main authorities of the country. For example, the Head of 'The Supreme Council of Police' is the Minister of Interior, who is one of the executive authority members, 'The Legal Bodies' are subject to laws of the judges and the judicial system which are subject to the Judicial Authority.

In order to clarify this ambiguity, the author conducted semi structured interviews with three experts in the legal field as discussed in Section 2. The interviews asked the questions:

- Are the establishments in Section 5 starting by Chapter 4 until Chapter 11 completely independent?
- If they are independent, isn't there a conflict of authorities? Please explain how?
- If they are dependent, why aren't they mentioned in the three main authorities?

The three interviewees agreed that the 'Establishments' are fully independent and that this has no conflict whatsoever with the other main authorities. One of them stated, 'There is no conflict; you are right… they do intersect with the main authorities in a way, but that does not mean there is a conflict. They are independent; no one can tell the media, for example, what to say and what not to say, also no one can tell the Forensic experts what to say in a crime. They are all Independent'.

Furthermore; the proposed organizational Chart in Figure 1 is validated by four academic staff members in the managerial field who were mainly asked to validate the organizational chart as a part of their expertise.

Semi structured interviews were conducted concerning the following questions:

- Do you think this organizational chart is clear enough to show the relations between different authorities in the state?
- If it is not, what are your comments and recommendations for more clarification?

The academic staff members agreed upon the validity of the organizational chart and the only comment was that the arrows showing the relation between the executive authority and the ministries were not clear enough. This comment was taken into consideration together with the comments of the legal experts and the conclusion of governmental officials' interviews in Section 6.1.1 in order to conduct amendments on Figure 1 and reach the final proposed organizational chart for the Egyptian government as presented in Figure 2.
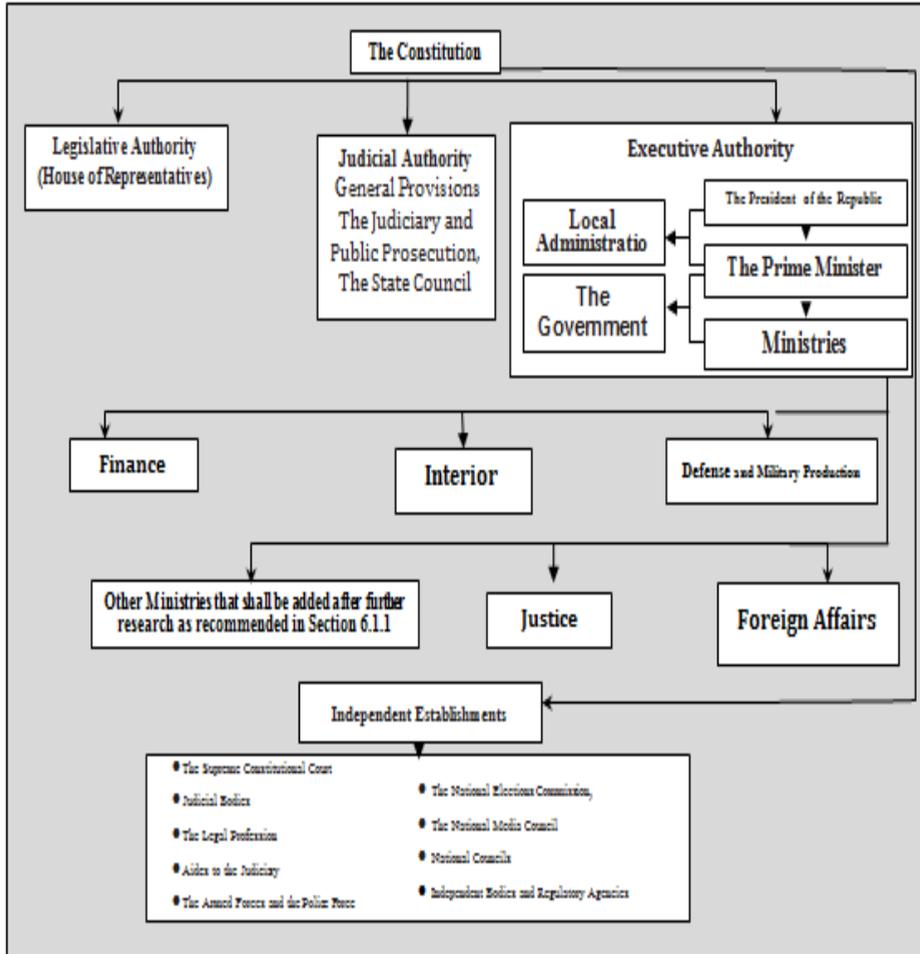
FIGURE 2: Final Proposed Organization Chart for the Egyptian Government

7. Conclusion

Public administrative reform is an important aspect for Egypt now in the light of the new strategy adopted by the government. Accordingly, this paper reveals the importance of the organizational structure and organizational charting to governments as they help in managing performance that increases public and governmental accountability and is a step forward for governmental administrative reform. This in turn maintains political, social and economic stability within a country.

The research introduces the Egyptian case as the lack of organizational structuring in naming ministries and consequently the lack of organizational charting led to severe reengineering in the ministries, especially in time of turbulence after two revolutions which led to heavy losses and great instability in the governmental administrative body, although different Egyptian constitutions contain details of the organizational structure.

The research faced several limitations:

- The limited number of experts in the governmental field that was due to the difficulty of access to public officials, even the former ones in Egypt.
- The lack of publications (books and research papers) about the reasons of political instability in Egypt during the years from 2012until 2014.
- Inadequate and insufficient data about the organizational structure of the Egyptian government rather than that in the constitution.

For future research the 'Former Consultant of the Minister of Transport for Maritime Security Affairs' recommended that *'due to the cultural aspects in Egypt it has been a difficult issue to change the managerial system in about more than 60 years now. These cultural aspects need to be researched for proposing a new blueprint of a governmental system.'*

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