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# Applying Institutional Excellence Standards to Local Administration Bodies in Egypt

## **Introduction:**

*Administrative development aims to transform bureaucratic systems into flexible structures focused on renewal, reform, and administrative innovation. This transformation leverages modern technological advancements such as digital government, digital transformation, and e-government to provide services and manage operations efficiently, using minimal time and resources, including human capital.*

*The local administration system includes all bodies managing local affairs in Egypt, from the Ministry of Local Development to districts and villages. These entities interact directly with citizens in daily or seasonal matters, making them responsible for ensuring citizen satisfaction a key element of national security.*

## **Research Problem:**

To what extent does institutional excellence contribute to developing Egypt's local administration bodies?

## **Research Objective:**

The study aims to develop an appropriate framework for applying institutional excellence standards to local administrative bodies in Egypt by:

- Understanding the concept of institutional excellence and its various models.
- Analyzing the current state of local administration in Egypt and evaluating the expected outcomes of applying an institutional excellence model.

## **Research Questions:**

Based on the study's topic, problem, and objective, the following questions arise:

- What are the requirements for applying institutional excellence frameworks to Egypt's local administrative bodies?
- Which organizations are responsible for implementing institutional excellence in local administrative units?
- How can institutional excellence standards be applied to local administrative bodies through successive stages?

## **Research Methodology:**

- Descriptive Method:** Defining institutional excellence and the organizational structure of Egypt's local administrative bodies. Deriving stages and procedures for applying institutional excellence standards.
- Applied Method:** Developing a proposed framework for applying institutional excellence standards in Egypt's local administrative bodies.



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### ***Study Contents:***

- A. Theoretical and Conceptual Framework for Institutional Excellence**
- B. Requirements for Achieving Institutional Excellence in Local Administrative Bodies in Egypt**
- C. Proposed Procedures for Applying Institutional Excellence Standards**
- D. Findings and Recommendations**

### ***First: Theoretical and Conceptual Framework for Institutional Excellence***

#### **1. Definitions of Institutional Excellence:**

- A. According to the American Society for Quality, “Institutional Excellence” refers to ongoing efforts to establish frameworks of standards and processes that engage and motivate employees to deliver products and services that meet customer requirements. Similarly, the European Foundation for Quality Management defines excellent organizations as those that achieve and maintain outstanding performance levels that meet or exceed stakeholder expectations (1).
- B. Some scholars define it as administrative innovation and organizational superiority that leads to high performance in production, marketing, and financial operations, resulting in achievements surpassing competitors and satisfying the organization’s clients (2).
- C. Institutional excellence can also be seen as the ability to coordinate and utilize organizational resources interactively, enabling the organization to adapt to external and internal environmental changes and capitalize on its capabilities for optimal effectiveness and efficiency (3).
- D. Others view institutional excellence as organizational uniqueness and the ability to instill a culture of excellence within the organization, maximizing resource utilization to achieve the highest growth rates while ensuring customer and stakeholder satisfaction(4).
- E. Institutional excellence can also be described as a management philosophy based on core values that ensure the successful implementation of performance leadership, transformation,

and strategic execution, promoting a culture of learning, creativity, and innovation while achieving outstanding, sustainable results aligned with the organization’s mission and vision (5).

- F. Based on the shared elements in these definitions and expert opinions, institutional excellence can be defined as achieving operational excellence by establishing a framework of values, standards, and processes that ensures employee engagement, innovation in production and marketing processes, and optimal use of organizational resources, enhancing flexibility in meeting customer or citizen demands.

#### **2. The Importance of Institutional Excellence:**

- A. Institutional excellence provides a framework that organizes the organization’s overall activities, helping to (6):
  - Evaluate its position on the path to excellence and identify gaps between its current strengths and its vision and mission.
  - Offer a shared language and approach that facilitates the integration of initiatives and the elimination of redundancies. Establish a foundation for a comprehensive quality management system.
- B. Adopting an institutional excellence model pressures organizations to adopt programs and plans that (7):
  - Select relevant information for effective decision-making that aligns with the organization’s capabilities.
  - Identify current and future obstacles and devise appropriate solutions through skilled and analytical teams.
  - Determine the organization’s progress toward its goals by assessing its ability to work within available resources and utilize them efficiently.
- C. The importance of institutional excellence can be considered from three perspectives (8):
  - From the Organization’s Perspective: Institutional excellence ensures successful task execution while maximizing financial and non-financial returns.

- From the Employee's Perspective: Institutional excellence ensures clear task division, precise responsibility assignment, and efficient performance with minimal effort, reducing work-related conflicts.
- From the Customer or Service Recipient's Perspective: Institutional excellence ensures customer satisfaction through time and cost savings, along with optimal resource utilization.

### **3. Requirements for Achieving Institutional Excellence:**

Achieving institutional excellence has become an urgent necessity that cannot be ignored or left out of future plans for institutions. To achieve this, there are several requirements that institutions must strive to provide, as follows <sup>(9)</sup>:

- A. **Strategic Orientation:** This refers to a comprehensive strategic design that includes the main directions of the institution and its future vision. It encompasses several elements such as the institution's mission, the results it aims to achieve, its future vision, and the strategic goals it seeks to accomplish.
- B. **Effective Leadership:** There must be an effective leadership team responsible for establishing the foundations and standards, and providing the correct implementation mechanisms for plans and programs.
- C. **Developing a Comprehensive System of Policies:** A complete system of policies should be developed to govern and organize the work of the institution.
- D. **Flexible Organizational Structures:** Organizational structures should be flexible and aligned with management requirements. It is also important to consider the flow of information and the interconnection of work relationships when forming or modifying the organizational structure.
- E. **Advanced Systems for Process Analysis and Quality Control:** Providing advanced systems for analyzing operations, setting quality specifications, and implementing monitoring and quality control mechanisms.
- F. **Integrated Information System:** Providing an integrated information system with clear rules

and mechanisms for utilizing it to support decision-making.

- G. **Advanced Human Resource Management System:** A developed system for managing human resources, their development, and guiding their performance, including systems for selection, training, and promotion.
- H. **Performance Management System:** A performance management system that includes rules and mechanisms for defining required tasks and functions, directing and monitoring performance, and evaluating results and achievements.

### **4. Models and Standards of Institutional Excellence:**

#### **A. International Models for Institutional Excellence:**

- The importance of adopting international models of institutional excellence lies in their applicability to both public and private institutions, enhancing their efficiency and productivity. The concepts of quality management, particularly Total Quality Management (TQM), laid the foundation for institutional excellence models, with the European model being one of the most prominent.
- The international context today reflects the development of various methods to enhance institutional quality. Many global awards apply specific quality models to evaluate the efforts of institutions in achieving total quality. These models/awards focus on encouraging institutions to improve the quality of their goods, services, and activities, although they differ in the aspects they emphasize at each level (operations, recipients, customers, or applied activities). Examples of these models include the American, Japanese, Dubai, and European models for performance excellence (EFQM<sup>(10)</sup>).

- B. **The European Foundation for Quality Management (EFQM)** developed the EFQM model, which is one of the most prominent excellence models. This model is widely used and has become a cornerstone for sustainable administrative development based



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on international standards and specifications applied in both developed and developing countries<sup>(11)</sup>.

### **C. Excellence Criteria According to the 2013 European Model:**

The European methodology was developed to evaluate nine areas, five of which relate to how the organization operates (enablers and methodologies), while the other four focus on performance results. The nine main criteria are as follows<sup>(12)</sup>:

- **Criterion 1:** Leadership: Focuses on the roles, tasks, and practices of leaders, expanding to the performance of all managers and supervisors. This criterion includes six sub-criteria.
- **Criterion 2:** Strategy and Policies: Addresses how to achieve the mission and vision through the development and application of strategies, plans, programs, objectives, and accurate and advanced work systems. This criterion includes four sub-criteria.
- **Criterion 3:** Human Resources: Focuses on human resource planning and management, developing and employing employee capabilities, ensuring fairness and equality among them. This criterion includes five sub-criteria.
- **Criterion 4:** Partnerships and Resources: Deals with the planning and management of external partnerships and available resources to support policies and strategies, enhance operations, and ensure goal achievement. This criterion includes five sub-criteria.
- **Criterion 5:** Processes: Addresses the design, management, and improvement of work procedures to achieve goals. This criterion includes four sub-criteria.
- **Criterion 6:** Results for Stakeholders/ Citizens/Beneficiaries: Focuses on measuring the extent to which results and beneficiary satisfaction are achieved. This criterion includes two sub-criteria.
- **Criterion 7:** Results for Human Resources/ Employees: Measures the achievement of results related to human resources. This criterion includes two sub-criteria.

- **Criterion 8:** Results for Society: Measures the achievement of results related to society. This criterion includes two sub-criteria.
- **Criterion 9:** Key Performance Results: Focuses on the achievement of results and accomplishments compared to plans, strategies, and objectives. This criterion includes two sub-criteria.

### **D. Updated European Model (EFQM 2020):**

The updated EFQM model includes three main axes: (Orientation, Execution, and Results). It includes seven sub-criteria as follows<sup>(13)</sup>:

#### **- Orientation Axis includes two main criteria:**

- Criterion 1: Purpose and Strategic Vision.
- Criterion 2: Organizational Culture and Leadership.

#### **- Execution Axis includes three main criteria:**

- Criterion 3: Stakeholder Engagement.
- Criterion 4: Building Sustainable Value.
- Criterion 5: Performance and Transformation Leadership.

#### **- Results Axis includes two main criteria:**

- Criterion 6: Stakeholder Perceptions.
- Criterion 7: Strategic and Operational Performance.

E. The researcher notes comparing the two models that the 2013 model focuses more on detailed criteria, including both main criteria and sub-criteria. On the other hand, the 2020 model aligns better with modern international trends, emphasizing community participation and sustainable development. The 2020 model offers broader headings for orientations and criteria, allowing greater flexibility for creative thinking and implementation. The researcher suggests that the 2013 model be used for newly established institutions or those that have not yet implemented institutional excellence standards, as this phase requires detailed application of these standards. The 2020 model is more suitable for older institutions that have already applied excellence standards and seek to elevate their performance to cover all aspects, including

the relationship with the state and society, as well as modern international trends. The researcher recommends using the 2013 European model for applying institutional excellence to local administration bodies in Egypt.

### ***Second: Requirements for Achieving Institutional Excellence within Local Administrative Bodies in Egypt:***

#### **1. Local Administration in the 2014 Egyptian Constitution:**

There are articles in the 2014 Constitution that address local administration, either directly or indirectly. Nine articles directly relate to local administration, and their texts are as follows <sup>(14)</sup>:

- Article 175: The state is divided into administrative units that have legal personality, such as governorates, cities, and villages. Other administrative units with legal personality may be created if required for the public interest, and economic and social conditions should be considered when creating, abolishing, or modifying the boundaries of local units, all in accordance with the law.
- Article 176: The state guarantees supporting administrative, financial, and economic decentralization. The law regulates how local units are empowered to provide local services, improve them, and ensure proper management. It also defines a timeline for transferring powers and budgets to local administrative units.
- Article 177: The state ensures the provision of scientific, technical, administrative, and financial assistance to local units and guarantees the fair distribution of services, facilities, and resources to reduce development gaps and achieve social justice.
- Article 178: Local units will have independent budgets, which include resources allocated by the state, as well as local taxes and fees, both original and additional. The collection of these taxes follows the procedures used in collecting state funds, all as defined by the law.
- Article 179: The law regulates the conditions and procedures for appointing

or electing governors and heads of other local administrative units and defines their competencies.

- Article 180: Each local unit will elect a council through direct, secret voting for a term of four years. Candidates must be at least 21 years old. The law governs other candidacy requirements and election procedures. One-quarter of the seats are reserved for youth under 35 years old, and another quarter for women, ensuring that workers and farmers represent no less than 50% of the total seats. This proportion should also include appropriate representation of Christians and people with disabilities. Local councils are responsible for overseeing the implementation of development plans, monitoring various activities, exercising supervisory roles over executive bodies, and having the right to withdraw confidence from heads of local units, as specified by law.
- Article 181: Decisions made by the local council within its jurisdiction are final. The executive authority may only intervene to prevent the council from exceeding its authority or to protect the public interest. In case of a dispute about jurisdiction, the local council of the governorate will resolve it, and if there is a disagreement over the competencies of governorate councils, the matter will be urgently referred to the Public Assembly of the State Council's Advisory and Legislation Division, as regulated by the law.
- Article 182: Each local council will prepare its budget and final account as regulated by law.
- Article 183: Local councils cannot be dissolved by an administrative procedure. The law regulates how any council may be dissolved and re-elected.

#### **Conclusions from Studying the Constitutional Articles Related to Local Administration:**

- Reading the articles of the 2014 Constitution concerning local administration reveals a clear connection with the principles and



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standards of institutional excellence, as it addresses strategic orientation, including the mission, future vision, and strategic goals to be achieved.

- The constitution includes provisions for establishing a comprehensive system of policies to govern and regulate local administration in Egypt, as well as adopting flexible organizational structures suited to management requirements.
- Concerns about the constitutional powers granted to elected local councils are misplaced, as every work entity requires oversight. The supervisory role of local administrations is crucial in preventing corruption and preserving public funds, ultimately aiming to achieve citizen satisfaction, which is a fundamental national security goal and a part of institutional excellence.
- Defining the powers of executive local administrations and their leaders, alongside the supervisory powers of elected local councils, including the right to interrogate, creates an environment conducive to supporting the development of the new republic and Egyptian national security.
- The constitutional provisions regarding youth, women, workers, farmers, Christians, and people with disabilities ensure diverse representation within local councils, enabling them to fulfill their roles effectively. Training representatives from these groups to run for elections, understand their roles, and monitor local administrative bodies will further enhance the community role of local administration, aligning with institutional excellence goals.

### **2. Basic Organizational Structure of Local Administration in Egypt (15):**

- A. Ministry of Local Development
- B. General Secretariat of Local Administration
- C. Supreme Council of Local Administration
- D. Economic Regions
- E. Local Administrative Units (Governorate, Center, City, District, Village)

### **3. Requirements for Achieving Institutional Excellence in Local Units (16):**

To achieve institutional excellence in local units in Egypt, the following elements must be present:

- A. Effective leadership is the cornerstone of administrative excellence. The quality and qualifications of leadership directly impact the ability to achieve organizational goals.
- B. Sufficient commitment from administrative leaders is essential for the successful implementation of institutional excellence. The presence of leadership alone is insufficient without their dedication to applying excellence management principles.
- C. Sufficient financial support is essential to support the infrastructure needed for excellence management, including incentive systems and recruitment of outstanding staff.
- D. Senior leadership must embrace the philosophy of excellence management to convince middle management and staff at all levels to participate, overcome obstacles, and allocate necessary resources.

### **4. Adopting an Excellence Model:**

Adopting a model for institutional excellence is one of the highest steps that local units can take. It will differentiate them from other institutions and enable them to achieve their goals efficiently and effectively. This model will also foster competition among local administrations and government institutions. Key elements needed for local units to achieve excellence include:

- A. Effective Leadership: Leadership should facilitate procedures for staff to overcome obstacles and be highly experienced, ensuring they can identify and achieve both current and future goals.
- B. Superior Human Resources: Staff should possess high awareness and competence, enabling them to assist leadership in planning and achieving excellence.
- C. Crisis Management Ability: The institution must have the capacity to face crises by utilizing available resources or acquiring additional resources to tackle challenges.
- D. Enhanced Monitoring and Follow-up Systems: The institution must adopt methods

and tools to ensure that work is carried out according to predefined plans.

### **5. Efforts of the Egyptian Government in Achieving Institutional Excellence (Government Excellence Award) (17):**

In support of institutional competitiveness and teamwork, an annual government excellence competition has been established, targeting government institutions and local administrative units at various levels. This award is based on the UAE excellence system and is assessed according to three main pillars: achieving the vision, innovation, and enablers.

### **6. International Experiences in Applying Institutional Excellence Standards to Government Bodies and Local Administration:**

#### **A. Jordan (18):**

- The Directorate of Institutional Development and Quality Control in the Ministry of Local Administration has adopted an institutional excellence project. The project will allow small and medium ministries to compete in the ninth edition of the King Abdullah II Government Performance and Transparency Award.
- The Jordanian government excellence model incorporates a tri-dimensional integration (institutional, sectoral, and national) approach, considering government tasks such as operations management, public services, and digital government, as well as the specific nature of local administration.

#### **B. Malaysia:**

Malaysia's experience is one of the most successful in the world, particularly in local administration. It focuses on applying principles of institutional excellence, such as (19):

- Completing tasks and projects through strategic planning based on clear vision, mission, and goals.
- Emphasizing total quality management, which improves operations and prevents errors by promoting teamwork, streamlining administrative procedures, and applying preventive measures.

- Developing procedural guides for public and local administrative agencies, which define the steps for executing tasks, timelines, employee roles, and utilizing a one-stop-shop system for transactions.

### ***Third: Proposed Procedures for Applying Institutional Excellence Standards to Local Administration Bodies in Egypt:***

It is proposed that the application of institutional excellence standards to local administration bodies be carried out in three stages as follows:

#### **1. Stage One: Organizational Procedures for Designing Excellence Models**

##### **A. Identifying the Responsible Entity for Applying Excellence Standards at Different Levels:**

- At the Ministry of Local Development level,
- the General Secretariat of Local Administration will be responsible for applying institutional excellence standards to local administration bodies in Egypt.
- A working group will be formed within the General Secretariat of Local Administration, headed by a former governor (preferably someone who has served in multiple governorates in different regions). The members of this group will include individuals who have held positions such as Deputy Governor, Secretary-General, Assistant Secretary-General, Head of Center, Head of City, Head of District, and Head of Village, and those expected to take on higher roles in the future.
- The group's task, in collaboration with their counterparts in the governorates, is to design excellence models for all local bodies at all levels.
- At the governorate level, it is suggested that the branch of the Central Organization for Administration in each governorate will be responsible for applying institutional excellence, training a team of staff from the branch to perform these tasks.
- At the center, city, district, and village levels, each will form a department responsible for applying institutional excellence, staffed



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by employees working in organization, administration, finance, administration, and human resources.

### **B. Qualification of Personnel to Lead Institutional Excellence:**

- A qualification course should be held for the team leading the project under the supervision of the General Secretariat of Local Administration. This course will be one month long and held at the Local Administration Institute in Saqqara, taught by university professors and specialists in institutional excellence. The course will focus on two main topics:

- Designing excellence models for various local levels.
- Applying excellence models at different local levels.

- Similar qualification courses should be held for each local level (governorate, center, city, district, village) in each governorate, with training provided by specialists in institutional excellence from regional universities and relevant specialists from various sectors.

### **C. Outcome of Stage One:**

- A trained cadre will be prepared to lead the institutional excellence project at local administration bodies at all levels, from the Ministry of Local Development to the district and village levels.
- Excellence models will be available for all local administration bodies at different levels.

### **D. Proposed Duration for Stage One: Six months.**

### **2. Stage Two: Pilot Implementation Phase**

A. The purpose of this stage is to pilot the application of institutional excellence standards, models, and procedures on local administration bodies at different levels.

B. It is proposed that the pilot be carried out on the following samples:

- At the governorate level, select three governorates: one urban, one rural, and one mixed (Cairo, Giza, Alexandria).
- At the center, city, district, and village levels, select one model from each level in each governorate.

- The procedures, monitoring, and evaluation will be carried out by the relevant committee from the General Secretariat of Local Administration at different levels.

C. Outcome of Stage Two:

- Institutional excellence standards will be applied to a sample of local administration bodies at different levels.
- Lessons learned from these experiments, such as modifying excellence models to make them more applicable or improving work methods to achieve desired levels with less effort and time.

D. Proposed Duration for Stage Two: Six months.

### **3. Stage Three: Full Application of Excellence Standards to Local Administration Bodies**

A. This stage aims to apply institutional excellence standards to all local administration bodies from top to bottom after the necessary modifications based on the pilot stage (sample).

B. During this stage, institutional excellence standards will be applied across all levels in all governorates of Egypt by employees trained at different levels in Stage One, using the experience of those involved in Stage Two. All of this will be supervised and evaluated by the designated committee in the General Secretariat of Local Administration.

C. Outcome of Stage Three:

- Full application of institutional excellence standards to all local administration bodies at all levels in every governorate in Egypt.

D. Proposed Duration for Stage Three: Two years.

### **4. Continuous Procedures for Evaluation and Monitoring the Implementation of Excellence Standards in Local Administration Bodies:**

- A. Evaluating all local units' performance using institutional excellence standards.
- B. Rewarding top performers and holding underperformers accountable.
- C. Identifying strengths and weaknesses throughout the implementation process,

leading to modifications in excellence models and standards, and applying them across different levels.

#### ***Fourth: Study Results and Recommendations***

##### **1. Study Results:**

- A. Institutional excellence is one of the most important features of modern management worldwide. Its importance lies in its applicability to all areas of administration, whether productive or service-related, and at all levels, from top government bodies to lower-level administrative units.
- B. The application of institutional excellence standards to local administration bodies in Egypt is vital, as these bodies represent more than half of the state's administration, performing many services and managing several projects in various fields, including small industries, transportation, and more.
- C. Implementing excellence standards requires forming and training workgroups at all levels, starting from the Ministry of Local Development to the lowest local levels. These teams must be carefully selected from those who have practical experience and should receive training through specialized courses.
- D. The implementation of institutional excellence must be staged: the first stage involves selecting, forming, and training work teams; the second involves applying excellence standards to a sample of local units at all levels; and the third stage involves generalizing the application of excellence standards across all local administrative

bodies in Egypt. This should be followed by continuous monitoring, evaluation, and the development of institutional excellence models.

##### **2. Recommendations:**

- A. Assign the Ministry of Local Development to prepare a comprehensive project for applying institutional excellence standards across all local levels in Egypt, in cooperation with all relevant government bodies. The ministry should carry out a complete study on this subject, including a timeline for implementation, stages, responsibilities, and tasks, and have this study approved by the Cabinet to make it binding for all local bodies.
- B. Select employees for the institutional excellence team at all levels, from the General Secretariat of Local Administration to the district and village levels, based on their previous exceptional performance and readiness for promotion to higher positions.
- C. Conduct continuous evaluation throughout the stages of the implementation plan, modifying the main plan and sub-plans to ensure success by the end of the planned timeline.
- D. After applying excellence standards to local administration bodies, the General Secretariat of Local Administration should continue evaluating the level of institutional excellence within local bodies, rewarding top performers, holding underperformers accountable, and continuously developing the excellence models.



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### Conclusion:

*Institutional excellence has become one of the most important aspects of management, especially as Egypt is on the verge of a new phase in national work toward building a new republic. The application of institutional excellence standards to local administrative bodies, which constitute more than half of the state's bodies, is crucial for achieving one of Egypt's key national security goals citizen satisfaction. Thus, the importance of applying institutional excellence standards to local administration bodies in Egypt is clear, with the process involving stages that understand and respond to current realities while working for a better future.*

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### Abstract:

The importance of institutional excellence in management lies in its applicability to all activities and sectors (agriculture, industry, production, and services) at all levels from the state and its ministries to small production or service units. Among the key institutions where institutional excellence principles should be applied in Egypt are local administration bodies at all levels, including governorates, districts, and villages, as well as representatives of ministries and central agencies in the governorates.

The significance of applying institutional excellence principles to local administrative bodies stems from the fact that they constitute more than half of Egypt's state institutions. If successful, this implementation could lead to achieving institutional excellence across most state institutions, thereby enhancing citizen satisfaction a primary goal of national security.

The study sheds light on the theoretical and conceptual framework of institutional excellence, outlines the requirements for achieving excellence in local administrative bodies, and proposes a three-phase plan to implement institutional excellence principles in Egypt's local administration over three years. The study concludes with findings and recommendations.

**Keywords:** Institutional excellence, local administration.

## تطبيق معايير التميز المؤسسي على أجهزة الإدارة المحلية في مصر

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### المستخلص :

تبرز أهمية التميز المؤسسي في الإدارة بصفة عامة في أنه يصلح للاستخدام في جميع الأنشطة والأعمال وفي كل القطاعات (زراعة - صناعة - إنتاج - خدمات)، وعلى جميع المستويات من مستوى الدولة ووزاراتها حتى مستوى الوحدة الإنتاجية أو الخدمة الصغرى، ومن أهم المؤسسات التي يجب تطبيق قواعد التميز المؤسسي عليها في مصر، أجهزة الإدارة المحلية بكل مستوياتها من المحافظة إلى الحى والقرية بالإضافة إلى العناصر الممثلة للوزارات والأجهزة المركزية بالمحافظات، وتنبع أهمية تطبيق قواعد التميز المؤسسي على الأجهزة المحلية في أنها تمثل أكثر من نصف أجهزة الدولة في مصر، فإذا ما نجح تطبيق قواعد التميز المؤسسي عليها فإننا نكون بصدد تحقيق التميز المؤسسي على معظم مؤسسات الدولة بما يحقق رضا المواطن كأحد وأهم أهداف الأمن القومي، وقد تم تناول الدراسة من خلال إلقاء الضوء على الإطار النظري والمفاهيمي للتميز المؤسسي ثم عرض متطلبات تحقيق التميز المؤسسي داخل الأجهزة المحلية، وعقب ذلك عرض مقترح لمراحل تطبيق قواعد التميز المؤسسي على أجهزة الإدارة المحلية في مصر من خلال ثلاث مراحل تستغرق ثلاث سنوات، واختتمت الدراسة بالنتائج والتوصيات.

**الكلمات المفتاحية :** التميز المؤسسي، الإدارة المحلية.