

# Development Discussion Papers

## **Rethinking the Role of Government: A Framework for Coping with Globalization**

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**Abstract**

An examination of the potential role of the Government of Egypt in the context of increasing globalization of financial markets, manufacturing and agriculture, and the information and transportation infrastructures on which they depend, suggests the need for a multi-faceted strategy for longer range involvement in the world economy. Three components of such a strategy are suggested: first, establish explicit national objectives against which resource allocation and other governmental decisions can be assessed on a continuing basis; second, reform the legislative, judicial and administrative institutions to enhance the nation's ability to achieve its identified goals; and third, develop and exploit Egypt's unique resources that can contribute to and enhance the nation's role in the global economy.

**Keywords:** Globalization, Development Planning, Government Expenditures, Institutional Reform, Administrative Development.

**JEL Codes:** D6, H5, H11, K20, O20

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## **Rethinking the Role of Government: A Framework for Coping with Globalization**

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### **Introduction**

Globalization is crucial to understanding the changing role of the Government of Egypt at both the national and the international levels. Because globalization has implications for the economics and politics of a country as well as cultural and organizational structures, it provides novel challenges and opportunities for problems that face any government. Increases in the volume and variety of cross-border trade in goods and services, higher international financial flows, more rapid diffusion of technology, and institutional linkage between firms in different countries, lead to the growing economic interdependence of countries in the international economy.

The advances of information technology, probably the most important feature of globalization, have contributed to the sharp increases in the mobility and liquidity of capital. It now moves with startling speed around the world. Each day over one trillion dollars are traded in the global foreign exchange market. The consequences of globalization include the spatial reorganization of product, the inter-penetration of industries across borders, and the diffusion of identical consumer goods to distant countries (Mittelman, 1996).

This environment not only has contributed to the increase in the number of multinationals in the world market but has also been instrumental in strengthening their influence as powerful actors in the international economy. Economists consider them the engines which drive the globalization of the world economy. Currently, there are some 37,000 multinationals, the activities of which account for four-fifths of the world trade.

Globalization restricts the range of regulatory options of national governments (Sassen 1996). The recent economic crises of Thailand, Malaysia, and Indonesia would not have taken such a severe turn had it not been for the high mobility and liquidity of capital resulting from the globalization phenomenon. And again, the resolution of such crises rests with external intervention of international economically powerful actors, notably, the IMF, the USA, and other industrialized countries. Typically, in the past, Egypt had to respond positively to the requirements of external actors to reform its economy; it implemented a stabilization program supported by an IMF Stand by Agreement, which embraced freeing interest and exchange rates, sharply reducing the budget deficit, and disciplining monetary growth.

These examples suggest that globalization is creating systems that strengthen the power of some actors, such as the IMF, the World Bank, the U.S. government and multinational corporations, and consequently reduce the influence of other nation states.. According to Ruggie (1993), the issue is not whether major economic actors will substitute for nation states, but rather what changes are likely to occur in the relationships among them.

“Global markets and transnationalized corporate structures . . are not in the business of replacing states, yet they can have the potential for producing fundamental change in the system of states”

While the global economy may be accruing much power, enabling it to discipline national governments and to create new legal regimes and practices that bypass national legal systems, national governments must create viable systems of order and coordination to respond to a changing world. In developing countries, the government has an important and active role to play in reforming its institutional system and solving its endemic problems. To cope with these changing forces, there is a need for a comprehensive framework to serve as a guideline for the improvement of the government’s ability to enhance economic and social welfare. This paper proposes a three-component strategy as a framework to guide the efforts of the Government of Egypt (G.O.E.). The strategy includes: first, establish explicit national objectives against which resource allocation and other governmental decisions can be assessed on a continuing basis; second, reform the legislative, judicial and administrative institutions to enhance the nation's ability to achieve its identified goals; and third, develop and exploit Egypt's unique resources that can contribute to and enhance the nation's role in the global economy.

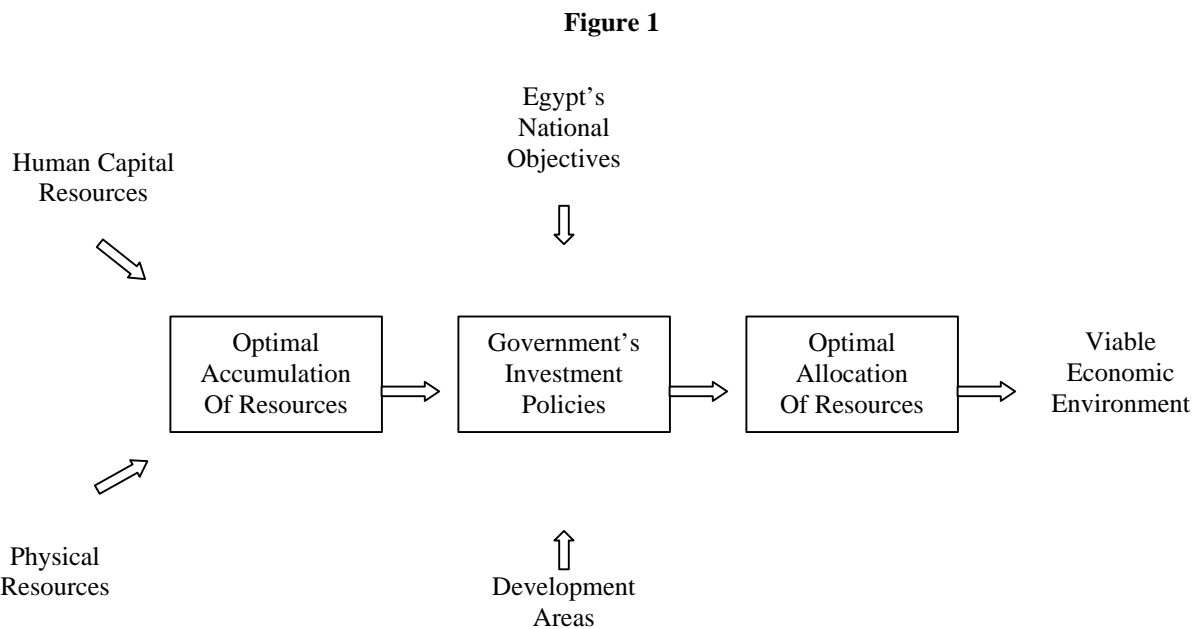
### **The First Component: Establish National Objectives and Resource Allocation**

The accumulation and allocation of productive assets of any country are the foundation of economic growth and development. The high performing Asian economies, for example, Japan, Hong Kong, South Korea, Singapore and Taiwan, accumulated both physical and human capital much more rapidly and consistently than other economies, and that accumulation accounts for a large portion of their superior performance. (World Bank Policy Research Report, 1993)

### ***Accumulation of Resources***

Policies that will lead to better human capital formation can be achieved through emphasizing universal primary education, promoting vocational training, family planning, and protecting vulnerables. For better accumulation of physical resources, the G.O.E. must take steps to alleviate the lack of deposit insurance markets and to promote stable financial institutions. These include regulation of saving institutions and protection of depositors from bank defaults to maintain savers' confidence in financial institutions. In addition, the government must pay attention to the creation and improvement of bond equity markets.

Figure one shows the factors that affect the accumulation and allocation of resources as a process for creating a viable environment for sustainable development.



### ***Allocation of Resources***

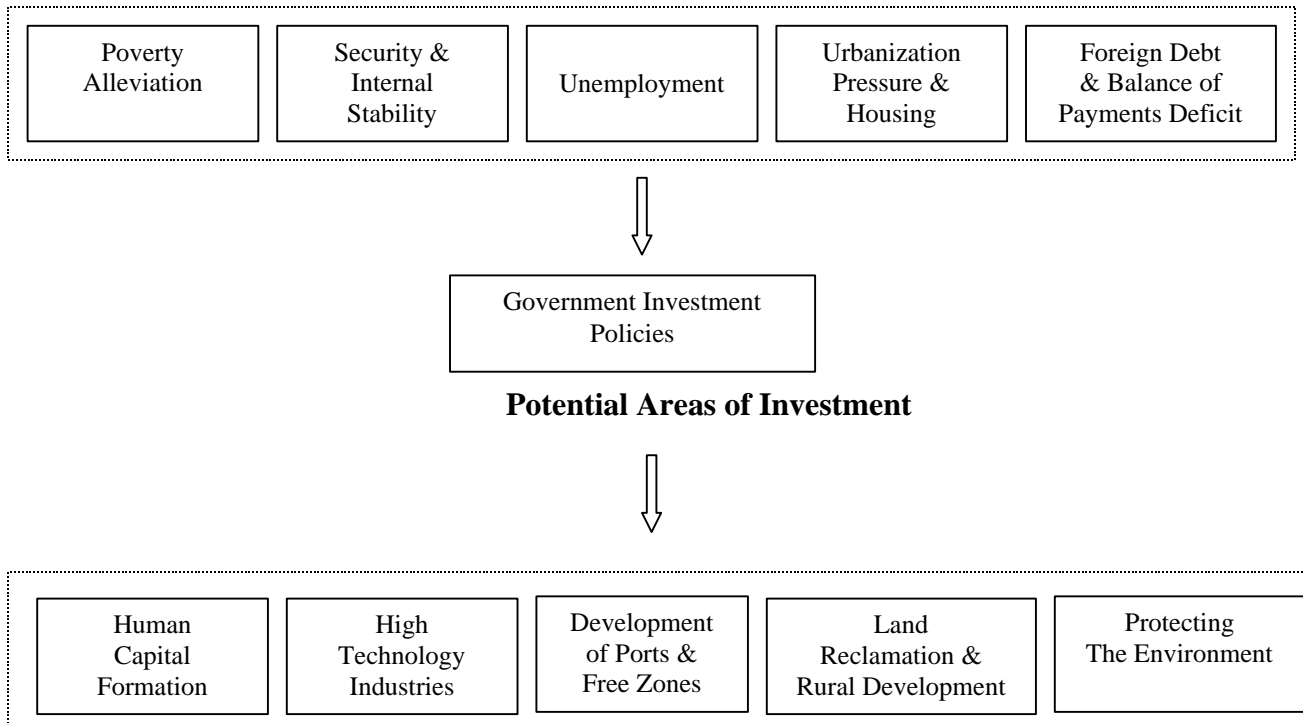
High levels of physical and human capital formation do not guarantee economic success. Resources, once accumulated, need to be optimally allocated to those activities that will contribute to achieving Egypt's national objectives and solving its prevailing problems. As shown in figure two, these include solving the problems of urbanization pressure along the Nile valley, foreign debt and balance of payments deficit, security and internal stability, unemployment, housing, and alleviation of poverty.

***Areas of Potential Development in Egypt***

These areas include development of ports and free zones along the Suez Canal to attract foreign direct investments so as to create more jobs; rural and agricultural development to address the issue of poverty alleviation and to produce products for export and import substitution, human and biotechnology as high added value industries.

**Figure 2**

**Egypt's Problems**



### ***Examples of Efficient Allocation of Resources in Egypt***

There are good examples to show how the G.O.E. has optimally allocated its resources. These include investing in the national vocational training programs in cooperation with Germany, establishment of the TV educational channel, establishment of the Institute of Information Technology by the Cabinet of Egypt Information and Decision Support Center (IDSC) to create cadres of software developers, implementation of Peace Canal Project in Sinai Peninsula, development of the Gulf of Suez area, improving the port facilities and infrastructure in Port-Said city and rural development projects in Upper Egypt.

### ***Examples of Misallocation of Resources in Egypt***

Over the last three decades, the G.O.E. has invested heavily in many activities which have marginal or limited contribution in solving national problems. This resulted in crowding out investment and allocation of resources that could have gone to more productive economic activities.

These include investing in resorts along the northern coast of the Mediterranean, the cost of which stands at six billion Egyptian pounds (Hanna, 1986) and excessive government investments in mass media infrastructure to support the political regime. For example, in April 1998, on the occasion of launching the Egyptian Satellite (Nile Sate), Minister of Information Safwat El-Sherif said the cost of investments reached \$250 million, and in June 1998, on the occasion of inauguration of new presses and buildings of Al-Akhbar, a state owned newspaper, Chairman of the Board Ibrahim Saada said the cost of investments reached L.E. 600 million.

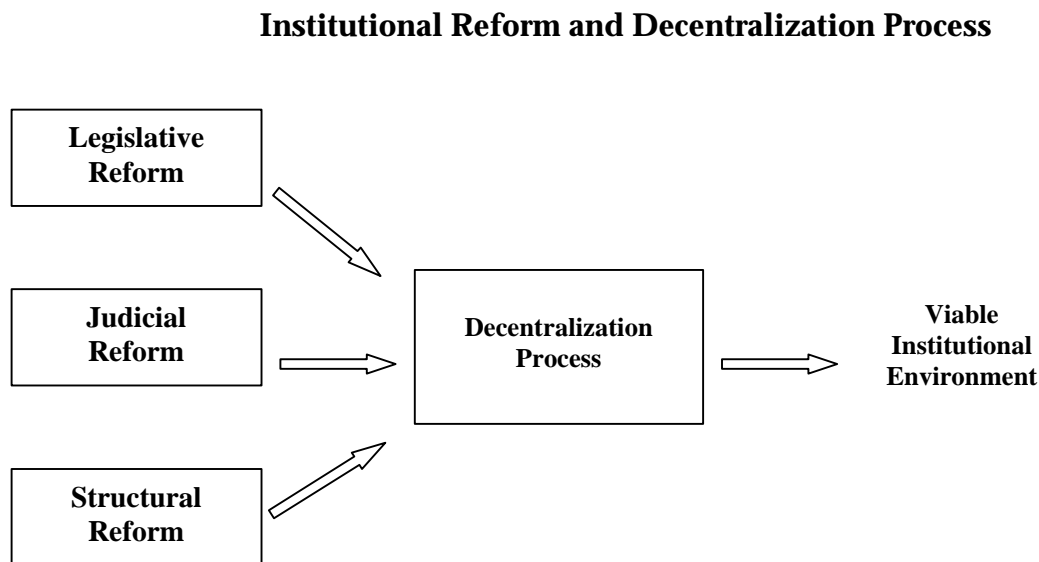
Other examples are investing in energy intensive projects, e.g., aluminum smelting factory in Nageh Hamady city (USAID, 1987), and investing in infeasible projects in Abu Tartour (report of the economic committee, the people's assembly, 1996).

Two others of excessive and inappropriate investment are: locating a cement factory in Torah, a residential area that is considered as one of the most polluted areas in the world (Dr. Ateff Ebied, Former Minister of Administrative Development, October 1990). And building the Ministry of Foreign Affairs, a 35-story tower located in Cairo and surrounded by slum areas where people below poverty line live in shabby conditions.

## The Second Component: Reforming Institutional Mechanisms

The Government of Egypt (G.O.E.) has to create institutional mechanisms to promote development and enhance the effectiveness of the government in achieving objectives. The scope of the institutional reform, as shown in figure three, should cover the executive, the legislative, and the judicial systems.

Figure 3



## The System of Government and Administration

According to the constitution, the government is the supreme executive and administrative organ of the state. The system of government consists of three distinct groups of officialdom: the Cabinet of Ministries, the public agencies and the public corporations, and the governorates.

The current executive system comprises 5,384,000 civil servants, whose salaries amount to some L.E.20 billion, which represent one third of the state's budget (Ministry of Administration Development). There is little doubt that the highly centralized government bureaucracy is a drain on Egypt's economic resources. The current burden of the administrative body can be traced to the 50s and 60s, when the G.O.E. adopted a centralized system that resulted in a centralized employment policy. Today, according to the Ministry for Administrative Development, about 750,000 employees are "assistants" who have unspecified job descriptions and who neglect whatever their work might be.

The lack of performance measurement criteria and the duplication of work have led to slow output and an ever-expanding bureaucracy.

### **Decision Making at the Cabinet of Ministers**

The Cabinet consists of the Prime Minister and 32 ministers. It is usually working under complex and turbulent conditions.

Decision making at the Cabinet level addresses a variety of national socio-economic and infrastructural concerns, such as reducing the deficit of the balance of payments and national budget, debt management, performance improvement of public sector organizations, ways of promoting the development of small and medium scale private industries, and the allocation of resources to solve urban housing problems and overpopulation.

Depending on the scope, urgency, and criticality of an issue, it is addressed either through the ministerial committee or by the full Cabinet. The decision-making process involves much debate and group discussion, requires much preparation of position papers and studies, and is subject to public accountability and media attention.

The issues considered by the Cabinet are usually complex, ill-structured, interdependent, and multi-sectoral, with strategic impacts at the national, regional, and international level (El-Sherif, 1990). The nature of the information environment can be characterized as one that is data rich but information poor. There is an overload of information which often yields multiple interpretations and which is often qualitative and quantitative.

### **The Cabinet Information and Decision Support Center (IDSC)**

Realizing the value and the impact of the availability and use of relevant information in accelerating the socio-economic development of any country, the Government of Egypt (GOE) established in 1985 the IDSC to respond to the evolving needs of management decision making at the different levels of the government. Since its inception, the IDSC has been guided by three main objectives: (1) to develop information and decision support systems for the Cabinet and top policy makers in Egypt; (2) to support the establishment of decision support centers in existing ministries and make more efficient and effective use of available information resources; (3) to encourage, support and initiate informatics projects that will accelerate administrative and technological development of Egyptian government ministries and agencies.

The IDSC professionals work closely with top government policy makers, as well as with managers of decision support systems and information centers in different ministries to advise on the best methodological approaches, tools, and techniques required to implement information projects and decision support services. In addition, IDSC has established a crisis management strategic support systems to enable top government officials to respond quickly to crisis situations.

Based on the statement of mission and objectives of IDSC, informatics projects were identified for the purpose of improving strategic decision making process at the Cabinet of Egypt.

These include: The Debt Management Project; the National Budget Project; the Customs Reform Project, and the Manpower Decision Support Systems Project to address the issue of unemployment in Egypt.

### **The Ministry of Administrative Development**

Similar to IDSC, this is considered another example of a good institution within the civil service that is employed to improve administrative performance. It performs the following functions: issuing administrative and executive decisions in accordance with the laws and decrees, as well as supervising their implementation; directing, co-ordinating and following up the work of the ministries and the public institutions; simplifying procedures and providing human resources development services to the ministries, their affiliated organs and the public organizations and institutions; and setting up the State's administrative reform plan.

### **The Public Agencies and Public Corporations**

This group consists of sixty public authorities and public service organizations as holding companies to oversee subsidiary companies grouped together by similarity of function. The public authorities perform the functions of planning, budgeting, advising, and coordinating for the companies under each authority that is placed under functionally appropriate ministry. For example, the General Authority for Agriculture Development is placed under the Ministry of Agriculture and is holding an array of companies that their main activities in the area of agriculture products and development.

## **The Provincial and Local Government**

This group consists of thirty provincial administrators who are appointed by the President as well as center and village administrators who are appointed by the provincial governors. The authority is heavily centralized in the hands of senior officials. According to Palmer, Leila, and Yassin “little in Egypt is achieved without a multitude of clearance, signatures, permits, and stamps. Laws and regulations are complex and vague. In addition, offices are overstaffed and match between skill and functions is said to be random at best”.

To address the problem of the ever-expanding bureaucracy in Egypt, the government must focus on two interrelated issues. First, the work to be done, and second, the appropriate location of responsibility for the work.

### ***The Objectives of Government Activities***

With a greater involvement of the private sector, the G.O.E. could reduce its scope of activities which could be grouped into the following categories:

- The first group includes activities that can be most effectively provided and maintained exclusively by the government: defense, legislation, security, public health, and macroeconomic management.
- The second group includes strategic activities like higher education, building infrastructure, airports, and generating electricity. These activities can be provided with the participation of the private sector. The government can set the services' prices as well as supervise the relationship between the private sector and the consumer. Toll roads, ports and telecommunications services can be provided by the private sector under Build, Operate and Transfer (BOT) agreements.
- The third group includes activities that need not be provided by the government, such as parking, hotel industry, poultry, garment stores, and supermarkets. It is worth noting that many such activities are currently provided by the G.O.E.

- A fourth group includes activities that may be undertaken by local government depending on the differential needs of different localities.

With clear objectives, the government can assess the extent to which the private sector can contribute to the successful achievement of particular goals.

### ***Decentralization of the Government Structure and Power***

The underlying rationale of decentralization is that the power over the production and delivery of goods and services should be rendered to the lowest unit capable of capturing the associated costs and benefits (World Development Report, 1997).

Developed countries tend to be more decentralized, in terms of the share of sub-national governments in total public expenditure and revenue, e.g., the United States continues to decentralize federal government functions (IMF, various years, government statistics yearbook).

Centralized governments, in general, respond slowly not only to domestic problems but also to international problems and requirements. As Kochen and Duetch (1980, pp. 16-17) point out, a highly centralized system of governance has many inherent shortcomings.

“Their liabilities include overload and congestion of their communication channels and facilities, with resulting long delays or general breakdowns of the system”.

The G.O.E. may decentralize governmental processes in order to provide more opportunities for promoting local responsibility. This can be achieved by allowing more autonomy at the local, that is, governorates level, so that local administrators will be responsible for solving local problems.

To cope with and act upon global changes, decentralization of the administrative body should include decentralization of administrative functions and services in each of the 30 governorates in Egypt. In fact, local administration in governorates can probably better satisfy the needs of people. In the current centralized system, schools and hospitals in all the governorates of Egypt act within the mandates given by the central authority represented by the Ministry of Health and the Ministry of Education, as to what they should do and how they should

do it, in terms of carrying out every-day functions and providing health and education services to the people in their governorates at the local level. Ministries issue orders to all the administrators in the governorates.

The Egyptian Cabinet of Ministers could transfer authority to local governments so that local administrators would have the necessary amount of discretionary power in order to exercise judgment in their jurisdictions. Governorates could have independent taxing and spending authority, including traffic, corporate and consumption taxes.

In addition, the G.O.E. could promote and create new decentralized institutions as a basis for local innovation. For example, the decentralization process might include creation of more local R&D centers, as well as newspapers, and broadcasting stations to address local problems and environmental issues. More desert research centers in the Sinai peninsula and the New Valley governorates as well as more marine/maritime research centers along the Red Sea and the Mediterranean sea coast are needed.

Moreover, to build more responsive and accountable systems, citizen participation in the decision making process would enhance the implementation and achievement of the objectives they themselves have identified.

### ***Reforming the Judicial System***

The judicial system in Egypt consists of three distinct institutions: (1) Supreme Constitutional Court which supervises the constitutionality of laws and regulations; (2) Supreme Judicial Council which provides consultations with regard to draft laws organizing the affairs of the judicial institutions, and (3) the State Council which has the authority to make decisions in administrative disputes and disciplinary cases.

Firms operating transnationally need to be assured that the functions traditionally exercised by the state in the national realm of the economy, notably, guaranteeing property rights and contracts, continue to be provided.

To cope with globalization, the G.O.E. must establish institutional arrangements to enforce compliance and to resolve disputes among multinational firms, citizens, and the governments. The judiciary system has the coercive/formal authority of the state to enforce judgements and to rule on the legality of actions by the legislative and the executive bodies. In order for the judicial system to play its crucial role in development and to cope with international activities the G.O.E. can undertake the following:

- Introduce an integrated information system to support decision makers in the judicial system. Indeed, automation is crucial for assisting judges and litigants to have access to the system, its legislative, and supreme court precedents. A comprehensive judicial database can provide judges with easy access to decisions, laws and statutes of the supreme constitutional court. In addition, a computerized information system can preserve case files, expedite the notary office process and create accurate judicial statistics. A well designed information system will enhance the productivity of the judicial system and speed the resolution of cases.
- Establish a new specialized judicial structure for resolving disputes among multinational firms, investors and citizens. For example, to avoid delays of justice and the accumulation of cases, there is a need to establish specialized courts for resolving financial and banking cases and other specialized courts for resolving commercial and maritime cases, and so on. The best geographic location will be near free zone areas along the Suez Canal region and the new industrial cities, mainly, the Tenth of Ramadan, the Sixth of October, and Borg El-Arab cities.
- Introduce an alternative dispute resolution system to deal with small disputes.
- Increase the number of the judicial staff and offer them an attractive incentive scheme.
- Insulate the judicial system from the executive branch of the government. The independence of the judicial system is important to hold the executive accountable under the law and to interpret and enforce the terms of the constitution.
- Improve the organizational efficiency of the judicial system. The average case takes more than 1000 days to clear in Egypt, 1500 days in Brazil and Ecuador, but only 100 days in France (World Development Report, 1997).

Long delays in the judicial system in Egypt raise the transactions costs for dispute resolution, a fact that represents an obstacle to attracting Direct Foreign Investments (DFI) to Egypt.

### ***Reforming the Legislative System***

There is a need to reform the legislation in Egypt to make the law more homogeneous and its applications more expeditious to meet the needs of an increasingly complex economic, social and political environment. The G.O.E. must eliminate obsolete legislation and introduce a simplified practical judicial system based on revised, developed and unified laws and bylaws. The focus should be on reforms covering the commercial law, investment leasing law, acquisition of property for foreigners, tax petition law, and the unified investment and complementary laws.

In addition the G.O.E. has to introduce a new labor law that is less restrictive and more flexible toward hiring and firing policies and also balanced enough to include collective bargaining and the right to strike. The current labor code in Egypt does not allow firms to fire workers for economic reasons. Obviously, Egypt cannot attract direct foreign investment (DFI) unless it lays the ground for a viable environment for the local and foreign investors. Moreover, the G.O.E. should establish a set of laws that create a viable environment for high technology industries, including software copy rights, customs clearance, investment laws, and simplifications of license procedures.

### **The Third Component: Develop and Exploit Egypt's Unique Resources**

Egypt's resources and potentialities include its geographic location, human capital, large market for output and various sources of inputs, rich and unique culture and history, and Egypt's political influence in the region. In Figure 4, these resources are associated with recent trends of globalization including increases in the volume and the variety of cross-border trade, rapid development in high technology industries, institutional linkages between corporations in different countries, global and regional integration of markets, and higher international financial flows.

### ***Egypt's Geographic Location and Globalization***

The international scope of business has widened as evidenced by the increase in the volume of cross-border trade and the vertical integration in manufacturing of industrialized economies. No longer are "American", "Japanese", or "German" products manufactured exclusively in their country of ostensive national origin. Honda automobiles are

manufactured in Ohio, U.S., and they use more American made parts than do some American cars from Detroit. Miata, the Mazda car, for example was designed in California, U.S., financed in Tokyo, Japan, tested in England, assembled in Michigan and Mexico and uses components designed in New Jersey, U.S. and produced in Japan. Mass-produced memory chips in East Asia are incorporated into Japanese and American computers. Software developed in Singapore, Malaysia, and India can be integrated and applied in U.S. information systems.

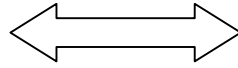
Being located in the Middle East, Egypt is not only an African country, but also an Arab country, and a Mediterranean country as well. The Suez Canal is located in the heart of the Arab World and plays an important role in world trade. Egypt can take advantage of the leverage of the geographic proximity of the Suez Canal zone to the African, Arab and Mediterranean markets. But Egypt's geographic location is not enough to create a viable business environment that is attractive to foreign investors. The infrastructure of the Suez Canal needs significant improvement: This includes upgrading the ports of Suez and Port-Said cities, establishing high standard international airports and linking the area with neighboring countries by highways.

From the strategic point of view of international trade, the Suez Canal area is no less important than Hong Kong in the Far East, Dubai in the Gulf area, or Amsterdam in Europe. To attract foreign investors, Egypt may need to liberalize its trade policies, which by comparison with other countries in the region, are highly restrictive. (Galal and Hoekman, 1990)

Figure 4

### Summary of Trends and Resources

#### RECENT TRENDS OF GLOBALIZATION



#### EGYPT'S RESOURCES AND POTENTIALITIES

Increase in the Volume  
And  
Variety of Cross-Border Trade

Egypt's Strategic  
Geographic  
Location

Institutional Linkages  
Between Corporations in  
Different Countries

Egypt's Human  
Capital

Rapid Development in  
Information  
Technology

Large Market for  
Output and Various  
Sources of Inputs

Global and Regional  
Integration of Markets

Egypt's Political  
Influence in  
The Region

Higher International  
Financial Flows

Egypt's Rich and  
Unique Culture  
And History

### ***Egypt's Political Influence and Regional Integration of Markets***

Egypt has a strong influence in the Middle East region for many reasons. These include its population, history and heritage, geographic location, military power, and good relations with many countries. However, Egypt's share of intra-regional trade and inflows of foreign direct investment is relatively small and is inconsistent with its potential. Although Egypt is considered a capital-scarce country surrounded by capital-abundant countries, i.e. the gulf oil exporting countries, Egypt's share of foreign direct investment in the region is less than one percent (UN, World Investment Report, 1997). In addition, Egypt's intra-regional exports to Africa and the Middle East represent only 18 Percent of its total exports, which is less than its exports to Asia (37 percent), or to Europe (25 percent) (Galal and Hoekman, 1996). The G.O.E. can use its political influence to achieve deeper regional integration. Obviously, preferential trade negotiations and agreements will create a more viable business environment and will generate more investment opportunities and economic growth for Egypt.

### ***Egypt's Human Resources and Globalization***

Egypt's human resources provide one of the most compelling reasons for foreign investment in the country. Egypt's population is the largest in the region. The diversity and low cost of labor in Egypt are good reasons for foreign investors to come to Egypt. Based on the Egyptian Ministry of Planning year book, 1995, Egypt has a population of some 32.744 million in the production age (15-64 year) and 24, 028 million in education. The labor force in Egypt includes unskilled labor at an extremely low cost even by the standards of developing countries. In addition, professionals and technical staff with scientific or technical degrees represent 15.1 percent of the labor force. Consistent with the development theories and trends (Gillis and Perkins, 1996), the absorbing labor capacity of the agricultural sector has been declining over the last three decades from 55 percent in 1965 to 42 percent in 1992.

To respond to the growing advances in information technology and telecommunications, the G.O.E. must start a crash program to develop an industrially-oriented pool of trained manpower. This training program should be undertaken outside the university system and should be strictly designed to prepare entrants to a global industry. The program should include establishment of training centers to create cadres of young graduates to work in the software industry and to Arabize software for the Arab world. The government can also invite global companies who are

leaders in information technology to start educational programs for managers and project leaders in their businesses. In Singapore for example, AT&T runs an institute to train communications-oriented software personnel.

In addition, the G.O.E. should actively solicit the participation of expatriate Egyptians in creating and developing a high-technology industry in Egypt and supporting the development of exports in the software arena.

According to Lester Thurow:

“While technology creates man-made comparative advantage, seizing that man-made comparative advantage requires a work force skilled from top to bottom. Brain power will create new technologies, but skilled labor will be the arms and legs that allow one to employ - to be the low cost masters of - the new product and process technologies.”

## **Conclusion**

For the dynamics of the contemporary globalization process to materialize in specific places and in new regulatory regimes, it is necessary to envisage a new role for the government to develop and cope with changes associated with this process. Devising a framework must meet the country's specific circumstances in order to address its prevailing problems and to work towards its national objectives. There is no single recipe to solve state problems worldwide. This paper suggests a three-component strategy as a framework to cope with the dynamics of the globalization process and to respond to a changing world. This includes creating institutional mechanisms to promote development and to enhance the effectiveness of the government in taking collective actions. The paper suggests that the institutional context within which policies are implemented is as important to their success or failure as the policies themselves. The scope of the institutional mechanism should cover the executive, the legislative, and the judicial systems of the G.O.E. In addition, the framework could lay down the guidelines for a strategy to match public investment policies with Egypt's national objectives and to solve its prevailing problems.

It is clear that to promote development, public resources must be allocated by a mechanism that takes full account of their relative scarcity and their impact on the country's problems, e.g., alleviating poverty and protecting the vulnerable, foreign debt and balance of payment deficit, urbanization pressure, protecting the environment, inflation and unemployment. This paper also shows that many public expenditures were not optimally allocated to solve Egypt's problems.

Finally, this paper focuses on a comprehensive approach to human capital formation and how this should be linked to the recent trends in globalization. This includes paying attention to primary education and creating cadres to deal with information and biotechnologies, and most importantly, alleviation of poverty, specially in rural Upper Egypt.

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