

The Extent of the Success of Economic Reform Program in Accelerating the Economic Development in Egypt and Kuwait

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Study Summary

The success of implementing any developmental plan is related to the progress achieved by the country in the field of local competition within the country itself. Also, to build a strong and broad base of local suppliers, as well as creating a high awareness and continuous requirements of the domestic consumer, making adoption of sound economic reform program, which, in turn, accelerates economic development, which is located within the priorities of the national plans. So, this study has made an explanation of the concept of economic reform, its main objectives, its success factors and the obstacles to its application.

The study showed that there are several strategic approaches to achieve the economic reform program include the totalitarian approach, which considers the economic reform as an integral part of the political, economic and social situations, and launches towards economic development and reform in the framework of a comprehensive strategy.

Also, there is the partial approach that launches towards reform via the gradual reform and considers reform as a

restoration process of the constituent parts of update inputs, such as increased productivity, achieve a measure of economic and social equity, establish new knowledge and develop the institutions of production and services.

The study concluded that the program of economic reform in Egypt and the Arab world has not achieved its objectives for many reasons such as not taking into account the economic and material dimension, the social dimension, the legal dimension, and the cultural dimension. For the economic development, it has not achieved its goals as a result of lack of a clear plan for economic reform program, productive variety, unemployment, specialization; legislations support market, the economic entity of local ruling, the intermediary institutions between the state and the market, the structure of information and communications, the international trade and export and finally, the elite of management.

The problem of the study and its importance

Economic reform occupies a distinguished position in the list of developmental and national plans of the states, due to the inability to achieve any comprehensive developmental process without success in achieving a clear program of economic reform. This is done by setting clear plans aim for success of the economic reform program since these plans are implemented across various political organs. The more elevated the work of these organs to higher levels of precise and professional performance, the developmental and national plans achieved its goals and vice versa. Therefore, the preparation of a clear and thoughtful economic reform program is still representing a problem for the countries, especially developing ones in the first place, that still abound with corruption despite the attempts being made to get out of it.

So, this study sheds light on this topic, its importance and its objectives and displays the most important strategies and mechanisms which the states follow to show the extent of the success of the economic reform program in accelerating the economic development and present models from the chosen Arab countries for this purpose and show the extent of its success in achieving the economic reform or not and determine its causes.

The aim of the study and its importance

This study aims to show a clear program of economic reform and present the most important objectives. Also, the most important factors affecting the success of economic reform in accelerating the economic development and identify the main obstacles and challenges which face it. In addition, the study also will mention the stages of economic reform and the most important mechanisms and strategies which are followed to achieve it.

It could be specifying seven goals for the program of economic reform and development as follows:

First: liquidating the public sector units of low efficiency and repair the remaining units in the range of public or governmental sector.

Second, encouraging the private sector

Third, encouraging customization and proper distribution of economic resources in the community

Fourth, preventing the capital from escaping outside the borders of the state

Fifth: liberating the international trade and encouraging exports.

Sixth, encouraging the exports

Seventh: repairing the monetary sector

The study methodology

This study will use inductive approach by tracing what was written by researchers in the preparation of clear and thoughtful program in the field of economic reform to reach the basic goals, approaches, strategies and implementation mechanisms. Also, the same methodology as well as descriptive and analytical approach is used to show the most prominent Arab experiences and the extent of the success of the economic reform program in accelerating the economic development in Egypt and the Arab world

The frame of the study (content)

- The study problem and its importance
- objective of the study
- The study methodology
- **Chapter One**
- The concept of economic reform and its impact on accelerating economic development
 - The goals of economic reform program
 - The factors of success of economic reform in accelerating the economic development .
 - obstacles to achieve a successful program of economic reform and its impact on accelerating economic development
- Chapter Two**
- Approaches of the economic reform program and its impact on accelerating the economic development
- The stages of the economic reform program and its impact on accelerating the economic development

- The strategy and mechanisms of the program of the economic reform success.

Chapter Three

The most prominent Arab experiences prove the success of economic reform in accelerating the economic development

-Kuwaiti experiment

-Egyptian Experience

Summary of research and the importance of the results

Recommendations

A list of references and sources

Chapter One

1- Definition of economic reform

The economic development and economic reform are defined by many definitions include the following:

The Kuwaiti Transparency Society, "Kuwait Transparency forum 2009" under the emblem of "The financial and Commercial Situation of Kuwait (the economic reform as an essential condition for the success of the strategy of the financial and commercial situation) defines the economic reform as:

1 – " **A set of laws, rules, regulations, standards and procedures aim at regulating the nature of the relationship between state agencies and the owners to achieve quality and excellence in performance**" ¹

2 – "An integrated system of financial and non- financial control"

¹ Abdullah Abdullatif Abdullah Mohammed (2013), A study on "The problems of applying the principles of company's governance on the registration and circulation in the stock market", (the principle of disclosure and transparency).

Also, there are those who define the economic reform as:²

3 – "set of regulations, decisions and policies adopted by the state in order to achieve quality and distinction in the choice of effective methods and capable of achieving the objectives of the state" ³

4 – "Management and control the financial and administrative aspects of the state resources " ⁴

1- " Achieving transparency, independence, justice and integrity as guarantees against corruption and mismanagement" ⁵

2- "A particular system which can manage and monitor the organs of the state in order to strengthen and develop the principle of disclosure, transparency and accountability in order to achieve maximizing profits". ⁶

3- "The governmental legislations which deal with the state agencies, i.e. what the legislator does to ensure compliance with applicable laws and regulations " ⁷

It is obvious from the previous definitions that all definitions which identify the economic development and economic reform agree that this is a regular collective effort aims to make structural changes in the political organ of the existing state, to

² Ibid.

³ Hussai-n Ahmed Dahdouh, (2007) "The role of internal audit in corporate governance in Syria", Ibid Journal of Research and studies, Civil Ibid University, Jordan Volume (11), First Issue.

⁴ Ibid

⁵ Ibid.

⁶ Sekuty Osiris, (1987), " Economic development and cultural lag", Part 1, translated by Issa, a member of the Ministry of Culture, Damascus.

⁷ The third Kuwaiti forum for transparency, (2009).

increase its efficiency and effectiveness in proportion to the political, social and economic conditions prevailing through the improvement of the working methods to achieve a number of updating inputs, such as increased productivity and achieve a lot of economic and social equality, and establishing the modern knowledge and developing the productive and service institutions. It is dominant to translate the plan of economic development and economic reform into a variety of other secondary objectives, such as the number of citizens under the poverty line, the minimum of consumption, the maximum of unemployment, income distribution, the forms of consumption and the diversity in the national economy.

The objectives of the economic reform program and its impact in accelerating the economic development
Economic reform aims to achieve political, social and economic purposes summarized in the following:

- 1- Providing appropriate suggestions and recommendations in this area.⁸
- 2- Increasing the efficiency of government agencies and improve the quality of their services to the ordinary citizen and to strengthen their ability via changes in the organizational structures, management styles and behaviors of their employees.
- 3- Rationalizing the governmental spending and emphasizing upon the economics of operating through the software, the hardware and the excess numbers of staff.⁹

⁸ Francis Nukwiya, (1993), "(state building) The world order and the problem of governance and management, translated by Hgab Imam", Obeikan Library.

⁹ - Ghassan Ibrahim, (1999) "(Criticism of the Speech) Dar Elgendi, Damascus.

- 4- Promoting the process of democratization and supporting the directions towards administrative decentralization in order to encourage popular participation in public affairs management and decisions making.
- 5- Establishing and implementing the general policies so as to ensure efficiency and effectiveness and justice.¹⁰
- 6 -Obligating to implement the economic - materialist dimension¹¹
- 7- Obligating to implement the socio-legal dimension
- 4- obligating to implement the cultural dimension

And this is reflected in the performance of economic units with its financial and operational dimensions and continued growth

- 5- Upgrading the social life spontaneously and independently away from the other multiple and diverse effects.¹²

10 - Renaissance of the society, the state and the individuals through the economic development and economic reform

The success factors of the economic reform program to boost economic development

The efforts success of the economic reform program and its impact in accelerating the economic development depends on many social, political, economic and cultural factors such as:

- 1 - Building the state of law and institutions that apply the rules of law away from the exploitation, bribery and corruption and

¹⁰ Arab intellectual, (1995) " His concerns and grants", Center for Arab Union Studies, Foundation of Abdul Hameed Shoman, Beirut.

¹¹ Sicon Osiris, (1978) "Economic Development and Cultural backwardness" Part I, translated by Issa Asfour, Ministry of Culture, Damascus.

¹² Nadim Al-Bitar, (2004) "Critique of economic change for history", Dar Bisan, Beirut 2nd ed.

that trend has direct support from the political and executive power associated with an independent judiciary, democracy and protection of human rights¹³.

2- Reforming the visions, ideas, principles, values, behavior and practices, what form the prevailing sociality and mentality. The content of any economic reform is determined by three fundamental dimensions:

- Economic , materialistic - dimension
- Social , moral - dimension
- cultural dimension¹⁴

3 - Establishing certain intellectual system positively affect the production and consumption

4 – Developing the economic reform program in historical, social, geographic and cultural context.

5-Investing the systematic relationship between infrastructure and

superstructure in the individuals and they stand out on the form in which they live. It is a very broad spectrum shape and is not limited to only the economic spectrum. Therefore, the social practice constitutes the real content of each practical application.

6- The economic reform program is an expression of awareness, political and social management and specific culture. Therefore, it should pay attention to and focus on these wills to achieve economic development.

7 - It should focus on cultural, intellectual or mental dimension

8 -Applying the principles of mind or human thought on issues of social organization and rational division of labor¹⁵

¹³ State-Building, (2007)" Governance and World Order in the 21st century". Ithaca, NY: [Cornell University Press](#), 2004, translated by Hegab Imam, Obeikan Library Riyadh.

¹⁴ The New Culture, No 320, 2007

9 - Also, the success of the economic reform program factors requires necessary social, political, cultural and economic transformations. Each economic, scientific progress or other one is mainly related to society, system and power.

10 - Establishing bodies and centers for measuring and evaluating performance, which means to monitor, review and evaluate the performance of government agencies and assess the quality of services and goods provided to citizens and make sure that they conform to the required specifications and standards, as well as supervising the preparation of public tenders and the conditions of entry to ensure the good use of financial resources. Also, to ensure the high quality of goods and services provided to the public.

11- Involving more than one party to carry out the task of providing consumer goods for citizens from the companies of public and private sectors and carrying out the trade-off among them, on a qualitative and price bases with an atmosphere of fair competition, and equal opportunities. Thus, contributing to the provision of better services to citizens and achieving suitable profits.

12- Activating the role of commercial and industrial chambers on monitoring the performance of the business according to the accepted commercial and industrial rules and establishes specific controls to professionally negligent.

13 - Restructuring the bodies of control and auditor in a harmonic manner and distribute the phases of control and auditor to the phase of before and after exchange, taking into

¹⁵ Amr Ismail Adly, (2013) "The Political Origins of Development and Political Economy "

account achieving the integration in the work of these organs and prevent the duplication of performance of their works.

The Obstacles to achieve a successful program of economic reform and its impact on accelerating the economic development

There are a lot of obstacles and challenges facing economic development and economic reform processes and hinders implementing the programs and plans based on sound bases to ensure achieving the following goals:

- 1- The lack of political social and economic stability, negatively reflecting on the national goals, including the national security, meeting the urgent needs of citizens and the sustainability of growth, i.e. the plan which occur natural balance among the three particular elements, the defense, consumption and investment.
- 2- The lack of seriousness of government agencies in implementing the central guidance concerning the plans or indulging in minor matters away from the central goal despite the availability of capabilities and the desire of many people in the development process and economic reform in the various levels¹⁶
- 3- The lack of clarity of the desired objectives in the plan and economic reform, leading to confusion impedes the guidance of the right track, and occurs a deviation in the application of the plans.

¹⁶ . Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, (2000) "Economic Reform is a Prerequisite for the Success of the Financial and Commercial Strategy of the Center under the Patronage of His Highness Emir of Kuwait" -the Society of Kuwaiti Transparency.

4- Not to place the problem of employing millions of unemployed and new job applicants in the first rank. On the contrary, they are placed in secondary rank high. This is considered one of the most important challenges not only on front of the economic policy makers, but also, in front of the whole community. It asked for the classic economic thought. The expansion and encouraging the projects of services are at the forefront of policies to absorb the unemployment, followed by the small projects. The new technology will have an impact on the business patterns and the required skills of the workforce where many professions will be cancelled and other jobs will be created in new fields, especially in the expansion to absorb the expected growth in the labor force. The change to the telecommunications and information society will require a set of unprecedented professions and skills. Therefore, the new technologies should not be resisted because it will lead to long-term deterioration of the domestic industry and the ability to compete any rise in the unemployment.¹⁷

5 – Keeping on public monopolies in the areas of distribution networks, transportation, transportation, aviation, electricity, gas and postal services and others and convert them to the private sector (it is capable in this case to manage them providing that non- existence of monopoly) before the presentation of large industrial projects. Achieving tangible and fast results in these service sectors when they are privatized will create confidence among the public in the whole process of privatization , Consequently,

¹⁷Najwa Samak," A Study submitted by the General Secretariat of the Union of Chambers of Commerce", Industry and Agriculture for Arab Countries - Economic Al-Ahram No. 1515.

quick transactions of capital market not available equally in the case of industry.¹⁸

6 – Non-establishing legislations to support the market economy, which leads to obstruct the whole reform. The controls to prevent monopoly and protect competition are in the forefront of such legislations. The legislation are verified to include the protection of consumer and the small shareholder, the illegal practices of stock market, the participation of foreign and international companies in the projects, as well as facilitating the terms of liquidation of the activity and protect the rights of innovation, the individual property and the economic crimes.

7- The failure of the private sector and the local government to behave responsibility and its role in promoting the level of living of individuals, they are two sides of the same coin in the modern development process. The market economy is based on two main pillars: the private sector and the decentralized system of local government. This includes the development in the fields and sectors of education, health, some types of taxes, exemptions as well as in the fields of water, electricity and sewage services.

8 -The absence of intermediary institutions between the state and the market leads to an imbalance in the economic system components so that the exchanges among these institutions lead us to behave in a non- collective and mature manner. The economic reform is an institutional economy based on the balance among the institutions. The market is considered one of these institutions and it will have a clear

¹⁸Nadia Abdel Moneim, (2011)" Privatization and its Impact on development ".

and important role in this institutional economy. It also matches a lot of planning. The institutional economies consider the economy in a comprehensive way, more than just being mechanisms of the market.

9 - The lack of electronic structure of the state which means a system of communications and information linking its various organs and institutions together. Also, it links them with the outside world, and the international banks of information. This is what has been called the high rapid ways where the communications and information network in any state establishes high-way networks in the age of Industrial Revolution. Therefore, it includes the electronic nervous system for the economy of the twenty first century.

10 -The lack of seriousness of holding new agreements with the global masses, and strategic alliances with the international companies, especially in the large companies of marketing and distribution. Also, study the possibility of participating on the land of blocs' states to overcome its protection. In other words, the lack of pursuit of the international trade and export.

11- Non- existing new institutions, new attitudes and new concepts provide us with the ability to equally negotiate with our peers from the business leaders in the world. This includes a confrontation among cultural capabilities.

Chapter II

Approaches for the program of the economic reform and its impact in accelerating the economic development

There are several key approaches adopted by the researchers about the processes of development and economic reform. The most important two main approaches are:¹⁹

First: the totalitarian approach

This approach is based on using open system which means studying the economic phenomena in the context of their interaction with the surrounding environment. The economic reform program is considered as an integral part of the political, economic and social situations, as it cannot imagine the possibility of achieving complete success for reform efforts without having to be part of a comprehensive strategy for reform. The supporters of this approach consider the economic reform program as an integrated whole cannot be hashed, or address its problems by partial ways and solutions. Also, this approach does not accept the gradient method, or the process of partial restoration.²⁰

This approach is based on a number of axes, including the following:

1- The process of economic reform begins with reform the visions, the ideas, the principles, the values and behavior, i.e. what constitute the prevailing social mentality.

¹⁹ Mohamed Nazim Hanafi, (1998) "The Economic Reform and the challenges of development", Economic Al-Ahram, Issue No. 1540 of 1998.

²⁰ Adham Loay, (1996) " The Approach ", Issue No6, 1996, Article.

2- Adopting several elements and rules derived from market economies within the political system, such as competition, defining the organization mission of organization and focusing on results and not inputs.

3- Privatization of governmental units. This method is based on activating the mechanisms of market, and consequently activating the elements of initiating and competition, raising the efficiency of transactions and increasing the effectiveness of performance²¹.

The success of this approach depends on several factors including the following:

1- The political will, i.e. the political leadership adopts the goal of change, development and sustainability of growth

2 - The social determinants, which support reforming the political system

3 – The effectiveness of the external supervisory of the legislative institution and other external control institutions over the government.

4- Develop and change the systems of education and the social building (the structure of prevailing values and behaviors)

5. Concerting the developmental efforts to develop the other political, economic and social aspects of community.²²

Second, the partial approach

The supporters of this approach perceive the need to follow the partial methods to address the problems facing the political leadership via focusing on reform the organizational structures and simplifying the procedures. Therefore, the supporters of this approach perceive the economic reform program as a process of

²¹ Ramzi Zaki, (1999) "The Approach", Issue No20 ,1999–Capitalism of Speculation - Article.

²²Abdulrahman Ahmed Yousry, (2000)" Contemporary Economic Issues".

restore the constituent parts of political system. They also believe that the principle of gradient will lead to macroeconomic reform form, but the defect of this approach is that it may serve the narrow interests of the organization as an amending the organizational structure, expansion, addition and improving the situations of the senior political leaders.²³

This approach is based on several key axes including the following:

1. Disclosing the mechanism of the work of public institutions or creating new and good institutions. This does not only come from creating incentives but it is a product of education and training, or what is called the (social capital) as Aristotle says (the ruling by the authority of law and not by the authority of human beings)

2. Identifying a set of implicit knowledge that results from the internal and vital interaction between the employee and the public institution. Therefore, the institutional capacity cannot practically move from one community to another through group of administrators importing from the developed world. The matter seems completely quantitative.

3. Ensuring the effective institution-building does not arise by a governmental decision in a similar way to establish a bank or a company, but rather through the conscious political work and the good culture.

4. It must be distinguished between two types of the economy: the macroeconomics associated with the

²³ Rizk God Whelan, (2002) "The Approach", Issue No. 31-2002 Determining the Human Development - Article.

philosophical and social doctrines and small microeconomics confined to the daily economic facts.

5. following up, evaluating the results and clarifying the experiences that apply a successful program for economic reform in Egypt and the Arab world includes focusing on this partial approach , which offers partial reforms to the problems facing government agencies, leading to the absence of any tangible results of the implemented programs of development and reform .²⁴

The Stages of preparing a successful program of economic reform and its impact in accelerating the economic development

To ensure the success of the process of development and reform, we have to follow a set of successive and coordinated steps and procedures with each other and are summarized as follows:

First, studying and analyzing the need for a clear and transparent program for economic reform

Poor performance of many government agencies and the low level of satisfaction of the beneficiaries of the services and non-increasing of productivity and service, and non- achieving the economic and social equality , as well as the lack of consolidation of new knowledge and developing the productive and service institutions , highlights all these manifestations of the need for the economic development and reform and which requires analysis of the factors that led to it, then determine the best solutions to address them in the light of the available financial and human resources .²⁵

²⁴ The Approach, Issue No6,1996On the Present and Future of China - Professor Samir Amin

²⁵ Economic Development

Second: preparing and formulating the strategies and setting goals

At this stage, the strategic plans are prepared to develop a clear, thoughtful and realistic program for economic reform and its main targets. The success of these objectives depends on many important factors including: Be specific, clear, realistic, measurable, and should be in accordance with specified timetable.

This stage is one of the most challenging stages because there are several priorities according to the beneficiaries, the varied and different points of views for them and the means of implementation. However, no matter the strategies and concepts are varied and different, the objectives are either related to achieving more control or more decentralization or concerned with the human element, the laws or the technical means and other

Third, applying the economic reform program and its implementation

This stage is considered one of the most difficult stages because of the political forces within the organization or the agencies resisting the development, reform and change, especially if they feel that the reform process will adversely affect their personal interests.

There are several methods to be followed in this stage of implementing the economic reform program, such as: the sudden accident style applied by Japan. It has achieved great success since and after the second war. It followed mainly a social policy including economic guidance. The Japanese individual and society were the target and the problem of employing millions of unemployed people and new job applicants were not put in a secondary rank. They are considered

the most important challenges not only in front of who create the economic policies but also in front of the whole society. it requires a classical economic thought. The expanding and encouraging the projects of service come at the forefront of policies to absorb unemployment, followed by small and vocational industries. The modern technology will have an impact on the business patterns and the required skills of the workforce where they will cancel most of the professions and create other professions in new fields, especially in the sector of services, which will continue to expand to absorb the expected growth in the labor force.

There is the gradual style of the economic reform program i.e. preparation and rehabilitation the political system gradually to carry out the process of development, reform and the suitable preparation through spread its objectives and purposes among the various levels of employees in the political organization before starting.

For example, the French experience in reform the structures and systems of developing the productive and service institutions.

Fourth, control and performance evaluation

The control either to be after completing the application of economic reform and called the post-audit in which the performance objectives are compared to the objectives of annual plans emanating from the strategic plans and measuring the deviations, if any, and provide appropriate solutions and alternatives to address them.

The control may be associated with the process of implementation. This kind of control is one of the best control types because it relies on the feedback of information, allowing decision makers to intervene in the suitable time and provide the

necessary guidance to whom execute the plans and programs designed to reach the required results.

Strategies to implement a successful program of economic reform and its impact on accelerating the economic development

There are several strategies to be followed globally to apply the processes of development and economic reform including the following:

First: the strategy of partial reform

This strategy is based on guiding the economic reform efforts towards a small number of targeted elements and organizations in the process of reform. This strategy usually focuses on four elements: (the level of structuring, the level of human element, the level of methods of working, systems and legislation)

Second: strategy of horizontal reform

This strategy focuses on a few and limited elements which constitute the comprehensive political system but it is applied to all governmental organizations or their sectors. This strategy is also limited because it may focus on: establishing and developing the regulatory structures and fill every gap may allow corruption to leak into the economic institutions, either private or public.

Third: the strategy of sectoral reform

This strategy selects all the critical components which constitute the performance within the selected NGOs. The programs of reform which will apply to those elements before circulation to the rest of the elements are determined, through

forming a committee to experience the needed reforms at the sectoral or geographical level. This is considered a temporary way to reform appropriate to the interests of individuals, institutions and communities in many economic, legal and social aspects.

According to the viewpoints of some researchers, this method has positive effects on the economic reform process. It pushes the traditional political agency to sense the presence of emerging and complex tasks. It also spreads the spirit of initiative in the political system and becomes an incentive tool for the executive agency, but the defect of this method appears in the conflicts which may hinder the process of economic reform and accelerating the economic development.

Chapter III

The most prominent Arab experiences in the development and economic reform

It became clear through many studies that the success of the economic reform program in accelerating the economic development in Egypt and the Arab world suffers from differential imbalances led to not integrating the strategies of economic reform and not achieving their desired objectives for several reasons:²⁶

1. Focusing of reform efforts on building the official structures and systems in the Arab countries.
2. Non- adopting the manner of participation in the process of developing and modernizing the economic system.

²⁶Amin, (1998) " The Globalization and Arab development" - Unity Telecom Center -, 1998.

3. Interesting in the technical and procedural aspects and neglecting the behavioral, environmental and social aspects by focusing on the application of scientific methods of economic system.

4. The failure of societal strategy for the political development and slowdown the democratic development. There are several experiments for applying the program of economic reform in the Arab world. We have chosen two experiments: the Egyptian experiment and the Kuwaiti experiment. I'll present a brief overview of these two experiments.²⁷

First: The Kuwaiti experiment

Since the sixties of the last century, the issue of expanding the productive base and employing the oil revenues is considered a bridge to move towards a balanced productive economy. It represents the first target for all economic reform programs and all governmental programs without exception. For this reason, a set of specialized and analytical studies are developed via the help which the experts and consultants introduce in the field of development and economic reform. The five-year development plan of Kuwait for the years (2009-2014) is the most prominent and comprehensive economic reform program of Kuwait in the modern age. It includes all political, social, economic and cultural fields. Also, it provides clear solutions to the most important problems which face the contemporary Kuwaiti society. The following are the most important **objectives of the Five-Year Development Plan:**²⁸

1. Recovering the pioneering regional role of the State as a financial and commercial center which has already been made

²⁷Abbas Nasraoui, (2000)" Iraqi Economy".

²⁸ Madawi Rasheed, (2010)"The Political Reform Experience in Kuwait".

via the hard work of grandparents and commercial activity within the country and across the borders. It translates a supreme princely desire to His Highness Prince.

2. Revival the central role of the Kuwaiti private sector in the leadership of development. This is the role that has already been achieved the Kuwaiti commercial leadership in the past and it is hoped to re-achieve it on modern bases.²⁹

3. Rebuilding various and different roles of the state and its organs and institutions providing the reasons of empowerment and support work and production. Also, providing the infrastructure environment, the appropriate legislation, the favorable and stimulating business environment for development.

4. Providing the climate and controls to ensure the overall and balanced human development which aims to consolidate the values of the community, maintain its identity, building citizenship, achieving justice and decent livelihood.

5. Strengthen and consolidate the democratic system based on respecting the Constitution and abiding by it to ensure justice, political participation and freedoms.

The plan also included long-term targets until 2035 as follows:

1. Increasing GDP and raising the standard of living for citizen.
2. The private sector leads the development according to incentive mechanisms
3. Supporting human and community development.
4. Supporting population policies to support development.
5. Effective Governmental Administration.

²⁹ Mohammed Bakly, (2013)" The Management Style of Economy in Kuwait Cloning the Brazilian Experience".

The plan also included a set of policies aimed at the development and economic reform, the factors of succeeding the program of economic reform and accelerating the economic development.

First, the policies of governmental administration, transparency and accountability include:

1. Restructuring the governmental agencies, reducing its size and resolve the complexity of specializations with each other via the modernization of the organizational structures and preparing organizational evidence in the governmental agencies.
2. Developing, controlling and reducing the functional structures in the governmental sector through completing the applications of all functional groups of the civil service during the period of plan.
3. Improving the quality of performance and the ways of introducing the public services, and business sector services by simplifying the procedures and modernizing the guide of public services.
4. Developing the sector of business services in the governmental agencies and support the environment of investment via the appropriate electronic services contributing to the improvement of Kuwait's position on Business Index for World Bank.
5. Studying the privatization of some governmental services or entrust the private sector to manage some of them to improve performance and elevate alleviate the unnecessary burdens of the state.³⁰

³⁰ Shukri Ragab Alascowy, (2000) "The Privatization".

6. Completing the projects of electronic government and developing the existing ones through establishing a comprehensive electronic service centers and its supporting projects, including the project of official and electronic portal of Kuwait.

7. The information systems are linked in the governmental sector via the Kuwait Network for Information by the end of 2009/2010 and completing the establishment of the National Data Center for the governmental sector.

8. Developing the leaders in the governmental sector to improve the efficiency of performance and the positive dealing with business sectors. Also, establishing a specialized center for preparing the governmental administrative leaders.

9. Activating the development of legislative frameworks and institutional mechanisms to combat corruption and promote the transparency in the society and the economy to support development and improves the position of Kuwait on the global transparency index in line with the international requirements in this regard.

10. Issuing anti-corruption law and establishing a body of anti-corruption.

11. Supporting the role of the qualitative civil society organizations in the fields of transparency, combating corruption and supporting its initiative in the development plan to build the indicators and establish the culture and practices of the transparency and positive accountability in the society and economy.

And the Public Administration in cooperation with the concerned agencies.

Second, the policies of planning and statistics are as follows:

1. Supporting and developing the layout activity through establishing a specialized institute for planning and statistics, preparing the qualitative studies to cover future issues and ongoing developmental issues and others on the development of planning methodology scientifically and practically in coordination with the Supreme Council for Planning and Development.
2. Activating the function of planning in the governmental institutions and spreading the culture of planning through preparing a scientific guide for planning at the level of state shows the methodology and tools in detail, and training the planners systematically and through a unified framework.
3. Establishing units for planning in the governmental agencies, strengthen the capabilities of its strategic planning and training the technical personnel in the governmental agencies by the General Secretariat of the Supreme Council for Planning and Development.
4. Interesting in the activity of following -up the plans and the programs, developing and activating it as a developmental activity through a proposal for development plan to establish an integrated system for following-up the plans of development and the programs of government's work.
5. Supporting the participation of citizens in dealing with the general developmental issues and supporting the developmental media and social marketing for the projects of development through specialized projects.
6. Developing the activity of National Statistics to support the efforts of development and providing accurate information to public policy makers, decision makers, business sectors and foreign entities.

7. Conducting the general census of population and establishments for the year 2010 according to the latest methods and tools.
8. Developing the banks of data and the statistical services in the Central administration of Statistics and the Authority and Civil Information.
9. Developing the statistical indicators in a number of important fields such as women's empowerment and unemployment, the survey of labor force, the survey of residential and investment buildings and measuring the consumer confidence.
10. Building the databases of information and the various economic indicators and made them available in a readily access on the web, including the statistics of the direct foreign investment.
11. Developing the statistical services in the system of civil information and completing the smart card.
12. Disseminating the statistical information on a regular basis on the Internet as a service for beneficiaries with a focus on providing them for the different economic sectors.

Third, the policies of information society:

1. Restructuring the sector of information and communications legislatively and institutionally, through completing the development and updating the relevant legislation including: issuing a new act for telecommunications, the act of trade and electronic information, the act of Privacy Protection and secrecy, the unified code law, and developing the law of protecting the intellectual property.
2. Completing the institutional development of the telecommunications and information sector by creating Telecommunications Regulatory Authority and the Postal Corporation.

3. Developing and modernizing the infrastructure of telecommunications and information through completing the coverage of all regions of the state by the telephone service and fiber optic network to provide Internet services in all areas, control and protect the infrastructure for information technology and communications.
4. Completing liberalization of the telecommunications sector by privatizing some services, such as fixed phones in the country after completing the projects of rehabilitating and developing the telephone communication networks in Kuwait.
5. Recommending paying attention to information security, disaster management and informatics crises through an integrated project for the Central Agency for information technology.
6. Completing the components of developing the information society through preparing the studies and the annual and periodical reports about the components, the requirements and indicators of developing Kuwaiti Information Society by the Central Agency for Information Technology.
7. Upgrading the workers in the field of information and communication through planned programs of the Central Agency for Information Technology in cooperation with concerned governmental agencies, the private sector and concerned civil society organizations.
8. Disseminating the culture of information and its application in the society through joint programs between the Central Agency for Information Technology and the Ministries of Education, media and the concerned civil society organizations.

In spite of the universality of the economic reform program referred to above as part of the developmental plan of the state

of Kuwait, the sparring between the government and the Council of Nation, and what it is associated with the political instability impede achieving many of the goals and planned programs according to the comprehensive development plan. This means that the economic reform program of the State of Kuwait in need for more evaluation.

Second, the Egyptian experience

The history of the Egyptian experience to apply a successful program of economic reform refers to the early eighties in the previous century when it made a comprehensive review of the curriculum of its programs and economic plans in line with the requirements of modern economic thought and applying the reform programs in a manner consistent with the special and social circumstances, and the needs of Egyptian citizens.

The Negative aspects that hinder the success of the economic reform program in Egypt and its impact on accelerating the economic development

1. The lack of the necessary institutional infrastructure to formulate a produced capitalist system.³¹
2. The overlapping of power and wealth in the light of political despotism and the absence of any accountability or transparency.
3. Not- establishing frameworks to regulate the interaction between the state and the private sector.
4. The ruling elite in Egypt maintained the situations in the state and avoided the burden of economic, political and administrative costs of reform the institutions of the country.

³¹ Jacques Ondriaz, (2011)"The Economic Reform and Social Justice in Egypt and the lessons learned from the German experience.

5. The political system of Egypt had not a declared agenda of simultaneous economic transformation with the economic liberation and avoiding the risk of undermining the national industrial structures.

6. The Egyptian political system adopted the accelerated privatization policies of the private sector and reduced spending on services such as education, health, housing and achieved the greatest degree of capitalism by aligned to a select group of businessmen close politically and personally from the symbols of ruling regime.

7. Such economic policies in Egypt led to increase the protests, the demonstrations and strikes in the period 2004 - 2010 in unprecedented forms under an authoritarian regime consistently liquidated all forms of collective organization, especially labor protests.

Summary of the research and the most important results

The most important results of this research can be summarized in the following points:

1. The Egyptian government can make a trial to expand the category of middle-income (the middle class)
2. Developing of the educational system in terms of increasing the proportion of spending and adopting curriculum supporting The process of creativity and innovation, and following the compulsory education policy in the basic stage to prevent leakage in this stage and issuing laws criminate the parents who don't give the opportunity to teach their children until decreasing the rate of illiteracy to a great extent, increasing the interest in scientific research and increasing the allocation of research and development. Also, developing the technical education and interesting in the vocational and practical training through the consolidation of cooperation between the private

sector and the bodies of scientific research, and working on the rehabilitation of graduates in line with the labor market (the proper use of human resources).³²

3. It must know the obstacles that stand in front of improving the competitiveness of Egyptian economy and trying to treat them by increasing the volume of exports. Also, creating a marketing study of the available markets in front of Egypt and the possibility of benefiting from

The series of trade agreements that Egypt held with the European Union, Turkey and the countries of agreement and the agreement of qualifying industrial zone (QIZ). It became in front of Egypt a big market to acquire a lot from it.

4. Providing the financial institutions to finance the necessary projects, especially those with high added value, and support the troubled serious projects.

5. The plan of developing the State of Kuwait for the years (2009 / 2010- 2013/2014) included detailed, clear and comprehensive plan for the administrative development, but the controversy that exists now between the government and the National Assembly and what associated with the political instability in the State of Kuwait has prevented the achievement of many goals and programs planned in accordance with the comprehensive developmental plan. This means that the experience of administrative reform in Kuwait in need to more of evaluation.³³

³² Mahmoud Abdelfadil, (2000) "From the Book of Egyptian conditions".

³³ Mahmoud Abdelfadil, (2003)" From the Book of Egyptian conditions".

Recommendations:

1. The researchers, the academics and the professional organizations must be to great extent interested in creating a clear and thoughtful program of economic reform to establish clear and transparent principles, consolidating the modern knowledge and developing the institutions of production and service properly, via holding seminars and meetings.
2. Developing clear plans aimed at the continuity of the success of the economic reform program, by working to increase disclosure and transparency of the intermediary institutions between the state and the market.
3. Issuing a unified vision of the concept of economic reform programs in the Arab world and following up the success of this developed and thoughtful vision for the economic reform and its impact on accelerating the economic development.
4. Legislating and developing many regulations, systems and laws to promote and improve the performance of governmental agencies and improve the quality of its service and enhance the capacity it enjoys through occurring intended changes in the organizational structures and this helps in the success of the economic reform program and accelerating the economic development.
5. Activating and developing the frameworks, the legislations and the institutional mechanisms to combat and promote the transparency in the community to support the success of the economic reform program in accelerating the economic development

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