

managers in the Electrical Authority felt involved right from the start and identified this early involvement with CIDA and the CEA as the key to the success that evolved with their project.

### **The Distant Canadians**

Several Egyptians at all levels expressed concern that some Canadian advisors who came to Egypt made little effort to understand Egyptian ways, tried to control the project, and tended to look down on their Egyptian counterparts. Egyptians are proud of their country and its history, feel generally confident in their expertise, but are willing to learn more advanced technological methods and practices. They are of the opinion that about half of the Canadian advisors are either not committed to teaching and learning, or lack the skills to know how to teach and exchange. Basically, the Egyptians express a desire to learn and exchange with Canadians but to be treated as equals and to learn by working together and socializing. They find the Canadians "too distant" from them and not knowledgeable enough of Egypt's development needs and cultural and religious traditions.

### **More Collaboration**

In terms of recommendations on how to improve the delivery of development

assistance, many suggestions were given. Overall, most argued that a more careful planning involving CIDA, CEA, and GOE was needed in order to better identify the development needs and the type of assistance that will best respond to the needs in Egypt. Elaborating on this point, many Egyptians felt human resource development is the most important goal of technical assistance programs and that a more careful monitoring and evaluation of technical cooperation must be put in place. Too often Canadians with limited technical skills and/or inappropriate behaviour stay on in Egypt for too long. This is a waste and better and more joint systems for monitoring performance of both Canadians and Egyptians would hopefully solve this problem.

### ***Canadian Advisors***

Advisors who were interviewed as part of this study presented a wide variety of opinions but four general themes emerge for which there is substantial consensus among all advisors.

### **On-going Conflict**

Advisors feel strongly that the on-going conflicts between CIDA, the CEA, and GOE resulted in a stressful, ambiguous, and tense project atmosphere which severely hindered