

*training and development plan for the Host Institution.*

- *Ensure that Egyptian senior management communicate their expectations for change to all management levels within their organization whereby all staff will have an incentive to learn new methods and contribute to the development of their organization.*
- *Establish a plan for how and when CIDA management should directly interface with senior management in Egypt to ensure that the project meets its goals.*
- *Clarify the role of the Canadian Team Leader, his/her authority, and reporting responsibilities. Ideally, the Team Leader should have a counterpart who will work alongside the Canadian with the two being the joint management team for the project.*
- *Deal with the problem of attrition in Egypt by exploring options that will require employees to stay on in the institution for a time commensurate with the training provided. Also seek for new ways to reward performance and attract commitment.*

## ***Planning and Contracting for the "Soft Side"***

Most Canadians and Egyptians acknowledged that the significance of the social and cultural context for development projects in Egypt is forgotten in planning and implementation. The human and social development dimensions and goals of ISAWIP were only paid lip service. The need for advisors to demonstrate "people skills", establish social relationships, and work at training and exchanging skills and knowledge with Egyptians was never adequately supported, monitored or evaluated by CIDA, the CEA, or the GOE. One advisor argued that "project outputs need to be defined so that the emphasis is on changed behaviour by the host institution".

### **Recommendation**

*CIDA should explore new ways to contract CEAs for producing "soft" results. Rather than focussing just on material outputs or tangible deliverables, there is a need to contract for "process outputs", such as,*

- *advisors being able to demonstrate having gained the confidence and respect of Egyptian colleagues*