

*greater exchange, communication and understanding between Egyptians and Canadians.*

*Canadians must be encouraged to practice the same social skills which they are accustomed to using in Canada. For example:*

- *take coffee breaks and lunches together with counterparts*
- *hold "sandwich" lunches to discuss specific issues*
- *have dinners with families*
- *organize special management workshops/ think tanks to problem-solve together*
- *hold team meetings in advisor's home*
- *give counterpart home phone numbers*

## ***On Partnership***

Research findings lead to the conclusion that there is little sense or feeling of partnership among the key actors involved in the planning and implementation of development projects in Egypt. Egyptians were generally of the view that they were inadequately consulted and too much controlled by the CEA. CEA managers felt constantly trapped in reporting to two masters (GOE and CIDA) who seldom agreed

on anything. Not only was there little evidence of partnership, there was also little evidence of any goodwill or effective communication between the key partners. Suspicion and distrust was rampant and clearly hindered project success.

## **Recommendation**

*In order to establish a partnership approach to development in Egypt, CIDA must lead the way by involving Egyptians in the initial planning, implementation, as well as the procedures for monitoring and evaluating progress. The CEA and the Egyptian Host Institution must be brought in as partners also but must receive clear direction for their role in the development project from CIDA and GOE who have the lead responsibility for ensuring that effective development projects take place in Egypt.*

*Special training in the form of Team Building should take place and involve all key partners in the development project. The aim here is to build trust and understanding, establish common goals, agree on all management and monitoring procedures, and clarify roles and responsibilities. Representatives from CIDA, GOE, CEA, Host Institution, Advisor team, and Counterpart team should participate in this process.*