Conclusions and Recommendations

It should be noted that the following presentation of conclusions and recommendations addresses the most pressing issues arising out of this special study on Canadian technical advisors in Egypt. It should be recalled that Canadians and Egyptians offered a wide array of suggestions for change. Many of these were reported in the two sections of this paper dealing with the presentation of research findings.

On Relationships Between Canadians and Egyptians

Although most initially described relations between Canadians and Egyptians as cordial and respectful, a deeper probing revealed that these relationships are better characterized as "distant and distrustful" with both sides wishing that there was a greater friendship and exchange. From the Egyptian perspective, Canadians come to Egypt with very fixed ideas about what needs to be accomplished and how to go about "fixing things". They view themselves as superior and try to control and direct the Egyptians. This is completely unacceptable as it is the strong view of most Egyptians that the Canadians are there to advise, not "to run things", and that to be good advisors, they must spend more time trying to understand the Egyptian way of life, both professionally and personally. From the Canadian side, many Canadians expressed frustration with Egyptians who were not receptive to learning, who were disorganized and too "ad hoc" in their management style, and who were basically not committed to the development project. Clearly, there is a need to assist both sides in learning about the other.

Recommendation

In preparing Canadians to work in Egypt, it is important to help people understand better the role of Islam, institutional constraints, and Egyptian management styles, and how these influence the behaviour and attitudes of Egyptians. Also, it is highly recommended that Egyptian counterparts and Canadian advisors together take training in cross-cultural communication at the start of any Project and that a method for on-going training in this regard be established. This will only serve to promote a