

- CIDA and GOE should select the CEA and screen technical assistance personnel and Egyptian counterparts.
- At Project start-up, undertake team building with the key partners whereby CIDA, GOE, and CEA can learn to understand each other, build a relationship of trust and commitment, and establish common objectives and a common vision for the project.
- Maintain continuity of all staff involved in managing and implementing the project.
- Cross-cultural training and preparation must be provided to all personnel: CIDA, CEA advisors, and Egyptian counterparts. Canadians must understand Egyptians and Egyptians must understand Canadians.
- Identify and establish the conditions needed in the Host Institution to support an effective exchange of skills and knowledge.
- Set up more Canadian/Egyptian committees at various levels to steer, coordinate, and monitor progress.
- Run collective seminars and workshops on a regular basis to bring all partners together to learn and exchange.

### *On Personnel Selection*

As mentioned previously, both Canadians and Egyptians acknowledged the importance of careful selection of Canadian advisors as well as Egyptian counterparts. Seventy percent of Egyptians were of the opinion that GOE managers should be involved in the actual screening and selection of Canadian personnel destined to go to Egypt.

When asked about the selection of Canadians who had worked in Egypt, opinions varied widely. The Egyptians tended to report that about 50% of advisors were excellent while another 50% were of little use. Within CIDA, most of the staff interviewed felt that screening and selection of advisors for Egypt needed to be improved. Among CEA managers, the majority opinion was that Canadian advisors were generally well screened for their posting to Egypt; a few CEA managers, however, did feel that there were too many "mercenaries" and not enough "missionaries" involved in development assistance to Egypt. These managers argued for a much more careful screening process to ensure that selected advisors possess some basic interpersonal skills, strong professional drive, and belief in development.