

As discussed previously, there were four "schools of thought" that seemed to emerge with respect to dealing with the selection issue. Although many supported the "hands-off" approach, such an approach in practice could lead to embarrassment and hostility if advisors screened solely by the CEA fail to collaborate and interact respectfully with Egyptians. The "hands-on" approach, on the other hand, is simply no longer viable given the administrative pressures within CIDA. The "partnership" approach is perhaps ideal as it would serve to promote collaboration and a sense of ownership and commitment to the project by all parties. But implementing such an approach on a regular basis may simply be impractical given

the distance between Canada and Egypt and the time pressures on managers. Accordingly, it is felt that the best option at this time is to implement a modified "arms-length" approach to selection.

Recommendation

CIDA should provide to CEAs a clear set of guidelines, criteria, and expectations for personnel selection and advisor performance in Egypt. Consideration should also be given to providing CEAs with tools and procedures for ensuring a more effective and thorough screening of candidates for international development assignments.