

**Note:**

Team building is not a "one-shot" activity, but should be on-going until the end of the project. It will involve various sub-teams who should be supported with incentives for working and producing together.

### ***On the Effectiveness of Technical Cooperation***

Although the vast majority of Egyptians and Canadians described ISAWIP as a success, it was not a success in terms of relationship building, and ensuring a sustainable transfer of skills and knowledge. For some, ISAWIP was too "high tech" and too "engineer-driven" and ignored the need to educate farmers, and to change management approaches and overall organizational policies and procedures in Egypt. One Canadian advisor felt that ISAWIP at best served to build individual pockets of expertise, but the lack of any serious management development plan would likely challenge the sustainability of the overall technical success of the project in the future. The evidence seems strong that neither the GOE nor CIDA had a plan on how best to exploit the expertise of Canadian advisors. There did not exist any serious "top-down" commitment to institutional

development, involving succession planning and the creation of a results-driven corporate strategy.

### **Recommendation**

*In planning with the GOE to promote a more effective institutional development in Egypt, CIDA should work towards negotiating better conditions for enabling technical assistance to become a more effective tool in support of institutional development. Minimal conditions for success include the following:*

- *Clarify the goals of the development assistance, results expected, and how progress will be measured and monitored.*
- *Get a commitment that advisors will be used to train and advise, with Egyptian counterparts being made available to work closely with the Canadians. As a corollary to this, push for the establishment of a formal staff*