

good relations in the country, at fielding staff who become effective agents of change, etc.

With respect to lessons learned from ISAWIP, most respondents felt that the agency has learned very little. As one person put it: "no one ever stays on a desk long enough to learn or apply any learning". Individual officers did identify a number of "personal learnings" from their experience with Egypt projects, but at the level of the organization there seemed to be little belief that CIDA has learned to do development more effectively as a result of a project like ISAWIP.

## **CEA**

The viewpoints of the CEA are gleaned from project managers resident in Canada as well as from team leaders who were resident in Egypt. It would seem that the biggest concerns that CEA management have are two-fold:

### **Lack of Direction and Control**

They express frustration at CIDA's overall continuing lack of direction and clarity with respect to specifying project goals, lines of communication, and management responsibilities. They feel caught in the middle of a hopeless situation trying to understand and

please CIDA as well as the GOE. Several elaborated that a CEA is often used as the "fall guy" when things go wrong and generally resent being held responsible when they have so little authority to control events.

### **Pressure and Interference**

They feel unfairly pressured by both CIDA and GOE. They experience CIDA as an overly demanding, interfering, and inconsistent manager. As one senior CEA manager put it: "We would have produced twice as much in Egypt if CIDA had not constantly interfered". Some managers particularly resented the excessive reporting requirements of CIDA and experiencing the feeling of always being kept "on a short leash" by CIDA. Several mentioned the endless array of CIDA monitors, auditors, evaluators who visit Egypt to check-up on the CEA. At the field level, this is experienced as excessive and unnecessary disruption of project activities as advisors have to take time to educate and explain their work to these visiting consultants. They feel that monitoring and evaluation roles and responsibilities must be better planned and scheduled by all partners.

On the positive side, CEA managers did seem to realize that CIDA has its own pressures and doesn't intend to be disruptive. However,