



Key Findings: The Viewpoints of the Different Partners

CIDA

Perhaps not surprisingly, there are differing viewpoints among CIDA officers on ISAWIP and other CIDA-sponsored projects in Egypt. Although most agree that ISAWIP was a success, they also acknowledge that it was a project characterized by unending conflict, bureaucratic complications, distrust, fear, and suspicion. Some in CIDA support and defend the performance of the CEA and blame CIDA management for "causing" most of the difficulties that evolved in Egypt, especially with ISAWIP. These officers see the need to better support the CEA in the field and to collaborate with them in working with the Egyptians. Others in CIDA would argue that CIDA was simply not united enough in itself to more directly control and monitor the CEA. They feel the CEA Project Manager in Canada failed to manage the project effectively on CIDA's behalf: advisors were poorly selected, reporting and accounting functions were abysmally lacking, and no effective leadership was demonstrated on the CEA's part.

The problem of staff turnover in CIDA and the difficulties in perceiving roles and expectations between CIDA Headquarters and CIDA Field officers were two issues constantly highlighted during interviews. Some officers in CIDA feel that CIDA does not clearly enough explain to CEAs what CIDA expects in terms of the development challenge in Egypt and the role of technical advisors. They worry about the trend to output contracting as it may lead to having a smaller development impact than ever. Experienced development officers in CIDA all acknowledge the importance of taking time to establish relationships in Egypt. The need to build trust and acceptance, which is the foundation for any effective development exchange, may be forgotten or ignored in the future if CEAs are put under tighter time pressures to produce technical results. Many are wondering also about the way results will be quantified and measured. Some see a need to establish new forms of contracting which will measure the success of a CEA at establishing