



Introduction

In the fall of 1993, the Egypt desk in CIDA in collaboration with the Centre for Intercultural Training (formerly the Briefing Centre) decided to undertake a study of the personal and social dimensions or factors which influenced its ISAWIP project (Integrated Soil and Water Improvement Project). The essential aim was to derive lessons for the future planning and delivery of projects in Egypt. The ISAWIP project had been a long-standing (8 years) and large-scale undertaking between Canada and Egypt. Although acknowledged as an overall success, it was a project characterized by on-going conflict and distrust among all the partners involved. In undertaking this special study, an effort would be made to understand how ISAWIP evolved as it did and to explore how better collaboration could be established in the new planning under-way with the Government of Egypt (GOE) and Canadian Executing Agencies (CEAs). Although the study initially set out to look only at ISAWIP, a decision was made early on to include coverage of other projects that were on-going in Egypt. More specifically, the main project goals were threefold:

- i) by reviewing people's experience of living and working in Egypt, to establish a set of "lessons learned" which could help CIDA establish improved relations with CEAs and the GOE towards the goal of enhancing development success.
- ii) to establish an empirical profile of the effective development advisor in Egypt.
- iii) to document the differing opinions of individuals and groups with respect to the planning and delivery of Canadian technical assistance to Egypt.

The study focused primarily on understanding the personal and interpersonal dimensions of project success. The aim was *not* to evaluate the technical success or economic returns of projects in Egypt. Rather, the aim was to gather information on these personal and social factors that would improve future project planning with Egypt.