

their professional effectiveness. The lack of clarity on roles and responsibilities, the distant management of both CIDA and the CEA, and basic poor communication were identified as the major reasons for this state of affairs. Advisors felt caught in the middle of this partner triangle (CIDA, CEA, and GOE), overly pressured, and unsupported. They tended to become cynical about the domination of political and personal agendas over the development agenda.

### **Management Direction**

Although CIDA is most often identified as the main culprit for poor project management, advisors also include the CEA and GOE in their criticism. Both CIDA and the CEA were "out of touch" with the field and CIDA's reporting requirements and endless, consultant monitoring missions took valuable time and energy away from the real work of the project. Advisors feel that the projects operated in a "crisis mode" of management which works against establishing a long-term, coherent, and common vision.

### **Developing Relationships**

Many advisors felt that CIDA only pays lip service to the "soft side" of development. As advisors, they realize that developing

relationships and building trust are fundamental for project success but the pressures to produce, meet schedules, write reports, etc., interfere with their need to succeed "socially". They feel regarded solely as technical experts and the work they do to create the conditions for project success, to establish an environment of trust and respect, is ignored by both CIDA and the GOE.

### **Personal and Family Issues**

With respect to personal and family issues, advisors generally feel unsupported. Often the social demands of their jobs mean sacrificing time with their families which causes friction. To succeed in Egypt, strong family ties are critical and they suggest that a more careful screening of advisors and spouses needs to be undertaken to ensure more effective development outcomes. Some families simply did not cope well in trying to make the transition to Egypt.

### **Spouses**

**(Note: All of the spouses interviewed for this project were female)**

Spouses in Egypt confirm the research findings from other studies; namely, that international transitions are most difficult and stressful for non-working spouses. In the case of Egypt, this stress was exacerbated when families had