they feel on the technical side their knowledge and expertise should be trusted more and that CIDA should retain its role as an expert in development and make clear its expectations in this regard.

In terms of partnership approaches and more effective management, CEA managers felt that more decision-making and control should be exercised in Cairo with the CIDA field officer and CEA team leader collaborating more to manage the project. Others argued that the key here is to agree on role, responsibilities, reporting and monitoring procedures at the start of any project and not to deviate from the agreements put in place for such procedures.

Egypt

As mentioned previously, most of the Egyptians who were interviewed in Egypt were involved with the ISAWIP Project. But other Egyptians involved in other projects were also interviewed. In general, the three issues raised most often by Egyptians were the following:

Management of the Development Project

Most of the Egyptians did not feel adequately consulted by CIDA in terms of planning and decision-making. Several senior managers compared the USAid system to CIDA's approach and stated that they preferred the American approach because it involved them more as an equal partner.

Essentially, their experience with USAid is more joint and more collaborative, where they feel consulted and part of the decision-making. They work closely with the resident USAid manager to co-manage the projects and the American consultants working on different projects take directions from both Egyptians and the USAid managers. From their perspective, this approach provides for them a greater sense of ownership and control. Their experience with CIDA, particularly in the case of ISAWIP, was frustrating. They felt the CEA dominated them, neglected to collaborate, and abused their power. In the CIDA system, with decision-making and control at Headquarters, CIDA was experienced as distant with never enough presence in Egypt to communicate with them and to help direct and limit the power of the CEA. For them, it was confusing to understand CIDA's operation and they expressed frustration at not feeling more an integral part of their own development challenge. What is important to point out about the foregoing is that CIDA as an organization plans and implements projects using a partnership

Report Three