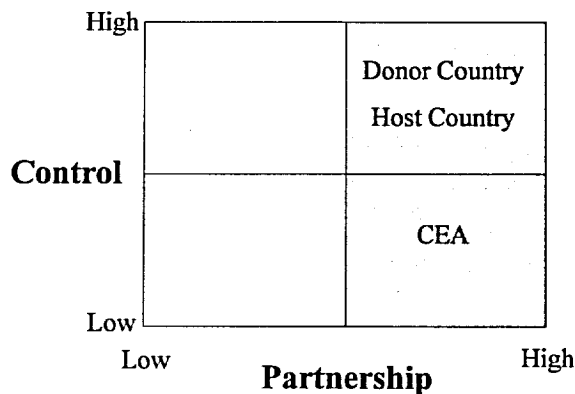


model similar to the USAid model. But in the case of ISAWIP, the feeling of partnership never emerged. In fact, roles and responsibilities became distorted, and the inability of CIDA and its partners to deal with personnel management and related issues led to a state of distrust and poor communication, and inevitable poor development management. The diagram attempts to illustrate graphically the difference in approaches, the first model as intended by CIDA (and desired by Egypt), and the second model as experienced by Egyptians on ISAWIP.

CIDA, like most donor countries, supports a partnership model of development (model A) whereby they jointly plan and control the implementation of the project with the host country (high control/high partnership), and where the CEA supports and takes direction from the primary partnership (low control/high partnership). But, in the case of ISAWIP, the exact opposite to what was intended was experienced by Egyptians (model B). They experienced the CEA as having control and not collaborating (high control/low partnership), and they experienced CIDA and themselves as out of control and distant (low control/low partnership).

It should be noted that the EEA Project was not faulted in this regard. The Egyptian

**CIDA Model (A)**  
(as intended)



**CIDA Model (B)**  
(as experienced by Egyptians)

