

## Step 1: The Project's Objectives and the Context/Environment

A CIL Performance Consultant, working with the CIDA Project Manager and Project Team, completed an analysis of the conditions in the field faced by all the delivery partners and the key stakeholders. The objective was a successful project start-up that would maximize involvement and contribution of the Egyptian partners and build the capacity of the project teams to achieve sustainability of the project outcomes.

## Step 2: The desired performance

It was agreed that to achieve the projects' objectives, team members would need to demonstrate a shared understanding of expectations for the project and a shared understanding and utilization of the processes and tools common to the project such as:

- Results based management;
- Problem solving and decision making techniques;
- Processes for effective team work and intercultural collaboration; and
- Processes for clarifying the interests and perspectives of diverse project participants.

## Step 3: The actual performance

A CIL performance consultant observed performance at several points over a period of one year. Differences in expectations existed among delivery partners. Some executing agencies were unfamiliar with the Egyptian context. In the field, there was an inconsistent understanding among Canadians and Egyptians as to the needs to be addressed, the expected results, project methodology and project management.

## Step 4: The performance gap

A comparative analysis of the actual and the desired performance revealed a need for:

- The Canadian advisor to increase his/her knowledge of Egyptian socio-cultural factors and context and how these factors impact upon the work environment;
- The Canadian advisor to increase his/her understanding of the expectations and roles played by different groups and organizations i.e. farmers, extension workers, research scientists, government ministries, etc.;
- Tools and processes to improve dialogue; and
- A shared understanding among all stakeholders of criteria for project success.

## Step 5: Cause Analysis and the Solution

This step analyses barriers to achieving the desired performance, determines the causes (such as lack of knowledge, competency deficiency, inappropriate policies, processes, tools, etc.) and determines the appropriate methods/approaches to achieve the desired performance. The analysis is used to custom design a comprehensive and effective solution. For Egypt projects, CIL teams conducted a multi-project pre-departure workshop that combined both intercultural and "project success criteria" learning and an in-country inception start-up project workshop with emphasis on exchange of perspectives/expectations of each stakeholder. Additionally, the CIL developed a tool box of project management and team building work aids and provided workshops on their use.

## Step 6: Follow-up: Are the learnings being applied in the work environment?

In 1998 the CIL will monitor the output of performance improvement activities and their impact.

"In my professional life, I have attended numerous workshops, seminars and conferences, of which, this CIDA Kafr El Sheik workshop was most different and I believe, by far, the best...

Such bringing together of project stakeholders who included farmer men and women, village extension workers, private sector representatives, representatives from other involved ministries, EEAs, Canadian and Egyptian CEAs and CIDA officials, has not been done in the past by a donor agency in Egypt...

Facilitation training for people from the project's own team of Egyptian and Canadian partners was an excellent idea that would definitely lead to future sustainable benefits and would allow for more collaboration and stronger contribution of all project team members, both Egyptian and Canadian...

The results achieved during the three days included a better understanding of the project and its context, a better understanding of the interests and perspectives of the various project stakeholders, the acquisition of new and innovative tools and methods for effective collaboration and the building of a common vision and a shared approach in the project...

I left this workshop feeling that I taught and learned and that I gained new knowledge, skills and insights. I left with an enthusiasm for the strength and potential of Egypt-Canada Cooperation."

Ibtessam El Abd  
First Secretary  
Egyptian Ministry of International Cooperation