

2. Synergy and Collaboration Within the Institute

"The Language and Intercultural Project syllabus" was the product of a joint initiative with the Centre for Language Training which started in 1996-1997 and was completed in 1997-1998. The syllabus was prepared to support the teaching and learning of intercultural awareness, country specific cultural knowledge and the development of intercultural communicative skills within the foreign language training programs.

The intent is that the material in this syllabus be integrated with the material of the Language Curriculum so that the language, cultural learning and intercultural skill development are learned together.

In 1997-1998 CFSI implemented the syllabus as part of a pilot program.

The "Managing Staff Abroad" course continued to evolve as a joint project with the Centre for Professional Development. The knowledge and skill elements required for intercultural effectiveness when managing staff abroad were integrated throughout the course.

Working with the Centre for Professional Development a video and accompanying guide on the history of Canada was produced. The objective of the film and guide is to provide locally engaged staff with a general understanding of Canada's social history so that they can perform their duties as a representative of Canada more effectively.

The Centre played a lead role in the creation and launch of the Institute Internet site. The Internet is a principle vehicle for the Centre to communicate with its varied client base comprised of organizations from the public, para-public and private sectors.

"Excellent course; truly benefitted from dialogue process, leadership, conflict resolution".

Course participant

"It is very important that all Foreign officers posted abroad receive this training".

Course participant

Overall Objectives and Achievements

1. Efficient Program Delivery

CFSC has over the past two years exceeded its commitments to CIDA to reduce costs by 5% per annum for services received. In 1996-1997, costs went down by 8%, in 1997-1998 by 20% resulting in savings of more than \$650,000. These were extraordinary and one-time, the result of a greatly increased demand that exceeded CIDA's allotted budget and a decision by the Centre to postpone several important program development initiatives. Every effort was made by the Centre to serve as many individuals as possible who needed training. As a consequence, 280 more individuals were trained than the 1,900 provided for in the allotted budget. Over 200 executing agencies benefitted from the Centre's services.

2. Organization and Resources

Having affirmed its mission in 1996-1997, the Centre dedicated itself to defining the core competencies and organizational structure needed to fulfil its objectives. The Centre was organized into four units reflective of its business lines; Client Service, Performance Improvement, Performance Support, Training Programs.

The objective was to ensure that the Centre can adjust its human resources rapidly to changes in demand; that its resource mix match its objectives and that processes are imbedded within the CIL. To support this objective, the Centre implemented a process of recruitment and a program of continuing professional development to upgrade the performance consultants in the intercultural field are rare. The Centre's recruitment and development initiative will continue into the next year and beyond.

3. Implement a Performance-Based Learning Model

Below is an example chosen to illustrate the application of the Centre's new performance-based approach to learning.

The Performance Improvement Approach Applied to Project Start-ups.

The CIL used the findings of its extensive analysis of "Technical Advisor Effectiveness" completed in 1996-1997 to operationalize its results-oriented learning approach. Requests to support several CIDA/Egypt projects provided an excellent opportunity to demonstrate the contribution the CIL can make to improved performance. Each step of the Performance Improvement Approach as it was applied to the CIDA/Egypt Environmental Theme Project is described.