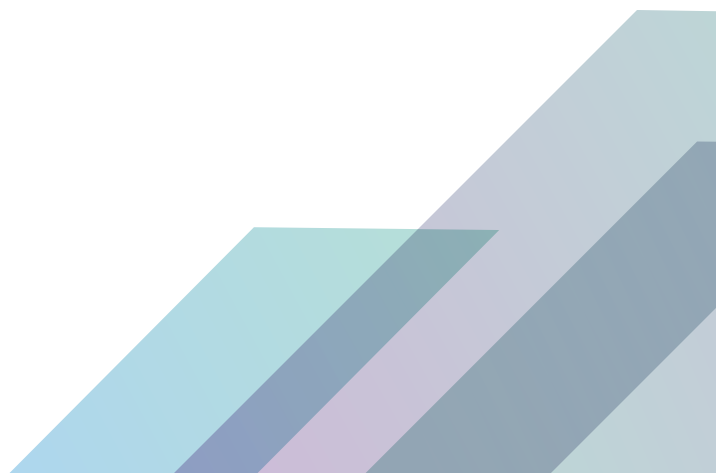




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TRAINING MANUAL

# Partnership Reflection: A Guide for Facilitators







# **Partnership Reflection: A Guide for Facilitators**





# Table of Contents

<b>INTRODUCTION.....</b>	<b>1</b>
<b>PARTNERSHIP REFLECTION BASICS:.....</b>	<b>1</b>
<b>FOSTERING PARTNERSHIP: SAMPLE TWO-DAY PARTNERSHIP REFLECTION TRAINING DESIGN .....</b>	<b>5</b>
REFLECTION GOAL .....	5
REFLECTION OBJECTIVES .....	5
MATERIALS.....	5
DAY ONE.....	6
DAY TWO .....	9
<b>RESTORING PARTNERSHIP: SAMPLE FOUR-DAY PARTNERSHIP REFLECTION TRAINING DESIGN .....</b>	<b>15</b>
GOAL .....	15
OBJECTIVES .....	15
MATERIALS.....	15
DAY ONE “WHO ARE WE?” PREPARATION.....	16
DAY ONE “WHO ARE WE?” DAILY MONITORING .....	19
DAY TWO “WHY ARE WE TOGETHER?” AND “HOW DO WE WORK TOGETHER?” .....	20
DAY TWO “WHY ARE WE TOGETHER?” AND “HOW DO WE WORK TOGETHER?” DAILY MONITORING.....	23
DAY THREE “HOW DO WE WORK TOGETHER?” AND “HOW CAN WE IMPROVE OUR WORK TOGETHER?”.....	24
DAY THREE “HOW DO WE WORK TOGETHER?” AND “HOW CAN WE IMPROVE OUR WORK TOGETHER?” DAILY MONITORING.....	26
DAY FOUR “HOW CAN WE IMPROVE OUR WORK TOGETHER?” AND “WHERE ARE WE GOING AND HOW DO WE GET THERE?” .....	27
ACTION PLAN.....	31



# Introduction

Welcome to the CRS Partnership Reflection Facilitator guide, developed by the Partnership and Capacity Strengthening (P/CS) unit with input and assistance from CRS country programs around the world. The P/CS seeks to support Country Programs (CPs) to maintain and strengthen their relationships with partners, in ways that put our partnership principles into action. CRS has developed an in-person, facilitated process to help partners walk through a reflection on their relationship. This tool helps to assess the health of a partnership, with the intention of maintaining strong relationships or strengthening and improving ones that might be facing challenges.

Regular monitoring of relationships is essential to keeping them on track, and it can and should be managed in a variety of ways. Frequent check-ins, meetings, etc. help to ensure that basic contact is maintained and channels of communication remain open. The Partnership Scorecard is an example of how CRS is committed to monitoring the health of its partnerships. And, it is important that partners periodically take some time out to look closely at their relationship, evaluate how it's working and consider how it could be improved. Even relationships that seem relatively problem-free will benefit from these reflections, by surfacing new ideas and deepening bonds. The reflection process can also be used at the beginning of a partnership to explore each partner's identity, values and work, and help get the partnership off to a good start.

## PARTNERSHIP REFLECTION BASICS:

### WHAT IS IT?

The Partnership Reflection is a facilitated process designed to strengthen the relationship among the partners in order to help them be more effective. The process is almost always done in person and the event can either take a shorter “fostering” or a longer “restoration” form, with more days dedicated to “restoration” of a partnership. There are detailed guides for facilitators to take groups through this process.

### WHY DO YOU USE IT?

CRS developed this guide as a resource for institutions that want to maintain or improve their relationships with their partners. In addition to using the guide for the process itself, the guide can be reviewed with a view towards determining whether and when the process might be useful.

The Partnership Reflection helps participating organizations to:

- Review each partner's identity and identified common values and interests;
- Define and commit to mutual support and accompaniment in the partnership;
- Determine roles and responsibilities within the partnership;
- Continue to build trust and strengthen communication among partners;
- Facilitate a network of partners who can better support one another.

## WHEN DO YOU USE IT?

There are two versions of the Partnership Reflection process. The short “foster” version is most often used in instances where the partnership is healthy, as routine relationship maintenance, checking in on communication and collaboration, and strengthening existing ties. The longer “restoration” version is most often used in instances where partners are rebuilding a troubled relationship and need extra time to interact, share information and perspectives; strengthen bonds and develop action plans. Many of the exercises in the restoration version are designed first and foremost to help develop trust among the participants over the course of the reflection. Finally, in cases where the relationship is new, the partners can use the reflection process to ensure a strong start.

It is highly recommended that the partners discuss together which version they would like to apply, and then plan accordingly. The reflection should take place when there is interest and commitment from each of the involved agencies. It can be especially effective when implemented together with the Partnership Scorecard.

## WITH WHOM DO YOU USE IT?

The Partnership Reflection can be used among any partner agencies.

## HOW DO YOU START TO USE IT?

Once partners express interest in participating in a reflection process, any of them can initiate the process, and apply the associated facilitation guides. The guides include a full agenda, and descriptions of each session and activity. Should the facilitator (see section below) need to adapt the guide to more appropriately reflect the context and situation, the P/CS unit is available to consult about the best approach for the reflection process: [partnership@global.crs.org](mailto:partnership@global.crs.org)

Important to note: The reflection process should be adjusted as needed to incorporate cultural norms and context on the ground. The facilitation team should give adequate time and attention to reviewing the reflection tool with this perspective, to ensure it is appropriately adapted. For example, while the agenda includes proposed break times, they should be carefully considered—remember this is not a typical workshop, but a process intended to strengthen relationships. If breaks seem to be a chance to strengthen relationships, consider lengthening them.

The guides include the overall goal and objectives for the reflections, as well as a list of required and recommended materials. It is subsequently divided by day and by session.

## DAY BREAKDOWN:

Each day is presented under a heading (1-2 questions) that indicates the main topics of the day, followed by a list of the day’s required preparations. At the end of each day, a monitoring event is described.

- **Preparations:** This section should serve as a preparatory checklist for the facilitator, covering the tasks that s/he should undertake prior to the session. Generally, it includes preparing flipcharts, assembling materials for a group exercise, etc. In addition to this list, the facilitator(s) should secure a suitable training space, organize the room accordingly, test the laptop-projector connections, etc.
- **Monitoring:** This section provides a format for soliciting feedback after each day (except the last day, which includes the final evaluation). Each event is different, and designed in keeping with the content of the day.



## SESSION BREAKDOWN:

Each individual session design contains the following elements:

- **Topic Description:** Each session is designed to achieve objectives related directly to session content. These objectives are stated in terms of questions that the participants will answer during the course of the session.
- **Activity Description:** Step by step instructions are provided, detailing how to lead the session. The activities draw on a variety of methodologies that reflect principles of adult learning and appeal to diverse learning styles. The facilitator is encouraged to vary the activities according to his/her experience and knowhow. The session designs, as written, are based on successful CRS training pilots and feedback from actual participants.
- **Time:** The total time allotment for the session, including breaks, is provided. The facilitator will likely need to adjust the time based on a variety of factors, including the size of the group, the extent of challenges faced by the partnership, etc.

## WHO SHOULD FACILITATE IT?

This guide is designed in a simple, step by step format that can be followed by facilitators with knowledge of partnership and capacity strengthening, as well as adult training experience. Any facilitator should have completed relevant courses (for example the P/CS Level 1 courses available on CRS' Institute for Capacity Strengthening [www.ics.crs.org](http://www.ics.crs.org)), and have a basic understanding of relevant tools and guidance, such as the Partnership Scorecard and the Protocol for Relations with Church Partners. It is further expected that they have ample understanding of the country context, CRS programming and management and partner organizations.

Furthermore, experience with this process has demonstrated the importance of co-facilitation, with at least one facilitator from each of the participating partners, both so that the process is not seen to be led by just one partner, as well as to diversify the set of skills, knowledge, backgrounds, etc. available on the facilitation team. Each partner, in consultation, could decide to nominate facilitators from among their staff and/or to engage a consultant.

It is important to note that the level of facilitator experience and qualifications should be higher for the longer, restoration version of the reflection. Since this version of the reflection is usually selected when the partnership is experiencing significant challenges, more experienced, senior level facilitators are essential to ensuring the successful navigation of the process. Similarly, with larger participant groups, which can be more complex and challenging to manage, the qualifications of the facilitators should be higher than what might be needed for smaller groups.

## WHO SHOULD PARTICIPATE IN IT?

CRS strongly encourages the participation of the organization's leadership and staff from programs, finance and operations, from each participating organization, in the partnership reflection process. This is important because the quality of the relationship depends not just on a few staff from one department or program, but on all those who are engaged directly in any aspect of the partnership.

## GROUP SIZE

The session designs are structured to accommodate a group of 30-40 participants, with two facilitators. The group exercises can be used to maximize participation by dividing the plenary into working groups of six to eight members. Should the training audience be much larger or smaller, the facilitator/s will need to make adjustments in session timing and size of working groups. Note that there should be no more than 20 participants per facilitator. And as mentioned above, larger groups require facilitators with a higher level of qualifications and experience.

## FACILITATOR CHECKLIST, KEY PREPARATIONS

The following is an adapted version of the basic checklist that CRS has found helpful for facilitators. Note that if time and budget allow, it may also be useful to have the facilitators meet with representatives of leadership and staff from all participating organizations in order to solicit their perspectives on the partnership and their expectations for the reflection. Some of the questions below may also be answered in these meetings.

- Know the situation: What led the partners to decide to implement the reflection process? What challenges, if any, are they facing? What might be the dynamics among participants?
- Understand cultural norms and dynamics: What kind of training style is most appropriate for this group? What can you do to ensure that participants will feel respected and their experience appreciated?
- Be aware of gender dynamics: Do you know the gender make-up of the group? How might this affect the reflection process? How might you mitigate any gender challenges?
- Be familiar with adult learning approaches: Remember at all times that participants are experienced adults. Remember to involve first, teach through doing and build on experiences.
- Keep the reflection goals in mind: Always keep in mind the overall narrative of the process.
- Read all the preparatory material: Have you read the whole Reflection Guide? Have you noted areas that will require additional preparation or where you have questions?
- Be mindful of the time spent on presentations and plenary: Remember that sitting still and listening to one person talking is hard, and can easily drain energy.

## LOGISTICAL

- Have you ensured that the available space is adequate for the process, and that you will have enough wall space to put up posters, flipcharts, etc.?
- Will you be able to move chairs and tables around as needed to facilitate group work?
- Have you prepared all handouts, flipcharts and necessary slides?
- Do you have all the materials and equipment you need (flipcharts, markers, post-its, projector, etc.)?
- Do you have someone to support you, who can check on things like meals, materials, etc while you are facilitating sessions?
- Carefully monitor scheduled break times—are they helping participants develop stronger bonds; should they be lengthened or shortened; etc.?
- Have you accounted for meals or other accommodations for participants with special needs?

# Fostering Partnership: Sample Two-Day Partnership Reflection Training Design

*(NB, adjust times according to the size of the group. This is designed for approximately 40 participants)*

## **Insert date**

## **Insert participating organizations**

- <insert partner name>
- <insert partner name>
- Which CRS staff?

## **Insert facilitators:**

## **Insert materials needed:**

## REFLECTION GOAL

Strengthen the relationship among the *Catholic* (NB: the reflection may be done with non-Catholic partners as well, in which case some of the activities might be adjusted accordingly as well) partners in <insert country name> in order to better serve the poor.

*NB: This design is most often used in instances where the partnership is healthy, as routine relationship “maintenance”. If CRS and a partner are rebuilding a troubled relationship and need extra time to interact, share information and perspectives, and spend time in action planning, a longer, four-day design is also available.*

## REFLECTION OBJECTIVES

By the end of the workshop, we will have:

1. Reviewed each partners identity and identified our common values and interests
2. Defined and committed to mutual support and accompaniment in our partnership
3. Determined roles and responsibilities within the partnership
4. Continued to build trust and strengthen communication among partners
5. Facilitated a network of partners who can better support one another

## MATERIALS

Flipcharts, markers, tape, stapler, scissors, paperclips, paper, pens, post-it notes

## DAY ONE

### DATE

8:30 WELCOME AND INTRODUCTIONS 1H, 15M

*CHURCH REPRESENTATIVE:*

*OPENING REMARKS AND REFLECTION 20M*

*CRS CR: WELCOMING REMARKS 10M*

*INTRODUCTIONS 45M*

Explain that we will spend two days working together and that, as Church representative and CRS CR stated, we are together to look at our partnership, in essence, our relationship. The foundation of a good relationship or partnership is knowing each other as individuals and as institutions. Ask everyone to wear their nametags and put their nameplates in front of them. Explain the exercise:

- The questions to ask one another
  - Name, title, location and any other personal information
  - What is your happiest personal memory?
  - What is the best experience you've ever had in an organizational partnership (regardless of organization)
  - Take a piece of paper and stand up, start with people you don't know well. Have good conversations with as many people as you can in 20 minutes.

Bring everyone back together and ask them to share some of the nice stories they learned about one another...ask them to introduce the person and tell their story.

- After a few stories, make summary comments about the kind of things that made for happy memories or good partnerships, e.g., togetherness, common purpose, dialogue, common values
- Because we didn't meet everyone, ask all to go around the room and introduce themselves by name, title, where they are from.
- Explain that after the tea break we'll look at our expectation for the workshop, as well as the schedule and working norms.

9:45 TEA BREAK 15M

10:00 SCHEDULE, EXPECTATIONS, AND NORMS 30M

**Expectations:** ask the group what they hope to do in the next two days, what can be accomplished. Capture on flipchart.

**Schedule:** distribute agenda, review the objectives and schedule for the two days. Explain how objectives and expectations will be met, note if there are any expectations that will not be met and add to the "parking lot". Explain the parking lot concept.

**Norms:** ask how the group wants to work together (cell phones, listening with respect, starting and ending on time, etc.)

## 10:30 IDENTITIES

1H, 30M

Explain that we all know our organizations very well and today we will learn more about each other's institutions. (5m)

Ask each participating organization to prepare a short presentation that tells their story: founding, vision, mission, significant moments, and current activities/status (20m). Each group presents, (10m @ = total time to be determined based on the number of organizations participating).

After all, ask the group to reflect: (15m)

- What did we learn about one another that we did not know before?
- What other information on each other would be useful?
- How will we share what we've learned when we return to our home organization?

Thank all for good morning, explain CST, partnership, and roles and responsibilities after lunch, 1:30. Ask someone to offer a luncheon prayer.

## 12:00 LUNCH

1H

## 1:00 CATHOLIC SOCIAL TEACHING

1H, 30M

Divide into three mixed groups by counting off. Assign each group two CST principles. Together, explain what the principle means in the **<insert country name>** and how each organization demonstrates the principle in their work and in the partnership. Give the groups 15m to discuss the principles assigned to them.

After 15m, reform the large group and ask each small group to present their work. As the large group for reactions, comments, questions...

Wrap up by acknowledging our common grounding in CST.

## 2:30 BREAK

15M

## 2:45 DEFINE PARTNERSHIP

1H

We consistently use the terms "partner" and "partnership" when we talk about the relationship between us. We want to ensure that, as we move forward, we have a common understanding of what we mean by partnership.

Ask the group:

- Take a minute and think about what the word partnership means to you. What are the key words that define partnership?
- Take the cards in the middle of the table and, using the markers, write the words that define partnership for you.
- After a few minutes, ask everyone to take the cards and tape them to the wall and remain there, looking at the words that emerge
- Remain standing and together, group similar words or themes. Identify any words that are unique or do not seem to fit.

*NB: If you have a large group, you may want to break the group into two working groups so that everyone can participate. The two groups can share their work at the end and, in discussion, come to a common list of words that define partnership.*

Return to the tables; acknowledge that we have many common understandings of the word partnership. Then, ask the group to work on a definition, starting with the phrase: (ON FLIPCHART) **Partnership is...**

Discuss and reach general agreement on a working definition of “partnership”. Do NOT spend time wordsmithing, but just in reaching consensus on the most important definitions or elements of partnership.

Ask for **<insert number>** volunteers, one from each organization, who are willing to take the draft definition, finalize it, and finalize it to present to the large group after lunch tomorrow. Ask the group:

- Why defining partnership is important to our relationship?

### **3:45      ROLES AND RESPONSIBILITIES                      1H**

Divide into **<insert number>** small groups, one for each organization. Ask each group to reflect upon and answer the following questions and prepare a presentation for tomorrow morning. Take 50m to discuss and prepare a presentation.

- What is our role in this partnership?
- What are our responsibilities in this partnership?
- What are our strengths as a partner?
- How can we build upon those strengths to be a better partner?
- What do we value in the other partners in this workshop?

### **4:45      WRAP-UP AND CLOSING PRAYER                      10M**

Bring the group back together; explain that there will be time in the morning to finalize the presentations. Explain tomorrow we will present the roles and responsibilities presentations, and then spend the remainder of the day determine what we can do to maintain the strengths in our partnership while addressing any areas that we feel should be improved in our mutual commitment to serve the poor of **<insert country name>**.

Announcements, complete the day’s evaluation (worked/not worked on post-its), closing prayer.

## DAY TWO

### DATE

#### 8:30 WELCOME & OPENING PRAYER

15M

Greet everyone; start the day with a prayer. Remind the volunteers from yesterday to finalize the partnership definition for presentation after lunch. Ask if there are any announcements. Ask the group if they had any thoughts on yesterday's work over night.

#### 8:45 ICEBREAKER

20M

Give everyone a hard copy of the questions. Explain that part of the reason to do a partnership reflection is to strengthen the relationship. We do that, in part, by getting to know one another better as people. Participants should circulate and meet as many people as they can by asking the questions. They should introduce themselves to each other before asking the questions and after the "interviewee" answers the question, have them sign the form.

QUESTION	YES	NO
Do you like hot, spicy food?		
Have you been to the neighboring country?		
Do you know how to swim?		
Can you speak more than two languages?		
Do you like scary movies?		
Do you write poetry?		
Are you a good singer?		
Do you have any brothers?		
Do you like sweets?		
Did you grow up in a city?		
Do you have a garden?		

Encourage the group to find something out about the question (e.g., "I like hot spicy food, especially Indian food, ever since I visited there"), instead of just a Yes or No.

Wrap up the icebreaker by asking the group the following questions. Make sure they introduce the person who provided the response(s). Give candies as questions are answered (make sure everyone gets something).

- For which question did you get the most "yes's?"
- What was the funniest story you heard?
- For which question did you get only one "yes"?
- For which question did you get the most "no's?"
- What did you learn today about the group that you didn't know before?

Close by acknowledging that in the group there is a diversity of great interests and experiences that give richness AND that the group shares a great deal – and that diversity and commonalities are a great basis for work together.

### 9:10 ROLES AND RESPONSIBILITIES PRESENTATIONS 1H

After the organizations present, ask JUST clarifying questions after each presentation and have a full discussion after all the presentations.

Remind the group of the questions and that they will have 10 (or 15m, if there are not many groups) minutes to present.

- What is our role in this partnership?
- What are our responsibilities in this partnership?
- What are our strengths as a partner?
- How can we build upon those strengths to be a better partner?
- What do we value in the other partners in this workshop?

### 10:10 BREAK 15M

### 10:25 ROLES AND RESPONSIBILITIES (CONTINUED) 30M

If more time is needed for additional presentations, do them now...

When all the presentations are done, ask the group what they noted in the presentations:

- What are our strengths?
- Are there any strengths that we wish to add to our partners list?
- Are there any conflicts or overlaps in how we understand our roles and responsibilities? If so, note them on a flip chart for the group.
- What did you notice in terms of how we can be better partners: commonalities, good suggestions, etc?

Note ideas for how we can be better partners on a flipchart.

### 11:00 MAINTAIN AND STRENGTHEN 45M

Yesterday talked about our idea of partnership (link back to words used and start of definition) and our common values in CST. This morning we reviewed each partner's view of roles and responsibilities. Part of forming and maintaining a strong partnership is spending time ensuring that we are working in a spirit of subsidiarity, transparency, mutual accountability, and respect.

We'll spend the rest of the day thinking about how we can maintain the existing strengths in our partnership and address those areas that might need strengthening or clarification (note flipcharts from roles and responsibilities discussion).

Divide into groups and answer the following questions before lunch. Put the answers to each question on a separate flipchart, to be displayed art gallery style (explain). Explain that the last day and a half has provided data to the discussion, but the groups may add new strengths or areas of improvement.

In order to work together in a way that honors our common values and better serves the poor of <insert country name>:



1. What are the strengths in our partnership we wish to maintain?
2. What do we need to strengthen or clarify?

Take 35m to discuss and prepare the flipcharts and before lunch, hang them in the training room.

### 11:50 PARTNERSHIP DEFINITION 10M

Ask the volunteers from yesterday to read the partnership definition. See if there is any feedback to the definition and ask for a volunteer to type it up and email to everyone.

Before breaking for lunch, ask someone to offer a luncheon prayer.

### 12:00 LUNCH 1H

*If you haven't already done it, during lunch, identify four people, either CRS or partner, who are good at group facilitation that can help with the afternoon exercise. Brief them on their role and responsibilities.*

### 1:00 MAINTAIN AND STRENGTHEN ANALYSIS 45M

Welcome everyone back. Remind what was done before lunch, and ask everyone to circulate and review the flipcharts. Explain that we'll use these ideas the rest of the afternoon to determine how we can maintain and strengthen our partnership.

Ask the large group:

- Is there anything you disagree with or feel should not be included in our discussions this afternoon?

Break into organizations, review the proposed actions, and decide amongst yourselves which **four** you believe to be most important actions, or next steps, to improve the partnership. More than four is too many things to improve. Remind the group that once they agree on four and improve those things, they can always take on new challenges.

Once there is agreement in the small groups, write the four items selected on a flipchart.

In the large group, review the four votes of each group; determine if there are common items noted. In discussion, come to consensus on no more than **FOUR TOTAL** action items, in any combination of maintenance and improvement, from the work of the small groups.

### 1:45 MAINTAIN AND STRENGTHEN ACTION PLANNING 1H

Explain café conversations:

1. Post flipchart in four separate areas (not too far apart) each with ONE action item. Label them A, B, C, and D.
2. Each action item (flipchart) has a facilitator. Introduce the facilitators.
3. Divide the participant group into four, and ask each group to go stand by one of the flipcharts and facilitators.
4. Explain that in café conversations, everyone can give their input to all of the small groups, not just one small group as is traditionally done. The facilitators will record the ideas of the first group. After about 10 minutes, each group will rotate to the

next group – the facilitator will explain what the previous group said, and the new group adds their thoughts. This rotation continues until everyone has given input to all four groups.

5. The rotation is as follows:

GROUP A	GROUP B	GROUP C	GROUP D
1	2	3	4
2	3	4	1
3	4	1	2
4	1	2	3

6. After all four groups have given input to the action plan ideas, take a break and the facilitators will prepare presentations

7. After the break, the facilitators present the work of the groups. Circulate in café for one hour (13m, 12m, 10m, 8m).

**2:45 BREAK**

**15M**

*During the break, facilitators finalize their presentations.*

**3:00 DETAILED ACTION PLANNING**

**1H, 30M**

The facilitators present what the groups suggested during the café conversations.

Review the data and see if there are any questions. *No more than 20 minutes...*

*remember, the presentation should be very brief, as everyone in the room gave input to all four groups.*

Break into four mixed groups. Using the action plan format below (give as a handout), each group reviews the improvement or maintenance item assigned and writes an objective for it, then determines activities, time frame and deadlines, people or work units responsible for the action, resources (financial and material, external and internal), monitoring indicator(s), and champion – supervisor(s) are needed for the effort.

REMINDE the group that their plans must be logical and feasible in terms of timing, resources, and people. The indicators developed should measure whether the activity is successfully completed and the entire plan should directly address the challenge in maintaining or strengthening our partnership.

**Objective of maintenance or improvement:**

ACTIVITY	TIME FRAME AND DEADLINES	PEOPLE OR WORK UNITS RESPONSIBLE FOR THE ACTION	RESOURCES (FINANCIAL AND MATERIAL, EXTERNAL AND INTERNAL)	MONITORING INDICATOR(S)	CHAMPION - SUPERVISOR(S)

Each group should be prepared to explain their action in a five-minute presentation. (5m overview, 40m group work, plus presentations 4x5 = 20m, for a total of 1h,5m)

Ask the group to listen to each presentation for logic, feasibility of timing, resources, and people, and indicators. Each group presents. Ask the group for general questions and for feedback on each plan's feasibility. Other concerns or suggestions? Are they satisfied with the final results? Do we have a workable plan?

#### **4:30 FINALIZE ACTION PLANNING**

**15M**

- Ask for a volunteer to type up the final action plan and email it to everyone.
- Ask each group to commit to a date by which they will have taken the action plan back to their home organization for presentation and feedback.
- Ask for a date when group will meet again and approve the final action plan?
- Ask who will ensure that these dates are met. NOTE all the dates and responsible parties on a flipchart.

#### **4:45 CLOSURE**

**15M**

Final thanks from the Church and from CRS, comments from participants (if any), hand out evaluations to complete after closing prayer.



# Restoring Partnership: Sample Four-Day Partnership Reflection Training Design

*(Adjust times according to the size of the group — this is designed for approximately 40 participants from CRS and one partner organization: 20 people from each. If there are more people or multiple partners, adjust the design accordingly.)*

## GOAL

Strengthen the relationship between **<insert partner name>** and CRS in order to better serve the poor.

*NB: This design is most often used in instances where CRS and a partner are rebuilding a troubled relationship and need extra time to interact, share information and perspectives, and spend time in action planning. A shorter, two-day design is also available for those who do not require additional time.*

## OBJECTIVES

By the end of the workshop, we will have:

- Determined effective ways to improve our communication and enhance the understanding between our institutions;
- Identified areas of strength, as well as those needing strengthening, in the partnership between
- **<insert partner name>** and CRS;
- Developed and committed to a “SMART” action plan.

**Prep:** Read the training design and identify where materials need to be prepared, participants alerted to their responsibilities, such as the organizational presentations on day one. Prepare a final agenda.

**Facilitators**     **insert**

**Presenters**     **insert**

## MATERIALS

Flipcharts, markers, tape, stapler, scissors, paperclips, laptop, projector, paper, pens, post-it notes, card stock, handouts

## DAY ONE “WHO ARE WE?” PREPARATION

- Set up laptop and projector
- Set up easels and flipcharts, test markers, tape
- Set up working tables with chairs on three sides, facing the front
- Photocopy copies of the schedule, place on each table
- Photocopy copies of the Day One monitoring tool
- Set up table with name tags and name plates for tables

**8:30 WELCOME AND INTRODUCTIONS 1H, 30M**

**<INSERT PARTNER NAME>: OPENING REMARKS AND REFLECTION 20M**

**CRS: WELCOMING REMARKS 10M**

**INTRODUCTIONS 45M**

Explain that we will spend four intensive days working together and that, as **<insert partner name>** and CRS representatives stated, we are together to look at our partnership, in essence, our relationship. The foundation of a good relationship or partnership is knowing each other as individuals and as institutions. Ask everyone to wear their nametags and put their name plates in front of them. Explain the exercise:

- We are going to circulate the room and try to meet as many people as we can while still having a nice conversation
- The questions to ask one another
  - Name, title, location and any other personal information
  - What is your happiest personal memory?
  - What is the best experience you've ever had in an organizational partnership (regardless of organization)
- Take a piece of paper and stand up, start with people you don't know well. Have good conversations with as many people as you can in 20 minutes

Bring everyone back together and ask them to share some of the nice stories they learned about one another...ask them to introduce the person and tell their story.

- After a few stories, make summary comments about the kind of things that made for happy memories or good partnerships, e.g., togetherness, common purpose, dialogue, common values
- Because we didn't meet everyone, ask all to go around the room and introduce themselves by name, title, where they are from.
- Explain that after the tea break we'll look at our expectation for the next four days, as well as the schedule and working norms.

## 10:00 TEA BREAK

30M

*NB: this workshop has longer tea breaks with the idea that rebuilding a relationship means spending more time together. Encourage <insert partner name> and CRS staff to spend time together during the longer breaks.*

## 10:30 SCHEDULE, EXPECTATIONS, AND NORMS 1H

### 1. Expectations 10m

Ask the group for their expectations for the PR, chart on a flipchart, note repetitions with a ✓ mark. Summarize the expectations; ask for any additional hopes or expectations.

### 2. Schedule 15m

Review the PR theme, goal, and objectives. Review the schedule day-by-day, session-by-session, matching expectations to the schedule. Explain that the workshop aims to be highly participatory and note that each section has a “question to ponder”. Today’s question is “Who are we?” In discussion, determine how unmet expectations may be addressed, try to reach agreement.

### 3. Norms 15m

Because we are working in community for a week, we need to set certain norms or standards for living and working in community. The facilitator(s) commit to starting and ending on time; ask group to suggest other norms, chart of a flipchart. Explain the purpose of longer tea breaks and lunches: to spend personal time together as well as to allow staff to take phone calls, return emails, or sign papers without having to leave the room while the reflection is in session. At the end, ask for agreement on the norms; delete those that are not accepted. Ask what the group will do if norms are not respected (pay a fine, sing a song, etc.)

### 4. Volunteers 10m

Ask for volunteers to help manage our community, especially timekeepers in plenary. Each small group activity we’ll ask for volunteer timekeepers as well. Also need volunteers to lead energizers when the group seems tired. Note volunteers on flipchart. Ask for a volunteer to write the norms on a flipchart for everyone. Tell the group who to see if there are any questions or concerns about the hotel or logistics.

## 11:30 PREPARE/FINALIZE ORGANIZATIONAL PRESENTATIONS 30M

Participants should have been alerted before the PR that they would do organizational presentations. This time is to allow them to finalize these presentations, for the afternoon. Each presentation should take approximately 15-20m, with time for Q&A.

Each organization should present its mission, vision, values, goals, and projects/initiatives. In addition, the presentation should cover:

- What are the strengths of my institution?
- What constraints do we face?
- What impact do these strengths and constraints have on our relationship with our partner?

**12:00 LUNCH****1H, 30M**

*NB: this workshop has longer lunches with the idea that rebuilding a relationship means spending more time together. Encourage <insert partner name> and CRS staff to spend sit together during lunch. Longer lunches also allow staff to take phone calls, return emails, or sign papers without having to leave the room while the reflection is in session.*

**2:00 PARTNER PRESENTATION****45M**

Welcome everyone back from lunch. This morning we learned more about each other as individuals and this afternoon we will learn more about each other's institutions. We'll have two brief presentations on <insert partner name> and CRS to ensure as we move forward we share some common understanding of each other. After each presentation there will be time for Q&A.

Ultimately, change begins with individuals. In listening to the presentations, think about what you are learning in a spirit of solidarity and humility. Each of us, and each organization, has strengths and challenges. As we move through the week, we'll be identifying the areas of improvement that we most want to tackle. We can best do that if we understand one another and understand our strengths. So, in listening to the presentations, listen for ways to strengthen and deepen the relationship, keeping the following questions in mind.

- What are the strengths of my institution?
- What constraints do we face?
- What impact do these strengths and constraints have on our relationship with our partner? After <insert partner name>'s presentation (15-20m), facilitate a large group discussion on the presentation.

**2:45 CRS****45M**

After CRS's presentation (15-20m), facilitate a large group discussion on the presentation.

**3:30 TEA BREAK****15M****3:45 STRENGTHS AND CONSTRAINTS****45M**

Ask the group to reflect on presentations, on the reflection questions, and on the spirit of humility and openness that we observed from the presenters. *Sample* questions for the group:

- What did we learn about one another that we did not know before?
- What other information on each other would be useful?
- How can our partner's strengths help us where we might be weak...and vice-versa?
- How will we share what we've learned when we return home?

**4:30 WRAP-UP AND CLOSING PRAYER****15M**

Tomorrow we will begin the discussions on our partnership, based on our increased understanding of our institutions and on our reflections of our institutions strengths and constraints. Tomorrow we move to looking at our partnership, the values that support us, and our roles and responsibilities within our partnership. Closing prayer.

- Distribute and ask all to fill out the daily monitoring form, make any announcements, that tomorrow's start time is 8:30, and thank everyone.



## DAY ONE “WHO ARE WE?” DAILY MONITORING

*Please give us your feedback so we can improve each and every day. Please use the reverse side for comments as necessary. Thank you and have a great evening.*

**1. Today, I most appreciated the following:**

**2. Today, I wish we had done the following:**

**3. I have the following additional suggestions or comments:**

## DAY TWO “WHY ARE WE TOGETHER?” AND “HOW DO WE WORK TOGETHER?”

### Preparation

- Set up laptop and projector
- Set up easels and flipcharts, test markers, tape
- Set up working tables with chairs on three sides, facing the front
- Place markers on each table with 3 pieces of small card stock for every participant
- Flipchart with beginning of partnership definition

### 8:30 WELCOME AND OPENING PRAYER 20M

Welcome everyone, opening prayer. Explain the plan for the day and the 2 questions: “Why are we together?” and “How do we work together?” Thank the group for the feedback from yesterday and explain how we have incorporated what we learned.

### 9:00 DEFINE PARTNERSHIP 1H, 15M

As we reflected on our organizations yesterday, we acknowledge the spirit of humility and openness that we observed from the presenters. We consistently use the terms “partner” and “partnership” when we talk about the relationship between us. We want to ensure that, as we move forward, we have a common understanding of what we mean by partnership.

Ask the group:

- Take a minute and think about what the word partnership means to you. What are the key words that define partnership?
- Take the cards in the middle of the table and, using the markers, write the words that define partnership for you.
- After a few minutes, ask everyone to take the cards and tape them to the wall and remain there, looking at the words that emerge
- Remain standing and together, group similar words or themes. Identify any words that are unique or do not seem to fit.

*NB: If you have a large group, you may want to break the group into two working groups so that everyone can participate. The two groups can share their work at the end and, in discussion, come to a common list of words that define partnership.*

Return to the tables; acknowledge that we have many common understandings of the word partnership. Then, ask the group to work on a definition, starting with the phrase: (ON FLIPCHART) **Partnership is...**

Discuss and reach general agreement on a working definition of “partnership”. Do NOT spend time wordsmithing, but just in reaching consensus on the most important definitions or elements of partnership.

Ask the group why defining partnership is important to our relationship.

Ask for four volunteers, two from each organization, who are willing to take the draft definition and finalize it to present tomorrow morning.

## 10:15 TEA BREAK 30M

### 10:45 PARTNERSHIP PRINCIPLES 1H, 15M

Now that we have learned more about each other and explored our perceptions of our own strengths and challenges and a working definition of partnership, we'll turn to the principles of partnership and think about the beliefs that support our work together.

Catholic institutions are guided by values and principles. CST principles guide our work but often, developing joint partnership principles can create a common understanding of our partnership and be used as a touchstone for our work together.

Ask the group:

- In order to facilitate the discussion, let's reach a common understanding of the terms we use. What is a principle?
- What are the advantages of having principles unique to our relationship?
- How might we use the principles?

Divide into three mixed groups, <insert partner name> and CRS staff in each group. In the small groups, take **30m** and use the following questions as a guide to your conversation. We will not do presentations, but will use "art gallery" style to read each other's work, and from that will compile a common document for our *Partnership Principles*. Put the answer to #s 1 and 3 on flipcharts.

1. What do we have in common?
2. What beliefs and values form the basis of our relationship?
3. What principles do we want to use as a guide to our relationship, publicly acknowledging them as being shared between us?

After 30m, hang the flipcharts around the room and ask all to circulate and read the flipcharts (15m) Ask the group:

- What was it like to have these discussions — was it easy to determine the commonalities and shared principles?
- Was there common understanding of all the terms you used?
- Are there any clarifications of anything you saw on the flipcharts?
- Are there any principles that should NOT be on the flipcharts that we cannot agree to?

Ask the group if there are common principles across the groups, identify them on the flipcharts with a ✓

- How do we define these similar terms?
- What are the advantages of having principles unique to our relationship?
- How might we use these principles?

Ask for four volunteers, two from each organization, who are willing to take the draft and finalize it to present tomorrow morning.

**1:30**    **ROLES AND RESPONSIBILITIES**    **1H**

**12:00**    **LUNCH**    **1H, 30M**

**1:30**    **ROLES AND RESPONSIBILITIES**    **1H**

Break into four groups: two **<insert partner name>** and two CRS. Explain that we will first work in organization-specific groups, divided in half in order to keep the groups a small size for easier discussion; later we will unite into one group. Each group will be responsible to nominate a note taker and timekeeper. Take **45m** in the first group. Ask the groups to reflect upon and answer the following questions:

- What is our role in this partnership?
- What are our responsibilities in this partnership?
- What are our strengths?
- Where can we improve?

**2:30**    **TEA BREAK**    **30M**

**3:00**    **ROLES AND RESPONSIBILITIES (CONTINUED)**    **45M**

After the tea break, unite the two smaller organizational groups. Explain that they should share their answers with one another, make any changes, additions, or deletions, and prepare a presentation of 10m for tomorrow morning. The group should nominate someone to present in the morning.

We will not gather back together, so ask if there are any announcements. Distribute the monitoring tool, ask people to leave them at the front of the room. Thank everyone and remind that it is a working tea, so if they've not taken tea to do so.

**3:45**    **WRAP-UP AND CLOSING PRAYER**    **15M**

If groups need more time on roles and responsibilities, allow them to keep working. Otherwise, remind everyone what they did during the day and what will be done tomorrow.

- Distribute and ask all to fill out the daily monitoring form, make any announcements, that tomorrow's start time is 8:30, and thank everyone.

*Remind two working groups of definition and principles that they will present tomorrow morning.*

## DAY TWO “WHY ARE WE TOGETHER?” AND “HOW DO WE WORK TOGETHER?” DAILY MONITORING

*Please answer the following questions so we can improve each and every day. Please use the reverse side for comments as necessary. Thank you and have a great evening!*

**1. I learned new information or skills today.**

1 COULD BE IMPROVED

3 SOMEWHAT

5 QUITE A BIT

**2. I was able to share my knowledge or skills with others.**

1 COULD BE IMPROVED

3 SOMEWHAT

5 QUITE A BIT

**3. The facilitators are helping us learn and improve our partnership.**

1 COULD BE IMPROVED

3 SOMEWHAT

5 QUITE A BIT

**4. The exercises have been useful.**

1 COULD BE IMPROVED

3 SOMEWHAT

5 QUITE A BIT

**5. I have the following additional suggestions or comments:**

## DAY THREE “HOW DO WE WORK TOGETHER?” AND “HOW CAN WE IMPROVE OUR WORK TOGETHER?”

### 8:30 WELCOME, OPENING PRAYER, AND PRESENTATIONS 45M

After welcoming, announcements, and prayer, explain the plan for the day and the questions: “How do we work together?” and “How can we improve our work together?” Thank the group for the feedback from yesterday and explain how we have incorporated what we learned.

Ask the groups who worked on finalizing the partnership definition and partnership principles to present. Ask for feedback after each presentation and ask the group to agree to the definition and principles as the “official” working documents of their partnership. Ask the group how they will use the documents and share them with others not at the session. Document the agreements on a flipchart.

### 9:15 STRENGTHS AND CONSTRAINTS PRESENTATIONS 1H

Ask each of the organizations to present. Before the first presentation, ask the group:

- What happens in a relationship when we look at ourselves instead of pointing fingers at our partner? *How does the dynamic change?*
- How do we feel when we see our partner exposing themselves to our scrutiny?
- What is the appropriate response when our partner honestly acknowledges a need to improve? Keep these thoughts in mind as we listen to one another.

Ask the group if they have clarifying questions, comments, or suggestions after each presentation. After each presentation, ask the group:

- Did the presentations make you think of additional areas of strength for your organization, or for your partner organization?
- Did the presentations make you think of additional areas of improvement for your organization, or for your partner organization?
- Are the additions or changes to be made to the roles or responsibilities of your organization or of your partner organization?

### 10:15 TEA BREAK 30M

### 10:45 DETERMINE IMPROVEMENTS 1H, 15M

Welcome everyone back and ask them to divide into three small groups, mixed **<insert partner name>** and CRS. In the groups, complete the action plan form. This is the first step in developing the action plan, determining the areas of improvement that are of the greatest importance to our partnership.

Ask each group to nominate a presenter and a timekeeper.

- Rank your list of improvements or changes in the order of importance to your group...what do we, **<insert partner name>** and CRS, need to do first in order to improve our relationship?
- Explain your ranking — why are these the most important improvements, or changes, to make?
- Describe what the outcome of making these improvements or changes on our partnership.
- Prepare a 10m presentation for after lunch.

*Note that in the small group additional points may be added that are shared responsibilities*

12:00 LUNCH

1H, 30M

1:30 PRIORITIES

1H, 30M

Welcome everyone back. If the groups need additional time, divide and continue work. Otherwise, ask each group to present their priorities. Remind participants that this is a key step in developing our action plan for the upcoming year. During the presentation, listen for common interests in improvement or changes and interesting suggestions, think ahead to what we might chose to work on during the upcoming year.

- Group one 15m w/Q&A
- Group two 15m w/Q&A
- Group three 15m w/Q&A

After the presentations ask the group for clarifications and for their reactions to the justification of the priorities and intended outcomes.

3:00 TEA BREAK

30M

3:30 PRIORITIES (CONTINUED)

1H

Welcome everyone back. Ask everyone to look at their notes and the presentation flipcharts. Ask:

- Which improvements or changes were seen as the most important?
- Are there trends in what was seen as important?
- Are there any opposing views on what is important (very different rankings)?
- Were there any new suggestions for improvements or changes that you found particularly interesting?

On a flipchart, begin the process of compiling a **possible** list of improvements. Remind the group that the list will be narrowed down; this is just the first attempt to identify potential improvements. Check for agreement at each point, both for the item itself as well as for its placement on the list. After all the points have been discussed and agreed to/discarded, ask the groups at their table to take 5m to review the final list and see if they have any questions or concerns. Survey every table to see if there is additional feedback, discuss, and make changes as the group agrees.

If additional time is needed, extend the session to 4:45.

4:30 WRAP-UP AND CLOSING PRAYER

15M

Tomorrow we will finalize our action planning, including determining the process and financing of the plan.

- Distribute and ask all to fill out the daily monitoring form, make any announcements, remind that tomorrow's start time is 8:30, and thank everyone.

## DAY THREE “HOW DO WE WORK TOGETHER?” AND “HOW CAN WE IMPROVE OUR WORK TOGETHER?” DAILY MONITORING

*Please use the reverse side for comments as necessary. Thank you and have a great evening!*

**1. The reason I believe our efforts this week are leading to a stronger partnership are as follows:**

**2. Our partnership would be stronger if we were able to address the following during the Partnership Reflection:**

**3. Additional comments on the process, facilitation, presentations, logistics, accommodations, or other topics of importance:**



## DAY FOUR “HOW CAN WE IMPROVE OUR WORK TOGETHER?” AND “WHERE ARE WE GOING AND HOW DO WE GET THERE?”

### Preparation

- Set up laptop and projector
- Set up easels and flipcharts, markers, tape
- Put one envelope for each participant on the table
- *Review their role in approving the plan at the end of the day with the leaders of <insert partner name> and CRS*

### 8:30 WELCOME AND OPENING PRAYER 15M

After welcoming, announcements, and prayers, explain the plan for the day and the questions: “How can we improve our work together?” and “Where are we going and how do we get there?” Thank the group for the feedback from yesterday and explain how we have incorporated what we learned.

Today we will finalize the action plan. In doing so, we will decide a process, suggested responsible individuals, timeframes, M&E, and financing. We will make certain commitments to dates and participation here, a sort of covenant to achieve our work.

Without a clear plan, resources, monitoring, and individuals, no plan can succeed. So, the intent today is to develop a SMART draft plan, one that will be detailed after this workshop, but the basic elements will be there for the working groups to flesh out and present to the task force for approval.

### 8:45 FINAL POSSIBLE IMPROVEMENTS LIST 30M

Yesterday we presented the thinking of three small groups on priority improvements to make to our partnership. Take a look at the priority list developed yesterday evening and double-check with the group:

- Are there any conflicting improvements?
- Are there any suggestions that seem outside of our ability to change?
- Is everyone in agreement that this is a list of possible ways to improve our partnership?

From the discussion, compile a final list of *possible* actions, one each on a flipchart. Ask for volunteers to help hang the flipcharts around the room. Ask each person to take a marker and rank the possible improvements, from their perspective, with #1 being most important and #<insert number> (depending on the number of improvements) being the least important in order to improve the partnership.

In the large group, review the group thinking of importance. Determine if there is a consensus in terms of ranking. If there is significant divergence, discuss the reasons with the group and see if consensus can be reached.

Remind the group about SMART (Specific-Measurable-Achievable-Realistic-Time bound). Ask the group if the proposed improvements could be seen in the light of SMART. Are there any of the top actions which cannot be seen as SMART (note, you are not looking for how well the improvements are worded here, but rather whether the proposed improvement is feasible). If the proposed improvements are SMART, or can be developed to be SMART, reach agreement on the final list of issues.

Review the list one last time and make certain that everyone is in agreement.

## 9:15 ACTION CHOICES

45M

Take the top THREE improvement flipcharts and verify that everyone is in agreement that these are the priority actions. Tell the group that it is very difficult to undertake three improvements...much less more, when they have so much important work that they are already doing. Remind them that the data from the partnership reflection will be in the report and that, once they finish the three improvements, they can go back to the report and take on #4, 5, and so forth.

Make sure there is understanding and consensus on the top three improvements. Explain that in order to ensure that we don't lose track over the next year, that we don't lose sight of the improvements we want to make

Present the proposed plan for action plan implementation (see end of this document for the action plan process document – insert dates prior to distributing). Solicit feedback on the plan; make changes as the group agrees. Once there is consensus on the proposed process, ask who from <insert partner name> and CRS will be on the Task Force. Reach agreement and write the names on a flipchart.

Explain that composition of the working groups can be decided later, after we have fleshed out the agreed-to action items so that the working groups have a clear mandate. Knowing more about the proposed action will help decide who should work on the activity, including people who may not be in this room.

Thank everyone once agreement on the process and composition of the Task Force is reached.

## 10:00 TEA BREAK

30M

## 10:30 ACTION PLANNING

1H, 30M

The next step is to provide a more detail to the proposed improvements. Note the posted individual improvement actions, ask people to go and stand next to the action they would like to work on. Ensure that there is a good mix of <insert partner name> and CRS in every group.

Once the groups are final, ask them groups to complete the action plan form (see form at the end of this document). The form asks them to

- Clearly state the intended improvement
- Estimate the amount of time that might be required to work on this improvement
- Estimate the resources: human, financial, and material that might be required to work on this improvement
- Suggest monitoring and evaluation process or indicators
- Determine who the sponsors and champions might be...

Ask the group to work in their small groups until lunch and then for 30m after lunch. Type your plan in the form and either email or give on flash/email to the facilitator so that they can be compiled and shared with everyone once done.

## 12:00 LUNCH

1H, 30M

## 1:30 ACTION PLANNING (CONTINUED)

1H

First, check to see if the groups need any additional time. If so, provide it. Once the groups are done, print and distribute the draft action plans, ask the group to review them. For each plan, ask the group who worked on it to come to the front of the

room for Q&A and feedback; ask if there are any suggested changes, clarifications, additions, to the draft proposed plan.

**Ask:**

- Are the individual proposals on the way to becoming SMART: Specific-Measurable-Achievable- Realistic-Time bound?
- Is the plan overall on the way to becoming SMART: Specific-Measurable-Achievable-Realistic- Time bound?
- Before we ask our leaders to approve this plan, are we in agreement that we as individuals will commit our spirits, energies, and intelligence to the plan?

Once there is broad agreement to the plans, ask the leaders of <insert partner name> and CRS for their responses to the plan, and for their support and agreement.

**2:30 ACTION GROUPS**

**30M**

Ask the group to look at the action planning process, and nominate people who can take the process to the next step. Remind them that these people may not be the final members of each action group, but are charged with making sure that the groups are staffed and that resources are identified, etc.

Ask the group to identify anything else that needs to be done, before ending the session that will help ensure that the improvement plan takes place.

Ask each person to take a piece of paper and an envelope, and write a letter to themselves. Ask them to state where they hope the partnership will be in six months and how they will personally contribute to its improvement. Seal it in the envelope and write their name on the front. Then, form pairs, <insert partner name> and CRS, and exchange envelopes. Ask each pair to make a note of when and how they will exchange envelopes and discuss progress in seven months...will they meet face to face, email, call? Ask them to put it on their calendar.

**3:00 CLOSURE**

**30M**

Facilitator thanks and closing remarks, CRS thanks, <insert partner name> thanks and closing reflection.

Distribute the final evaluation and ask all to complete it. Do not leave, we have closing remarks.

**3:30 TEA PARTY!**

**1H**

Offer the final tea break as a party...consider some music, a cake or other special food.

**PROPOSED STEPS IN THE ACTION PLAN IMPLEMENTATION PROCESS**

<p><b>Task Force:</b> Task force supported and monitored by the heads of &lt;insert partner name&gt; and CRS Membership composed of &lt;insert partner name&gt; and CRS representatives, charged with:</p> <ol style="list-style-type: none"> <li>1. review and approve proposed detailed implementation plans submitted by the Working Groups</li> <li>2. monitor action plan implementation</li> <li>3. financial stewardship of action plan resources</li> <li>4. evaluate final results of the action plan</li> <li>5. communicate progress and end results of the action plan</li> <li>6. plan the next Partnership Reflection</li> </ol>	<p><b>Working group, Action One</b> &lt;insert partner name&gt; and CRS representatives (new and PR participants) charged with:</p> <ol style="list-style-type: none"> <li>1. develop a detailed implementation and financial plan for a specific action item</li> <li>2. once approved, implement the plan</li> <li>3. monitor implementation</li> <li>4. assist in the evaluation of the final results</li> </ol>
<p><b>Working group, Action Two</b> &lt;insert partner name&gt; and CRS representatives (new and PR participants) charged with:</p> <ol style="list-style-type: none"> <li>1. develop a detailed implementation and financial plan for a specific action item</li> <li>2. once approved, implement the plan</li> <li>3. monitor implementation</li> <li>4. assist in the evaluation of the final results</li> </ol>	<p><b>Working group, Action Three</b> &lt;insert partner name&gt; and CRS representatives (new and PR participants) charged with:</p> <ol style="list-style-type: none"> <li>1. develop a detailed implementation and financial plan for a specific action item</li> <li>2. once approved, implement the plan</li> <li>3. monitor implementation</li> <li>4. assist in the evaluation of the final results</li> </ol>

**PROPOSED STEPS IN THE ACTION PLAN IMPLEMENTATION PROCESS**

1. Task Force nominated and approved today, the last day of the Partnership Reflection.
2. By <insert date>, <insert partner name> & CRS will have reviewed, approved, and distributed the Partnership Reflection report to all participants and others concerned.
3. By <insert date>, <insert partner name> and CRS will propose representatives to each Working Group to the Task Force.
4. The Task Force will review and approve the Working Group members by <insert date>.
5. By <insert date>, Working Group members will present a detailed working plan for their assigned action item to the Task Force. The detailed plan will outline the problem, proposed solution(s), a timeline, task list, responsible persons for each task, a resource request (human, financial, materials) and an M&E plan.
6. Each two months, the Working Groups will report on progress to the Task Force.
7. By <insert date>, the Task Force will convene to do a mid-year review of progress, determine necessary changes, and communicate progress to Partnership Reflection participants and others concerned.
8. By <insert date>, the Working Groups will present their final reports to the Task Force in preparation for the next Partnership Reflection.
9. The Task Force will undertake planning for the next Partnership Reflection.
10. The participants in the next Partnership Reflection will review and update the action plans as necessary, adding new action items and removing those who which are completed or no longer needed.

## ACTION PLAN

### Proposed improvement:

IMPROVEMENT STEP/ ACTIVITY	TIME FRAME AND DEADLINES	PEOPLE OR WORK UNITS RESPONSIBLE FOR THE ACTION	RESOURCES (FINANCIAL AND MATERIAL, EXTERNAL AND INTERNAL)	MONITORING INDICATOR(S)	CHAMPION - SUPERVISOR(S)





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To learn more about our work in partnership and capacity strengthening visit CRS' Institute for Capacity Strengthening [www.ics.crs.org](http://www.ics.crs.org) or contact us at [partnership@global.crs.org](mailto:partnership@global.crs.org)  
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