



the institute for capacity strengthening

DEEP PARTNERSHIP, EFFECTIVE CAPACITY STRENGTHENING

CRS believes that real, sustainable change happens when people work together. To support this work, the ICS website is a robust resource library and dynamic learning space that seeks to help CRS and partner staff improve the knowledge, skills, and attitudes necessary for partnership and capacity strengthening, and access the resources and tools to do their work well.

ICS GOALS

Partnership and capacity strengthening are central to CRS' values and mission. CRS believes that investing in people and building healthy institutions allows local organizations and communities to lead their own development. By providing online learning and access to helpful tools, training guides, studies, and other materials, the ICS will help practitioners define what it means to be a successful partner, and how to do capacity strengthening effectively. Courses and resources are available in multiple languages, and address both programmatic and institutional capacity strengthening topics.



ICS FRAMEWORK

To ensure that the ICS is evidence-based and rooted in adult education and organizational development theory, CRS undertook a year-long process to define the areas of knowledge, skills and attitudes (KSAs) necessary for successful partnership and capacity strengthening (P/CS.) This involved interviewing a targeted group of internal and external experts, and studying academic programs and peer agency approaches, which shaped a curriculum framework and the detailed behavioral indicators that correspond with the each of these KSAs.

Knowledge:

- Partnership and capacity strengthening approaches
- Organizational development
- Adult learning
- Catholic Church partnership

Skills:

- Interpersonal and communication skills
- Organizational capacity assessment
- Organizational analysis and action planning
- Facilitation and group dynamics
- Mentoring, coaching and accompanying
- Institution strengthening

Attitudes:

- Humility and mutuality
- Patience and flexibility
- Trust-building
- Appropriateness
- Empowering and optimistic

By developing this learning framework, the ICS will help CRS, partners and peer agencies to:

- define the areas of knowledge, skills and attitudes that support effective partnership and capacity strengthening work;
- identify and define learning outcomes across levels and KSAs;
- identify learning content gaps and needs and support performance support and learning.

CORE CURRICULUM

The ICS approach is organized in a graduated learning model. The model consists of the following steps:

• LEVEL 1: MEET IT

Learners demonstrate a basic understanding of key P/CS concepts.

• LEVEL 2: LEARN IT

Learners demonstrate a sufficient understanding of key P/CS concepts, approaches and tools, but guidance is needed to consistently apply them effectively in the workplace.

• LEVEL 3: TRY IT

Learners demonstrate a sound understanding of key P/CS concepts, approaches and tools to adequately perform related tasks. Learners may require guidance when operating in an unfamiliar environment or new topic. Proficiency is advanced through supervised application and reflection on performance.

• LEVEL 4: TEACH IT

Learners demonstrate a high level of understanding of the key P/CS concepts, tools and methods to perform fully and independently related tasks. Staff can teach and document P/CS expertise as a contribution to CRS and partners.

Courses and other materials are available in English, French and Spanish, as well as selected materials in Arabic and Portuguese. All courses and materials have been co-developed and piloted with overseas staff and partners.

GETTING STARTED

In order to be a part of this exciting community, visit us at www.ics.crs.org. If you have any questions, or would like to talk with someone directly, email ics@crs.org.