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|  | **Sunday, 28 June 2015 – Core Team workshop** |
| 09:00 | **Welcome & Introductions** |
| 09:30 | **Appreciative Agreements**   1. Shared Expectations and Outcomes (content) 2. Shared agreements about roles and responsibilities (process) |
| 10:30 | **Health Break** |
| 11:00 | **Test modified AI interview guide**   1. Conduct interviews in pairs 2. Reflect and debrief in pairs |
| 12:30 | **Synthesize modifications in plenary**   1. What worked well? 2. What can be improved, and how? 3. Welcome new CTB members |
| 13:00 | **Lunch Break** |
| 14:00 | **Staff Retreat Overview**   1. Step-by-step overview of the 5 days 2. Indepth prep for Day 1 3. Core Team members’ support roles identified – update Facilitators guide |
| 15:30 | **Health Break** |
| 16:00 | **Tour facility**   1. Set up venue for the next day |
| 16:50 | **Closing Circle**   1. End with sharing highlights and wishes |

Further Actions: **Deadline for sharing plans with one another (CTB) by 15 February**

* Everyone will have their schedules and deadlines in the plans
* **Excell calendar** will be collated by **Vinay** once all plans have been submitted (15 Feb), and be shared with CTB by **25 February.**

**By early May everything should be in place.**

* Because of the Nadaam Festival, ensure your flights are booked by March!
* Mongolia team will send out logistics note to Blair, who will forward it to the CTB (and they will forward to their team members).

**Scheduled CTB telecon meeting every second Thursday of the month – Blair will schedule.**

**12 Feb**

**12 March**

**9 April**

**14 May**

**Outgoing and New CTB:**

* Binaifer will ask Directors permission for continuation, and replacements.
* New members be part of telecon on 14 May
* Appreciative interview with Shenaz and Gerelmaa before SR2015 (with Binaifer)

Clarify CTB role and function beyond the retreat:

* Intermediary function?
* Clear answer for our groups

**CTB reflection – outside of Retreat:**

* Giving input – designing activities
* Shaping APRO
* Getting the message across to teams that APRO is all of us – could reinforce this.
* A lot of information sharing about APRO. But also puts me in an awkward position – team expecting me to give news.
* Learning and gaining knowledge (like grants for example); learning about others and departments (legal for example)
* Why does Burma project have to give time to APRO? What is the effect? Have to give rationale for this to team members often. APRO has an effect on the Burma project and visa versa.
* Ease with which to build relationships and learn the programmes – appreciate the diversity so much more, and the relationships make communication easier.
* Be a part of shaping something very new from the beginning: “my vision is your vision” is a privilege and rare.
* Challenge is being the only person in my program – time.
* The connections and relationships across programs and the wider OSF network. Working in a silo way before, now know colleagues across wider region.
* Transparency of how this is being built – have a sense of ownership.
* Challenge: how much of this ownership is being felt by the wider APRO community?
  + Communication issues has perhaps made us seen more cliquey than what it is that we’re trying to achieve
* How do I incorporate my “team’s” voices – we are all working quite separately now
* Valuable working in this method together
* Getting to know at least one person in every program across Asia – can easily go to that person with a question; collegiality
* The way it has informed my work – with us and wider group. Makes the work more fun and more productive – been palpable.
* Privilege to be part of the group taking the wider group’s vision – enjoy and welcome responsibility; fulfilling; happiness
* Work but not a burden
* Most NB thing in creating teams: creating enabling environment and creating good relationships. Then the work happens. Team dynamics start shifting. Developing an APRO team takes time. Not even a year old and that it already has some meaning and values – crafted together – is quite something. Make people feel like they’re part of it and have a voice in it, and own it.
* Chance to get closer to all of you. Rotation important – no longer a “secret society” – until everyone has moved through it.
* Open and welcoming. Willingness to trust and provide good feedback. We can do our work better, as now I know who are the people to call. Have a clear voice and distinct within in the network.
* Great opportunity for me – very lucky to be here. All giving very significant contribution to APRO. Most important thing is the relationships and connection – more that emails and position. Helps with the realities of day-to-day. Removes unnecessary boundaries to working together (ego’s and other obstacles) – makes us a super team.
* Knowing colleagues at a more personal level – cuts across programmatic boundaries
* Shaping the agenda together and taking it forward, so new to be part of creating it.
* All got personal growth out of it.

**Wishes: What do we want more of / what else do we want?**

* Reiterating what APRO and CTB are, to other team members (dispel people’s misperceptions)
* Evening bonding time
* More large group discussions in the whole group (CTB) – sharing more. And reflecting more.
* Ensure not four noisy directors in one small group – be vigilant about allowing and inviting quieter people to feel free to speak.
* More informal time together to build relationships. Building relationships in this way means you get to know the real person.
* More people getting the opportunity to be part of this team.
* One day in the middle to finish early (at 2 or 3pm) to check emails. A “screen day”. And then can extend on Fridays.
* Balancing the schedule to reflect and have more time for discussions.
* January is a more manageable time of year to have a weeklong meeting.
* Having the retreat in the Northern Hemisphere Summer – good time.
* Can be better at being communicative and transparent – let people know what the CTB is doing. One of our responsibilities to service. We are a group of people who form a bridge.
* Communicate, communicate, communicate! Remind people that the process is participatory, and ask what they think / want. Repeat again and again. WE are APRO. CTB serves us.
* Ensure we integrate the new core team members, so they continue the culture of how we work. Not just formal work, but being present (physically and mentally)
* Maintain openness, thoughtfulness and creativity.
* Encourage to reach out to other programmes. Don’t self-isolate.
* That team proportion and combination remains as good – no directors. Great combination of team members. In terms of rotation, change is good as long as we keep this spirit alive. So new team members can merge with our current spirit. Handover needs to be smoothly at the right moment and time.
* Make sure to be healthy.
* Like a garden! Constant weeding, planting, watering, etc.
* Appreciation is good! Good exercise for us as Asians – we don’t look at our strengths or identify them ourselves.

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|  | **Monday, 29 June 2015 – Staff Retreat Day 1** |
| 09:00  (10 min)  (40 min)  (30 min)  (10 min) | **Welcome & Introductions:**   * Jargal welcomes * **Decorate your bag with ONE picture and your name,** and then form diverse groups of 8 (CTB spread throughout) * **Share in circles**:   + Your name and where you are from? Who are you at your best?   + What do you wish for from this retreat? * **Introductions & Wishes**:   + Core Team members introduce themselves and their group’s wishes (summarised) – document on flipchart   + Facilitators introduce themselves * **Appreciative Agreements:**    + Rationale for this retreat – values & grant-making   + Overview and schedule for the week Process, Logistics and Sustainability Garden |
| 10:30 | **Health Break** |
| 11:00 | **RECAP INTRO**   * Background – revise process (2014 – CTB) * Form small groups:   + ***Values*** *posted up on the wall already*   + ***How We Work*** *posted up on the wall (Dream Statements plus operating prinicples)*   + ***OSF Mission*** *posted up on the wall*   + *(Action plans will be shared via email previously)*   + CTB members facilitate discussion on values |
| 11:15  45min | **2014 Review Activity in Groups**  **1.** Each individual will get a bag with English / First language WORDS (all the words from the long list) – bags will be country specific  2. Post up where you think the words fit best; and extra board where words don’t match with (Values, How we work and OSF Mission)  3. Synthesize small group’s key contributions (translation / moving words / adding words) |
| 12:00 | **Plenary Feedback**   * Each small group feeds back highlights and suggestions |
| 13:00 | **Lunch** |
| 14:00 | **Appreciative Inquiry:**   * Paired interviews on values and grant-making |
| 15:30 | **Health Break** |
| 16:00 | * Share Each others’ stories |
| 16:45 | * Create a Graffiti wall of high energy themes and quotable quotes |
| 16:45 | **Feedback and Close** |
| 17:00 | *Debrief with the Core Team* |

**1. Recap and Values: *Shenaz*, Ayu & Binaifer**

* Still need to wordsmith the “How we Work in APRO”.
* “Leadership” was in the values cloud, and where do we want to include it?
  + Is it a value or operating principle?
* 2 or 3 sentences for each of the values, explaining what it means
  + Inviting synonyms during the discussions?
* Translation of the words into other languages

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|  | **Tuesday, 30 June 2015 – Staff Retreat Day 2** |
| 09:00 | **Check In:**   * + **Graffiti wall**     - “random” translating – go to someone and request translation and add to graffiti wall |
| 09:30 | **Mongolian Welcome & Panel** |
| 10:30 | **Health Break and Energy-gram (place your dots!)** |
| 11:00 | **Grant-Making Intro / History** |
| 11:30  (60min) | **Grant-Making Gallery Walk**   * Drawing links between yesterday’s inquiry * Drawing links with today’s Team-build * Everyone is a grant-maker (paradigm shift!) |
| 12:30 | **Team-build: APRO’s Values-based Grant-making**   * **TEAMS from yesterday:**   + At least one Core Team member   + At least one person with a smart phone and some video skills   + Diverse a group as possible (“’Grant-makers and non Gm evenly spread; language; country; gender; etc.) * Give instructions for Movie (refer back to graffiti wall & values) * Explain Film Festival and Oscars event |
| 13:00 | **Lunch** |
| 14:00 | **Team build till evening** |
| 17:00 | *Debrief with Core Team – or meet next morning before start of the day* |

**Team-Building: *Shirley*, Riza & Rachel (in liaison with Mongolia Team)**

Grantmaking video – fun & teamspirit

Clearly lay out the instructions:

* 60 – 90sec video
* On Grantmaking Values
* Keep the same groups as for Values discussion

Schedule:

6-630PM: pre red carpet mingle

Someone capture the whole night on video

Pre-Oscars interviewing of stars

Have a red carpet – work with Mongolia team

Have screening at 6.30 (all final video’s in by 9am the morning to ensure all technical issues sorted)

630 – 745pm (7min for each group – what do you appreciate about each video)

Voting right afterwards: people fill out a sheet for 3: APRO Choice Award; Best Actor & Actress and Best Outfit for the night

CTB will be on an Oscar’s committee / Academy (best comedy; best etc.) ensure everyone gets a Best Award.

Awardees give a speech.

8 – 9pm: dinner

Have a performance (a singer or something, like at the Oscars). Something short during dinner

Table setting – round tables; each table different country; center piece (art piece as a thank you for Mongolia afterwards).

MC – Hari? Tom? Maureen? (Fashion Police?)

9 – 10Pm: award ceremony. Delay dessert till 10pm so everyone can eat together (breaking fast)

Afterparty – Kareoke / Dancing!

The HEBAT AWARDs!

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|  | **Wednesday, 1 July 2015 – Staff Retreat Day 3** |
| 9:00 | **Check In**   * Values and Language Activity * Glossary * Notices |
| 9:30 | **Director’s Report**   * Binaifer Q & A (Chris Stone?) * Speak about the link between values and grant-making * Update on all the action plans, and other actions * *Conflict of interest and Eligibility Assessment mention here?* |
| 10:30 | Health Break |
| 11:00 | **Grant-Making Activities intro & setup:**   * 1. Set up groups and give explanation   2. Context – even if you are not a grant-maker, you really are   3. Mix groups up – grant-making and non |
| 11:15  (90min) | **Different Roles of Grant-makers** (90min)   1. Role decks activity |
| 12:45 | Lunch |
| 13:45  (90min) | **Challenging situations – scenarios (90min)**   * + 1. Scenarios from APRO |
| 15:15 | Health Break |
| 15:45  (60min) | **Failing Forward** |
| 16:45 | **Closing and evaluation** |
| 17:00 | *Debrief with Core Team* |

**Grant-making: *Tom*, Vinay, Rachel & Drew**

*On Tuesday:*

An Introduction by having a Gallery Walk (1 hour before lunch)

* 3 sessions of 20min or people can move freely
* In your units, if you’ve done a Call to Grantmaking, or activities, will be included
* Leave materials out throughout the retreat

*On Wednesday:*

90 min on role decks

90min on scenarios (10 groups); can include internal scenarios

Relook at the questions to ensure everyone can engage with the scenarios. Scenarios can have a number of actors (not just the program officers).

Report backs (10 groups and 5 scenarios) – create posters with key points; list values that were implication, can post up and everyone can walk around

60 min on failure

For Grantmakers – on Grantmaking; for everyone else, a time you failed to uphold these values.

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|  | **Thursday, 2 July 2014 – Staff Retreat Day 4** |
| 9:00 | **Check In**   * Values and Language Activity * Glossary * Notices |
| 9:30 | * Thematic Discussions (Sustainability Garden SR2014) |
| 10:30 | Health Break |
| 11:00 | **Consolidate Values & Thoughtful Grant-making** |
| 12:00 | **How will it influence our actions going forward?** |
| 13:00 | Lunch |
| 14:00 | * **Wild card session** |
| 15:30 | Health Break |
| 16:00 | Prep for Oscars |
| 16:45 | **Closing and evaluation** |
| 17:00 | *Debrief with Core Team* |
| EVENING | *THE HEBAT AWARD CEREMONY*  *6 – 10.30PM*  *After party!* |

**Mongolia Team: *Gerelmaa*, Nway Nway & *Brittin***

Each task team to send Mongolia team their wall space and other venue requirements!

**Panel**: (60min on Tuesday morning)

Content: History and what is happening now and why we are doing what we are doing; challenges we face.

Process: panel, or smaller circles or both (start with panel and then move into small circles)

Have a sign-up sheet and sit in group beforehand, then have panel introductions.

Printed materials and newsclips to accompany.

Cultural tips (also can be included in welcome pack or a prep pack distributed ahead of time)

Show a short video?

Bring in Grantees coming in?

**Outing: (**leave hotel after 11am on Friday)

**A) Will take 1 hour to place where we have lunch. After lunch have free afternoon – hiking, horse-riding; archery; walk up to meditation centre, etc. (Terelj Valley)**

Folkdancing; museum and shopping!

Brittin come a week or 10 days before to assist with logistics.

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|  | **Friday, 3 July 2014 – Staff Retreat Day 5**  **“on location!”** |
| 09:00 | **Recap:**   * Wishes audit |
| 9:30 | **Appreciative Closing:**   * (bags ceremony) |
| 10:30 | **Evaluation** |
| 10:45 | **Thank yous** – CTB, hotel staff   1. Hosts 2. Regional Director’s team 3. Hotel 4. Participants – Circle of thank yous    1. If you translated for someone    2. If you’re a nursing mother who had to balance your time    3. Those who hosted an open space discussion    4. Those who sang at karaoke    5. Those who presented    6. Those who did energisers    7. Those who did table tents every day    8. Those who printed until late every night    9. Those who came on time    10. Those who didn’t use their electronics during the retreat    11. Those who managed their other activities to prioritise attending the retreat    12. Those who facilitated    13. Those who met someone new 5. CTB 2014-15, welcome 2015-16 |
| 11:15 | ***Staff Retreat Reflection & Debrief with Core Team***   * *90min starting at 12:00* |