



Annex

VIRTUAL FACILITATION ADAPTATIONS FOR INTEGRATED TECHNICAL AND ORGANIZATIONAL CAPACITY ASSESSMENT

CONTEXT

Beginning in late 2019, many MOMENTUM Country and Global Leadership (MOMENTUM) activities adapted to the rapidly changing COVID-19 context. For facilitated group sessions, such as the Integrated Technical and Organizational Capacity Assessment (ITOCA), this included moving to online platforms or hybrid approaches. Through these experiences, MOMENTUM staff who facilitate ITOCAs learned what does and does not work in virtual ITOCA facilitation and since then have adapted their approaches.

Though many pre-2019 norms are returning, MOMENTUM anticipates that a significant portion of activities likely will continue in virtual settings. Nothing can replace fully the quality of human interaction and its contributions to learning; nonetheless, this “new normal” necessitates flexibility in and resources for how training and learning can be successful in a virtual or hybrid environment. So, in 2022, MOMENTUM reflected on its experiences of virtual ITOCA facilitation and gathered best practices for this task.

This annex provides ITOCA facilitators with key considerations, suggestions, and tips for adapting the ITOCA for virtual settings and helps facilitators to “substitute” or “augment” activities that otherwise would occur in an in-person setting.¹ This annex does not replace the project’s Facilitator’s Guide,² rather complements it. We recommend that users of this annex refer to the guide as indicated.

Beyond the ITOCA: Facilitation for any Virtual Event

Many of the ITOCA activities can be adapted for other facilitated events, including those that aim to build teams, share information, brainstorm, reach decisions, build skills, plan, and organize information. This annex aligns with the fundamental skills of facilitating any event, including:

- Giving clear instructions.
- Listening for understanding.
- Asking questions.
- Directing discussions.
- Documenting outcomes.

¹ The “substitute” and “augment” terminology is based in Dr. Ruben Puentedura’s SAMR model (substitute, augment, modify, and redefine) that provides a framework for illustrating the impact of technology on teaching and learning. “Substituting” refers to instances where technology is used to achieve the same objectives as a non-technology-enhanced activity. In this instance, technology simply replaces what is typically done without technology (e.g., circle score answers in an ITOCA scoresheet vs. entering scores into an Excel file). “Augmenting” refers to instances where technology is used to substitute non-technological solutions for technological solutions, in doing so making the activities more efficient and engaging (e.g., using “sticky notes” on an online platform vs. paper sticky notes on a room wall). For further reading, visit <https://libjournals.mtsu.edu/index.php/ijwc/article/view/1370/970>.

² The MOMENTUM Country and Global Leadership ITOCA Facilitator’s Guide is available at https://pdf.usaid.gov/pdf_docs/PA00XJKT.pdf.

It is important to note that although ITOCAs can be facilitated fully virtually, the beneficial relationships formed during the in-person experience may be mitigated. If a virtual ITOCA is pursued, consider other options to build and strengthen organizational relationships (both within the organization and between MOMENTUM and the partner).

GETTING STARTED

TECHNOLOGY CONSIDERATIONS

There are many webinar platforms to choose from, many of which have similar features. Facilitators' choice of platforms may be dictated by their employers. However, if not, considerations for selecting a webinar platform for ITOCAs should include:

- Facilitators' and participants' familiarity with and confidence in using the platform.
- Participants' ability to quickly learn the technology's interface.
- Interactive features that help achieve ITOCA objectives.
- Video and audio quality, and the necessary bandwidth.

Technology to Achieve ITOCA Objectives

Choose the minimum platforms to achieve the ITOCA's objectives and accommodate its activities. Consider how to substitute with technological solutions or augment the activities with technology. For example, consider using these types of engagement methods/strategies with technology:

- Chat box to raise ideas and questions.
- Icons to demonstrate agreement/disagreement.
- Polling to assess comprehension.
- File sharing to disseminate scoresheets and results.
- Gamification to collect daily feedback.
- Video sharing to illustrate a concept.
- Whiteboard to brainstorm ideas.
- Embedding visuals to share perceptions and reflections.
- Mind mapping to organize concepts.

Choosing Collaborative Spaces

There are many collaborative spaces to select from, and MOMENTUM does not endorse any one in particular. Here are some that Pact has found most conducive to facilitating ITOCAs:

- **Google Drive (Docs, Sheets, and Slides):** Google Drive is a cloud-based file management system, through which users can create web-based documents, spreadsheets, and slide decks that can be edited in real time by multiple users. Learn more about how to create, edit, and share Google Docs, Sheets, and Slides at <https://support.google.com/docs/answer/7068618?hl=en&co=GENIE.Platform%3DDesktop>.
- **Jamboard:** Jamboard is a digital whiteboard that lets you collaborate in real time using a web browser or mobile app. With Jamboard, you can write, draw, search, and place images and webpages and drag and resize images. Learn more about Jamboard at <https://www.youtube.com/watch?v=eRG8MiLPUxk>.
- **Miro:** Miro is an online real-time whiteboard, where the facilitator can create different canvases to meet their specific needs (e.g., brainstorm, information-sharing, planning). Learn more about Miro at <https://academy.miro.com/>.
- **Padlet:** Padlet is a real-time bulletin board, where users can upload, organize, and share content. Learn more about Padlet at <https://padlet.help/l/en/get-started/how-do-i-get-started-with-padlet>.

QUESTIONS TO ANSWER BEFORE PROCEEDING

Facilitators and participants each arrive to the ITOCA workshop with a set of skills and experiences that can be leveraged for a successful workshop. For facilitators to better prepare for a virtual ITOCA workshop, they need to understand their own skills, experiences, and confidence; the organization’s context; and external factors that will influence how the workshop should be organized. Below are questions to consider before planning a virtual workshop.

Role	Hardware	Software	Environment
Facilitator	<ul style="list-style-type: none"> • Are your computer operating systems updated? • Has your computer recently been scanned for viruses? • What hardware do you need to facilitate more effectively? (e.g., keyboard, second screen or large screen with camera, background lights, mouse) 	<ul style="list-style-type: none"> • Which platforms do you feel confident using to facilitate an engaging multi-day, multi-activity workshop? 	<ul style="list-style-type: none"> • What have you liked/disliked about previous virtual events, and how can you use these experiences to plan the ITOCA workshop? • Where will you facilitate from, and how can you mitigate potential interruptions?
Participant	<ul style="list-style-type: none"> • Does every participant have access to a device? • What hardware do participants have access to that will support participation? (e.g., camera, headset or microphone, mouse, keyboard) 	<ul style="list-style-type: none"> • Which platforms have participants used and feel confident engaging on? 	<ul style="list-style-type: none"> • What have participants liked/disliked about previous virtual events? • What accommodations might participants need? • Will all participants join remotely, in small live groups, or some other arrangement? • What interruptions should participants be aware of?

VIRTUAL ITOCA AGENDA

Limit daily engagements, ideally setting an agenda for each day that is approximately 3 to 4 hours long. Provide breaks approximately every 90 minutes. Use daily “welcomes” and “celebrations” to gather feedback from participants; this feedback helps facilitators adjust the agenda and activities as necessary. A sample agenda is provided below that allows for up to 11 capacity areas, though facilitating fewer capacity areas is strongly encouraged.

Facilitator Tip

Identify two facilitators. **Facilitator 1** focuses on giving clear instructions, listening for understanding, asking questions, and directing discussions. **Facilitator 2** works in the background, moderating chats, troubleshooting technological issues, and documenting outcomes.

SESSION	TIME
Day 1	
Welcome, Facilitator and Participant Introductions	8:00–8:30
Technology Overview	8:30–8:45
Understanding the ITOCA	8:45–8:55
Capacity Area and Scoring Overview	8:55–9:05
<i>Break</i>	<i>9:05–9:15</i>
Capacity Area Discussion Activities (approximately 4 capacity areas)	9:15–10:45
Day 1 Celebration	10:45–11:00
Capacity Area Scoring and Submission	Independent asynchronous
Day 2	
Welcome	8:00–8:10
Capacity Area Discussion Activities (approximately 3 capacity areas)	8:10–9:15
<i>Break</i>	<i>9:15–9:20</i>
Capacity Area Discussion Activities (approximately 4 capacity areas)	9:20–10:45
Day 2 Celebration	10:45–11:00
Capacity Area Scoring and Submission	Independent asynchronous
Day 3	
Welcome	8:00–8:10
Capacity and Consensus Overview	8:10–8:15
ITOCA Results	8:15–8:30
Strengths and Weaknesses	8:30–9:30
<i>Break</i>	<i>9:30–9:45</i>
Action Planning Brainstorming	9:45–10:30
Change Action Plan Overview and Next Steps	10:30–10:45
Day 3 Celebration and Workshop Closure	10:45–11:00

SESSION	TIME
Post-ITOCA Workshop	
Send and collect participant survey	Immediately following workshop conclusion
Share survey results	Within 1 week following workshop
Schedule and facilitate post-workshop capacity action plan (CAP) development mentoring	Within 1 week following workshop

FACILITATOR PREPARATION AND SETUP

There are several **activities** that facilitators need to carry out prior to the workshop. Some of these are outlined in the table below.

Step	Description
Familiarize yourself with and test the technology.	<ul style="list-style-type: none"> Identify and test technology features. Test all links that participants will use. Select the features to incorporate into the ITOCA facilitation. Do a test run with fellow facilitators, another co-worker (if there is only one facilitator), or a small group to ensure ease with the chosen platforms and technology. Host a 30-minute session with the organization using the webinar platform to test the technology, assess participants' access to and familiarity with it, and give an overview of the virtual ITOCA.
Develop an agenda.	<ul style="list-style-type: none"> Identify online synchronous, online asynchronous, and offline asynchronous tasks. Define facilitator roles. Create an agenda. Create a Participants' Tips document to share prior to the event (more information on this is on the next page).
Communicate with the participants.	<ul style="list-style-type: none"> Identify the ITOCA dates, and share a calendar invite with participants. Understand participants' access to and familiarity with technology, as well as any special needs and accommodations. Select ITOCA capacity areas for virtual facilitation. Share information about any required technology and materials that participants will need access to.
Develop facilitation materials.	<ul style="list-style-type: none"> Develop virtual ITOCA materials for all required sessions. Test materials in a virtual setting. Upload materials for easy access and sharing as needed.

Facilitators need to adapt or develop **ITOCA-specific materials** and test all links before the event. Each ITOCA session in the body of the Facilitator's Guide is outlined in the remainder of this annex and adapted for a virtual context. Each capacity area session includes instructions at the beginning to help facilitators prepare for that session. The instructions include prompts for:

- **Time:** How long it should take to facilitate the specific activity, adjusted to align with the illustrative agenda provided above.
- **Advanced preparation:** Facilitation materials needed for the session, including slide decks, collaboration space setup, and documents for sharing (e.g., scoresheets, technology tips).
- **Materials:** Items the participants should have on hand to engage in the session (e.g., paper, markers, handouts).
- **Technology:** The technology and its feature that can be used to facilitate the session.

Illustrative Facilitation Materials

Below are sample materials used by MOMENTUM facilitators to conduct virtual ITOCA activities that may be helpful for or provide inspiration to facilitators planning their own workshops.

- **Google Doc with agenda and activities:** https://docs.google.com/document/d/12tEh_Yx-H581iC0y5QY_In1OfMDSAF53z1Ah6FtAzFk/edit#heading=h.nhikgi61ocly
- **Activity Jamboard:** https://jamboard.google.com/d/1-9wPI8t56GJS34b1c7Tc_6r6OX5b-evUaBxKHRWp9LA/viewer?f=0
- **Strategic planning Miro boards:** https://miro.com/app/board/o9J_lodtvgl=/ and https://miro.com/app/board/o9J_InxxE30=/

Create a **Participants' Tips** document/email message to distribute to all participants a day or two before the workshop begins. Tips may include:

- Links to the webinar and collaboration space.
- How to set up screen space (opening webinar platform, collaboration space, and scoring sheets).
- Supplies required (if using synchronous offline activities).
- How to speed up bandwidth.
- What to expect.
- Facilitator's contact information.

Facilitator Tip

If bandwidth is a concern, use the camera only at strategic points to create connections and check in with participants. For example, ask participants to turn on their camera when introducing themselves or once they have completed a task.

DAY ONE

WELCOME, AND PARTICIPANT AND FACILITATOR INTRODUCTIONS

PURPOSE: To set a participatory and engaging tone for the workshop

TIME: 30 minutes

MATERIALS: None

ADVANCED PREPARATION: Create the slide deck, including a “welcome message,” list of expectations, and agenda. Label the screen/slide/sheet in the collaborative space platform “Ground Rules.”

TECHNOLOGY: Webinar platform, including screen share, chat box, and raise hand features; slide deck; Jamboard

Prior to participant arrival: Open the webinar, share your screen, and have the slide deck open to a “welcome message.” Greet participants as they log in.

Facilitator and participant introductions: If your camera is not already on, turn it on. Begin introductions. Start with yourself and your co-facilitator if you have one. Introduce yourself by your name, role, one superpower you would like to have, and how you would use the superpower. Clearly explain that you will call on the next person, who also should introduce themselves by name, role, and superpower, on camera, if possible, then they should call on the next person. Take note of each person who speaks so you can call on those individuals who have not spoken, if their peers do not call on them.

Facilitator Tip

Choose no more than four capacity areas for Day One, if following the prescribed agenda above.

Workshop expectations: Share your screen, and review the workshop expectations and agenda. Allow space for participants to ask questions verbally and in the chat box.

Workshop ground rules: Ask participants to share ideas for the workshop’s ground rules. Encourage participants to type these in the chat box or to use the raise hand feature to speak. Read suggestions aloud, and have the co-facilitator create a list of ground rules in the collaboration space. The co-facilitator should share the collaboration space link and give participants a few seconds to review the rules. Ask all participants to come on speaker and, on the count of three, clap if they agree with the rules.

TECHNOLOGY OVERVIEW

PURPOSE: To set a participatory and engaging tone for the workshop

TIME: 15 minutes

MATERIALS: None

ADVANCED PREPARATION: Have cued up a PDF of the ITOCA technology tips shared with participants before the workshop.

TECHNOLOGY: Webinar software with all features to be used throughout the three days, collaboration space, and features

Participation: Explain that ITOCA workshops, even when held virtually, are highly participatory. Participation will take place in the plenary online, in small groups online, and even through some offline individual tasks. To ensure everyone feels comfortable participating, review the technology features that will be used over the three days.

Demonstrate technology: Share your screen. Begin by highlighting the features you will commonly ask participants to use. These may include:

- **Raise hand** to verbally share something with the rest of the group.
- **Thumbs up** to show silent agreement.
- **Chat box** to share text (comments, questions) and attachments.
- **Speaker** to turn on and off audio.
- **Video** to turn on and off the camera.
- **Polling** to respond to questions.
- Opening collaboration space **links**.
- Adding **typed text and images** to the collaboration space.
- Using the **pencil/marker, highlighter, shapes, and sticky notes** features, among others in the collaboration space.

Test technology: After demonstrating the features, test participants' abilities to use them on command. For example, ask each participant to write one participant's name and superpower in the chat box, ask participants to demonstrate silent agreement, or ask all male participants to turn on their video and all female participants to turn on their audio.

ITOCA technology: Although you shared the ITOCA technology tips prior to the workshop, use this session to share the PDF again. Attach and share it through the chat function.

Facilitator Tip

Demonstrate how participants can write to the facilitators only and directly in the chat box. This is a great way to encourage participants to raise sensitive comments or to ask questions they may not feel comfortable raising in plenary.

UNDERSTANDING THE ITOCA

PURPOSE: To ensure participants understand the purpose and process of ITOCA

TIME: 10 minutes

MATERIALS: None

ADVANCED PREPARATION: Create polls, ITOCA scoresheets, and slides.

TECHNOLOGY: Webinar with poll and screen share features, slide deck

ITOCA overview: Use questions and individual answers to help engage participants and to explain more about the ITOCA. For example, use the poll feature to ask true/false questions like:

- *The ITOCA workshop is a test to determine if our organization is qualified to receive a grant. (true or false)*
- *The ITOCA workshop is an opportunity for all staff to share their experiences and perspectives. (true or false)*
- *The ITOCA workshop is a time for our organization to self-assess and plan for capacity strengthening across the areas we believe are important for our growth and success. (true or false)*

Explain that the ITOCA reviews the organizational and technical areas that support the organization’s programmatic interventions. Share a slide that shows the organizational and technical areas that will be discussed and assessed in this workshop.

Scoring the capacity areas: Share your screen to demonstrate what an ITOCA scoresheet looks like. Explain that during the live virtual workshop, participants will engage in discussions and activities to help them better understand their capacities in selected capacity areas. At the end of Days One and Two, participants will use the scoresheet links shared (or other way you choose to share the scoresheets) to enter scores for each of the capacity areas discussed on the respective days. Scoring will be conducted independently, after the day’s plenary activities. Indicate that scores are anonymous and that the aim is not a perfect score, rather to produce an honest score determined through a collective assessment that helps show where the organization is strong, has assets, and needs growth.

ORGANIZATIONAL CAPACITY AREA: GOVERNANCE AND LEGAL STRUCTURE

DISCUSSION ACTIVITY: Criteria Analysis

TIME: 22 minutes

MATERIALS: 1 piece of blank paper and 1 marker per participant

ADVANCED PREPARATION: Set up the collaboration space.

TECHNOLOGY: Webinar with chat box, video, and raise hand functions; collaboration space

Ask participants to think about the meaning of organizational governance and legal structures. Encourage participants to use the chat box to answer this question: *What types of issues might you identify with organizational governance and legal structures?* Read answers aloud, and ask for clarification as needed. Again, encourage participants to use the chat box to answer: *What types of qualities do you associate with strong organizational leadership?* Again, read the answers aloud and seek clarification as needed.

Ask participants to reflect on how they know that an organization has strong governance, leadership, and structures. Participants should make a list of observable criteria using paper and markers that they have on hand. Once they have completed their list, participants can share by turning on their cameras and holding up their papers, turning on their speakers and sharing a few bullets, or entering their list into the chat.

Restate some of the examples participants have shared, especially those that align with the categories in the scoresheet. Ask participants to share some of their criteria that you did not yet share. As everyone shares criteria, have the co-facilitator create a list in the collaboration space and share it using the screen share feature once it is finished.

Ask participants to review the listed criteria. Use the “standard title” section of the scoresheet to review the list and see if any criteria are missing. If something is missing, raise it as a potential criterion. For example,

Facilitator Tip

After discussion of each capacity area, screen share the scoresheet for that area. Indicate that participants will score after the day’s workshop. Share how the indicators align with what the participants discussed. If you want participants to score immediately after each discussion activity, include fewer capacity areas to allow for synchronous scoring.

ensure that issues captured and scored under the Gender Integration capacity area are raised under this capacity area, too, to check that participants keep gender and equality considerations in mind. These include a culture of equity, leadership parity, leadership’s role and actions in promoting gender integration, family-friendly culture, vision and values, and awareness of gender integration among organizational leaders.

Consider using the following questions for further reflection on and analysis of each criterion. Participants can use the raise hand feature to share their responses.

- *In what ways do you feel that your organization already fully meets this criterion?*
- *In what ways do you feel that your organization partially meets or is working toward meeting this criterion?*

Governance and Legal Structure Alternative

Instead of asking participants to use paper and marker to write criteria, share the link to a collaboration space so they can type their criteria and review other contributions simultaneously. Participants can demonstrate agreement with criteria by using the 🗳️ or a +1 notation.

ORGANIZATIONAL CAPACITY AREA: PROGRAM PLANNING AND MANAGEMENT

DISCUSSION ACTIVITY: Four Square

TIME: 22 minutes

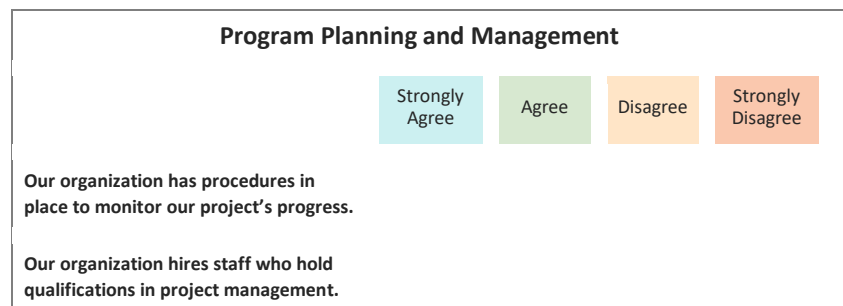
MATERIALS: None

ADVANCED PREPARATION: Set up the collaboration space. Create a four-square diagram for each of the questions found on page 13 of the Facilitator’s Guide, as in the example diagram below.

TECHNOLOGY: Webinar with speaker and screen share features, collaboration space

Use the statements and questions on page 13 of the Facilitator’s Guide to lead this session, including the three questions in bullet points to probe further. Share the link to the collaboration space that is set up with the questions and four squares.

Review the meaning of each square (Strongly Agree, Agree, Disagree, Strongly Disagree), and demonstrate how to mark level of agreement with the statement in the collaboration space.



ORGANIZATIONAL CAPACITY AREA: FINANCIAL MANAGEMENT

DISCUSSION ACTIVITY: Card Ranking

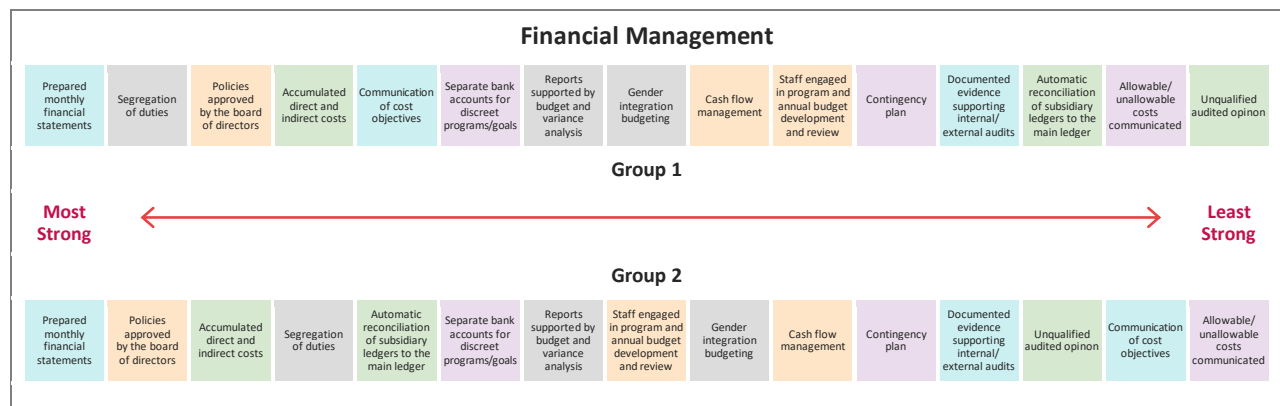
TIME: 22 minutes

MATERIALS: None

ADVANCED PREPARATION: Set up the collaboration space with two sets of sticky notes. Label each set of sticky notes with the 15 bullets at the bottom of Page 14 of the Facilitator’s Guide, such as in the diagram below.

TECHNOLOGY: Webinar with breakout groups, speaker, and screen share features; collaboration space

Facilitate a discussion among the participants using the questions on Page 14 of the Facilitator’s Guide. Next, explain that participants will be randomly assigned to one of two groups. Ask that once in their small groups, the participants open the link shared in the small group chat box, which will take them to the collaboration space. In the collaboration space, they will work together in their groups to rank the sticky notes in order from those things in which they believe the organization is most strong to those in which it is least strong. This should be a participatory process, with input from all members in each small group.



Bring participants back to the plenary. Share one group’s ranking and ask that one member of that group indicate why they placed the cards in the order they did. Share the second group’s ranking and ask that one member indicate similarities and differences from the first group.

ORGANIZATIONAL CAPACITY AREA: PROCUREMENT AND AGREEMENT MANAGEMENT

DISCUSSION ACTIVITY: Voting Thumbs

TIME: 22 minutes

MATERIALS: None

ADVANCED PREPARATION: Prepare slides with the statements and questions on page 15 of the Facilitator’s Guide.

TECHNOLOGY: Webinar with screenshare, emoji, and speaker functions

Use the statements and questions on page 15 of the Facilitator’s Guide to lead a discussion in the plenary. Share the statements on slides, and ask participants to use emojis to demonstrate their agreement or

disagreement with the statements. Indicate the meaning of the two emojis participants should use (e.g., thumbs up for agreement, thumbs down for disagreement, or a different combination of emojis). Following each statement, ask participants who showed agreement and disagreement (one each) to share the reasoning behind their responses.

ORGANIZATIONAL CAPACITY AREA: HUMAN RESOURCE MANAGEMENT

DISCUSSION ACTIVITY: Color-Coded Voting

TIME: 22 minutes

MATERIALS: None

ADVANCED PREPARATION: Choose 2–4 questions from page 16 of the Facilitator’s Guide. Set up the collaboration space using the Statements on page 16.

TECHNOLOGY: Webinar with chat box feature, collaboration space

Use the bullet point questions on page 16 of the Facilitator’s Guide to help participants develop a common understanding of the capacity area and their organization’s basic structures, procedures, and policies. Choose 2–4 questions to share verbally, and ask participants to respond using the chat box. Then, share the link for the collaboration space, and explain that in this activity, participants will use specific colored markers to indicate if they believe their organization is excellent (green), satisfactory (yellow), or needs improvement (red) against the statements listed in the collaboration space.

ORGANIZATIONAL CAPACITY AREA: STRATEGIC INFORMATION

DISCUSSION ACTIVITY: Graffiti Pad

TIME: 22 minutes

MATERIALS: Paper and pen

ADVANCED PREPARATION: Create a slide with the bullet point questions on page 17 of the Facilitator’s Guide. Set up the collaboration space, including by adding the questions below with enough space for participants to respond.

TECHNOLOGY: Webinar with speaker function and emojis, collaboration space

Use the first set of bullet point questions under Strategic Information on page 17 of the Facilitator’s Guide to lead a reflection exercise. Let participants know that they will use their own paper and pens to note ideas. Read each question aloud while sharing the screen with all questions displayed, and give participants time to write their answers on the paper. Ask participants to use the emoji feature to indicate when they have finished. Ask for a few volunteers to share their answers.

Next, support participants to answer the following questions in the collaborative space using, for example, sticky notes or text boxes. Review answers with the participants, and ask if they have additional contributions.

- *What types of data does your organization collect?*
- *What roles or positions are engaged in data collection, cleaning, analysis, and presentation in your organization?*
- *What processes are used for data collection and reporting in your organization?*
- *What are some of the ways that your organization ensures data quality?*

- *What are some examples of how your data and strategic information systems are strong? What are some examples of how they are weak?*

Strategic Information Alternative

Ask each participant to list their answers to the above questions on paper individually. After several minutes, ask participants to verbally share their results.

ORGANIZATIONAL CAPACITY AREA: PARTNERSHIPS AND COMMUNICATIONS

DISCUSSION ACTIVITY: Six Square

TIME: 22 minutes

MATERIALS: Paper and pen

ADVANCED PREPARATION: Set up the collaboration space with statements, as in the diagram below. Create a slide with the questions on page 19 of the Facilitator’s Guide.

TECHNOLOGY: Webinar with breakout groups, raise hand, and screen share features; collaboration space

Use the first set of bullet point questions under Strategic Information on page 17 of the Facilitator’s Guide to lead a reflection exercise. Let participants know that they will use their own paper and pens to note ideas. Read each question aloud while sharing the screen with all questions displayed, and give participants time to write their answers on the paper. Ask participants to use the emoji feature to indicate when they have finished. Ask for a few volunteers to share their answers.

Partnerships and Communications					
Group 1			Group 2		
We develop and consistently disseminate messages that communicate our mission and goals to a variety of audiences. YES NO	We consult extensively with other NGOs and government when planning programs and activities to ensure that there is no duplication and to share best practices. YES NO	We develop and consistently disseminate messages that communicate our mission and goals to a variety of audiences. YES NO	We develop and consistently disseminate messages that communicate our mission and goals to a variety of audiences. YES NO	We consult extensively with other NGOs and government when planning programs and activities to ensure that there is no duplication and to share best practices. YES NO	We develop and consistently disseminate messages that communicate our mission and goals to a variety of audiences. YES NO
We have a comprehensive communication strategy that segments audiences. YES NO	We regularly update our printed and web-based documents. YES NO	We have communications, advocacy, and outreach approaches and campaigns that are informed by a gender equality perspective. YES NO	We have a comprehensive communication strategy that segments audiences. YES NO	We regularly update our printed and web-based documents. YES NO	We have communications, advocacy, and outreach approaches and campaigns that are informed by a gender equality perspective. YES NO

Explain that participants will be divided into two groups. Once they are in their groups, they should work collaboratively to review each question and arrive at a consensus answer. Participants should discuss evidence that supports their answers. Once participants are in their breakout rooms, share the link to the collaboration space. As participants input their answers, work in a separate presentation space to tally the results by small group to share during the plenary. Screen share the results across the two groups. Ask participants to raise their hands to answer the questions on the slide, from the top of page 19 of the Facilitator’s Guide.

ORGANIZATIONAL CAPACITY AREA: SUSTAINABILITY

DISCUSSION ACTIVITY: Agree/Disagree Statements

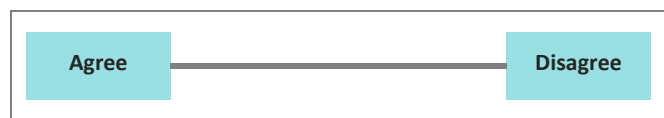
TIME: 22 minutes

MATERIALS: Paper and pen

ADVANCED PREPARATION: Set up the collaboration space with the first set of bullet point statements on page 19 of the Facilitator’s Guide and one “agree/disagree line,” as in the diagram below, for each statement.

TECHNOLOGY: Webinar with screenshare and hand raise features, collaboration space

Open the collaboration space. Use the instructions and first set of bullet points on page 19 of the Facilitator’s Guide to begin the exercise. Participants should use the marker/pen feature to mark an “X” on the “agree/disagree line” to indicate their level of agreement with each statement. After marking each statement, close the collaboration space and open the floor for further reflection. Use the second set of bullet points on page 19 to elicit discussion.



DAY ONE CELEBRATION

PURPOSE: To close Day One on a high note and address logistics for Day Two

TIME: 10 minutes

MATERIALS: Sticky notes

ADVANCED PREPARATION: None

TECHNOLOGY: Webinar with screen share and chat box features

Reintroduce the score sheet and review how participants can access it. Demonstrate how to review each level and how to mark answers. Clarify how scores are submitted and that scoring should preferably occur immediately after the day’s workshop closes.

Ask participants to silently reflect on the day. Encourage them to use the chat box to share one highlight from the day. As people write notes, encourage participants to read from the chat box.

Share logistics for the next day’s workshop and build excitement for Day Two activities.

Thank participants and close the workshop for Day One.

Adapted ITOCAs in Indonesia

With the onset of COVID-19 in 2020, the USAID LINKAGES/EpIC project in Indonesia adapted its approach to facilitating in-person ITOCAs to a virtual format. The project hosted a three-day workshop with nine organizations in attendance, approximately 20 participants per organization. The team carried out an ITOCA after-action review and identified areas that worked well and others that needed further adaptation. Some of the team's recommendations are as follows:

- Develop separate guidelines for facilitators, co-facilitators, and participants.
- Use Google Docs (or similar collaboration space) because it is easy to use, organize, and provide instructions for.
- Do not overuse online forms because it makes the workshop dull.
- Use the breakout room feature for small group discussions.
- Use WhatsApp (or similar messaging service) to accommodate offline tasks, file sharing, the option for voice notes, and immediate support for questions.
- Use Google Sheets (or similar file sharing) to efficiently calculate capacity and consensus scores and upload them into the Capacity Solutions Platform (CSP).
- Do not skip discussion activities because participants will struggle to understand the capacity areas.
- Train new ITOCA facilitators who can conduct workshops in in-person, virtual, and hybrid settings.

DAY TWO

WELCOME

PURPOSE: To register participants and set the tone of the day

TIME: 10 minutes

MATERIALS: None

ADVANCED PREPARATION: Create and share a welcome slide.

TECHNOLOGY: Webinar with screen share feature

Welcome participants as they arrive.

Ask participants to take a few seconds to reflect on how they are feeling. Then, ask that they associate their feelings or current state with a mode of transportation. Begin with yourself, then call on a participant, with the process continuing until all participants and facilitators have shared. For example, “I’m Abdul, and this morning I feel like a hot air balloon floating high above the ground.”

Screen share the agenda for the day.

TECHNICAL CAPACITY AREA: GENDER-BASED VIOLENCE

DISCUSSION ACTIVITY: Peer Interviews

TIME: 22 minutes

MATERIALS: Paper and pen

ADVANCED PREPARATION: Create a PDF or slide with the interview questions on page 20 of the Facilitator’s Guide.

TECHNOLOGY: Webinar with chat box and breakout groups features

Share your screen or the PDF of the interview questions in the chat box, and ask each participant to download the file. Explain that participants will be grouped in pairs in breakout rooms and that they should use the questions to interview each other. Encourage participants to actively listen and, if they want, to take notes using pen and paper.

Allow participants approximately 10 minutes for their paired interviews. Bring participants back into the plenary, and ask if anyone would like to share one thing new that they discovered.

TECHNICAL CAPACITY AREA: WATER, SANITATION, AND HYGIENE AND INFECTION PREVENTION AND CONTROL

DISCUSSION ACTIVITY: Speed Answers (replacement for the Facilitator’s Guide “Match Game” activity)

TIME: 22 minutes

MATERIALS: None

ADVANCED PREPARATION: Create a slide with the questions on page 21 of the Facilitator’s Guide.

TECHNOLOGY: Webinar with screen share and hand raise features, timer

Display the slide with the questions, and introduce them for discussion in the plenary. Explain that instead of an open discussion, participants will have one (1) minute (timed) per question that they choose to answer. Explain that the co-facilitator will set a timer and that this process helps participants to quickly zoom in on the most important information they wish to share. Explain that you do not normally call on participants, but that for this session you will; however, participants can choose to answer any of the questions presented.

Open the floor for answers by calling on the first participant. Continue until all participants have had an opportunity to answer at least one question or all questions have been addressed. Then, use the two plenary discussion questions on page 21 of the Facilitator’s Guide to further engage participants.

TECHNICAL CAPACITY AREA: SEXUAL AND REPRODUCTIVE HEALTH

DISCUSSION ACTIVITY: Reflection Stations

TIME: 22 minutes

MATERIALS: None

ADVANCED PREPARATION: Set up the collaboration space with the three categories and their questions from page 22 of the Facilitator’s Guide.

TECHNOLOGY: Webinar, collaboration space

Explain that participants will work individually in the collaboration space across three categories with three questions per category. Participants can work in all three categories and answer all questions, or they may choose to focus their time on select questions. Participants can write new answers, use the collaboration space features to indicate agreement with fellow participants, and can add details to information others have shared, as they prefer. With approximately 5 minutes remaining, ask participants to stop adding details and to review the answers of all participants.

TECHNICAL CAPACITY AREA: FAMILY PLANNING

DISCUSSION ACTIVITY: Expert Interviews (replacement for the Facilitator’s Guide “Speed Dating” activity)

TIME: 22 minutes

MATERIALS: None

ADVANCED PREPARATION: None

TECHNOLOGY: Webinar with camera and hand raise features

Ask for three volunteers who would like to be interviewed about their organization’s work in family planning. If possible, the interviewees should use their camera feature so that other participants can see them while they answer questions. Use the bulleted statements on page 23 to frame questions for each interviewee. With approximately 5 minutes remaining, open the floor to other participants to raise questions related to family planning.

TECHNICAL CAPACITY AREA: NUTRITION

DISCUSSION ACTIVITY: Write to Share (replacement for the Facilitator’s Guide “Think Pair Share” activity)

TIME: 22 minutes

MATERIALS: None

ADVANCED PREPARATION: Set up the collaboration space with the questions on page 23 of the Facilitator’s Guide.

TECHNOLOGY: Webinar with chat box feature, collaboration space

Share the link to the collaboration space in the chat box. Introduce each question, and ask participants to answer as many as possible by writing in the space. Allow participants about 10 minutes to answer the questions. Afterwards, ask for five volunteers. Each volunteer should read the answers under one question, then ask the group for further reflections, if any.

TECHNICAL CAPACITY AREA: YOUTH HEALTH

DISCUSSION ACTIVITY: That’s How We Roll

TIME: 22 minutes

MATERIALS: None

ADVANCED PREPARATION: Prepare a slide with the numbered questions on page 24 of the Facilitator’s Guide.

TECHNOLOGY: Webinar with hand raise, camera, and screen share features; die

Explain that participants will use the hand raise feature to volunteer, then the facilitator will roll a die. The number the die lands on is the question the volunteer gets to answer. The facilitator can use the camera feature to show the number the die landed on.

TECHNICAL CAPACITY AREA: GENDER TRANSFORMATION

DISCUSSION ACTIVITY: Affinity Mapping

TIME: 22 minutes

MATERIALS: None

ADVANCED PREPARATION: Set up the collaboration space with the questions on page 24 of the Facilitator's Guide.

TECHNOLOGY: Webinar with chat box feature, collaboration space

Introduce the overarching question for the session, and share the link to the collaboration space in the chat box. Ask participants to choose a color of sticky note to share their ideas, one color per participant. They should only write one idea per sticky note.

With approximately 5 minutes left, ask participants if they see any trends or possible groupings. As participants share their ideas, move the notes around to begin to form categories. It is not necessary to complete grouping all the sticky notes together, but use this approach with some of the sticky notes to demonstrate how ideas can form categories.

TECHNICAL CAPACITY AREA: MATERNAL AND NEWBORN HEALTH

DISCUSSION ACTIVITY: Card Ranking

TIME: 22 minutes

MATERIALS: None

ADVANCED PREPARATION: Set up the collaboration space with two sets of cards or sticky notes with the phrases on page 25 of the Facilitator's Guide, one phrase per card/note.

TECHNOLOGY: Webinar with breakout groups and chat box features, collaboration space

Explain that the participants will be divided into two groups. Each group will work in its own collaboration space to rank cards with the short phrases on page 25 of the Facilitator's Guide from most to least effective, depending on their organization's effectiveness in those areas. As groups rank each card, they should ensure that there is common understanding and think about possible evidence for their rankings. Participants will need the full allotted time for this exercise.

DAY TWO CELEBRATION

PURPOSE: To close Day Two on a high note and address logistics for Day Three

TIME: 10 minutes

MATERIALS: None

ADVANCED PREPARATION: Set up the poll with the statements below.

TECHNOLOGY: Webinar with screen share feature, poll

Reintroduce the score sheet and review how participants can access it.

Let participants know you will share a poll and that they should answer each question honestly. Use the statements below, and have the participants rank their agreement with the statement as Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, or Strongly Disagree.

- The capacity areas we discussed represent our organization's priority areas for further development.
- The discussions over the past two days revealed new information about our organization's strengths and weaknesses.
- I had adequate time to score all the capacity areas following Day One's discussions.
- The score sheets were easy to understand and use.
- I am looking forward to seeing the results from our ITOCA.

Share logistics for the next day's workshop, and build excitement for Day Three's activities. Thank participants, and close the workshop for Day Two.

DAY THREE

WELCOME

PURPOSE: To set the tone of the day

TIME: 10 minutes

MATERIALS: None

ADVANCED PREPARATION: Create a slide with the results of the Day Two poll and another slide with the day's agenda.

TECHNOLOGY: Webinar with screen share feature

Welcome all participants as they arrive.

Share the slide deck displaying the results of the poll from Day Two and the agenda for the day. Let participants know that these results are just the start and that the third day focuses heavily on the ITOCA results, creating a deeper understanding of the organization's strengths and weaknesses, as well as priorities moving forward, and concluding by preparing the organization to develop its own CAP.

CAPACITY AND CONSENSUS

PURPOSE: To prepare participants to interpret organizational results packets

TIME: 5 minutes

MATERIALS: Slides

ADVANCED PREPARATION: Prepare slides with the capacity and consensus quadrant.

TECHNOLOGY: Webinar with screen share feature

Use the slide deck to quickly introduce the concepts of capacity and consensus. Do not spend much time on the presentation because participants will have more time to engage with the capacity and consensus concepts in the following session.

Capacity and Consensus Alternative

Integrate multi-media into the workshop by playing the Organizational Capacity Assessment video-based course, *Introduction to the OCA Matrix* in Module 4, produced by the Aga Khan Foundation and Pact. The course is available on the Aga Khan Foundation Learning Hub at <https://akflearninghub.org/courses/civil-society/organisational-capacity-assessment-global/>. Consider starting the video at 00:49, where capacity and consensus are defined.

ITOCA RESULTS

PURPOSE: To jointly review and unpack the ITOCA results packet

TIME: 15 minutes

MATERIALS: None

ADVANCED PREPARATION: Create the organization's ITOCA results packet. Log into the CSP, and cue up the organization's page, if there is enough internet bandwidth to do so.

TECHNOLOGY: Webinar with chat box and screen share features

Share your screen, and introduce each page of the CSP with the organization's analysis or of the ITOCA results packet, if internet bandwidth is low. Review the overall results by asking questions and having participants use the hand raise function to answer them. Questions may include:

- What do you observe about your organization's results for [capacity area]?
- In which capacity areas does your organization have the highest capacity?
- In which capacity areas does your organization have the weakest capacity?
- In which capacity areas does your organization have the highest consensus?
- In which capacity areas does your organization have the weakest consensus?

Share the ITOCA results packet file with participants by dropping it into the chat box.

STRENGTHS AND WEAKNESSES

PURPOSE: To use observations and reactions to results to analyze organizational strengths and weaknesses and their root causes

TIME: 60 minutes

MATERIALS: None

ADVANCED PREPARATION: Set up the collaboration space with T-charts for any two capacity areas. Label the T-chart columns "Strengths" and "Weaknesses."

TECHNOLOGY: Webinar with screen share, chat box, breakout rooms, and hand raise features; collaboration space

In the plenary, lead the group through one capacity area to identify its strengths and weaknesses. The facilitator should first share their screen with the capacity area's results shown to indicate the focus of the plenary discussion. Ask participants to identify the indicators or statements of excellence with the highest and weakest capacity and consensus scores.

Next, open the collaboration space, and ask that participants dig deeper into the results to identify strengths and weaknesses. Ask participants to share ideas, and document these in the appropriate column. Give participants approximately 25 minutes to do this.

Close the plenary, and divide participants into two breakout rooms. Each room should be assigned one capacity area and follow the same process of identifying and documenting strengths and weaknesses. Give participants approximately 30 minutes to do this.

Bring participants back into plenary. Acknowledge that the process of identifying and documenting strengths and weaknesses has only begun. Explain to participants that they will need to work together to identify how and when to complete this process for the remaining capacity areas. The additional analysis will take place outside of the workshop.

ACTION PLANNING BRAINSTORMING

PURPOSE: To identify actions to improve the organization's capacity

TIME: 45 minutes

MATERIALS: None

ADVANCED PREPARATION: Set up the collaboration space.

TECHNOLOGY: Webinar with hand raise and chat box features

Open the collaboration space, and share the link with participants. Ask participants to reflect on the three capacity areas analyzed for strengths and weaknesses in the previous activity. In the collaboration space, participants should work with three colors of sticky notes, one color for each of the three capacity areas. On the sticky notes, they should write one action that the organization can take to further develop its capacity in that capacity area. Allow participants approximately 20 minutes to document actions.

Ask participants to review all the actions and prioritize those actions that they believe will most benefit the organization. They can prioritize by using emoji features or "+1" in the collaboration space linked to a specific action. Each participant should prioritize five actions. Explain that participants should continue this or a similar process for the remaining capacity areas to identify more actions and prioritize them. The organization will do this on its own following the workshop.

CHANGE ACTION PLAN OVERVIEW AND NEXT STEPS

PURPOSE: To introduce the CAP and agree on next steps to completing the plan

TIME: 15 minutes

MATERIALS: None

ADVANCED PREPARATION: Prepare the CAP template file for screen-sharing.

TECHNOLOGY: Webinar with screen share and chat box features

Using the screen share feature, share the CAP template and explain each section. Ask participants what questions they have about how to complete the CAP.

Explain that before completing the CAP, the organization needs to do the following:

- Complete the capacity area results analysis documenting strengths and weaknesses.

- Complete action brainstorming for all capacity areas and prioritization of actions.
- Identify a small team of staff who will help lead the above two processes.
- Identify a small team of staff who will help document the actions in the CAP template.

DAY THREE CELEBRATION AND WORKSHOP CLOSURE

PURPOSE: To address remaining logistics related to developing plans, and to understand what went well and what needs improving

TIME: 15 minutes

MATERIALS: None

ADVANCED PREPARATION: Cue up the post-workshop survey: <https://www.surveymonkey.com/r/5BXJ5SN>.

TECHNOLOGY: Webinar with hand raise, chat box, and camera features, survey

Ask participants to complete the short survey. Explain that survey results help facilitators and MOMENTUM to strengthen their own approaches and tools. Share the survey link in the chat box, and give participants 5 minutes to complete the survey. Thank participants for completing the survey.

Explain that in approximately one (1) week, the facilitators/mentors will reach out to follow up on the status of the following tasks, which the organization will complete outside the workshop.

- Review remaining capacity area results, and identify and document strengths and weaknesses.
- Brainstorm actions to strengthen capacity in each of the capacity areas.
- Prioritize actions.
- Create a CAP in the provided template.
- Seek wide organizational input to and validation for the CAP.

Ask participants if they have questions or anything that they would like to share. Conclude by thanking participants for collectively sharing, listening, analyzing, and working together to strengthen their organization's capacity.

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MOMENTUM Country and Global Leadership is part of a suite of awards funded by the U.S. Agency for International Development (USAID) that seeks to accelerate reductions in maternal, newborn, and child mortality and morbidity by increasing the capacity of host country institutions and local organizations to introduce, deliver, scale-up, and sustain the use of evidence-based, quality maternal, newborn, and child health services; voluntary family planning; and reproductive health care.

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