

ITOCA Score Sheets by Capacity Area

Capacity Area 1: Community Empowerment/Mobilization (CEM)

Score your organization according to the scale below. Mark with an “X” the most important statement, in your estimation, related to your organization’s development, but not more than two (2) per capacity area.

Scale:

Score	Value
4	Agree
3	Partially agree
2	Partially disagree
1	Disagree

No.	Statement of Excellence for Scoring	Score
1	Our organization supports SWs/MSM/PWID/TG-led design and implementation of programs for SWs/MSM/PWID/TG.	
2	Our organization supports collective action of SWs/MSM/PWID/TG.	
3	Our organization supports the creation of safe spaces for SWs/MSM/PWID/TG to meet, conduct trainings, socialize, discuss common issues and problems, and develop and exchange solutions.	
4	Our organization sensitizes SWs/MSM/PWID/TG on the services available to them.	

Capacity Area 2: Social and Behavioral Change Communication/ Demand Creation (SBC)

Score your organization according to the scale below. Mark with an “X” the most important statement, in your estimation, related to your organization’s development, but not more than two (2) per capacity area.

Scale:

Score	Value
4	Agree
3	Partially agree
2	Partially disagree
1	Disagree

No.	Statement of Excellence for Scoring	Score
5	Our organization conducts a social and behavioral barrier analysis with SWs/MSM/PWID/TG before designing our outreach, mobilization, SBCC, or advocacy programs.	
6	Our organization has a communication strategy to effectively segment each audience with relevant information, motivation, and skills-building that targets those barriers.	
7	Our organization has a communication strategy to effectively reach each audience with relevant information, motivation, and skills-building that targets those barriers.	
8	Our organization develops and tests support materials/job aids with SWs/MSM/PWID/TG and incorporates their feedback.	
9	Our organization coordinates implementation of demand-creation activities with other programs (e.g., referral for products and services).	
10	Our organization has a system in place with standard tools to track referrals of clients/beneficiaries.	
11	Our organization has a referral tracking system that is designed so that no personal health information is collected.	

Capacity Area 3: Stigma and Discrimination (SD)

Score your organization according to the scale below. Mark with an “X” the most important statement, in your estimation, related to your organization’s development, but not more than two (2) per capacity area.

Scale:

Score	Value
4	Agree
3	Partially agree
2	Partially disagree
1	Disagree

No.	Statement of Excellence for Scoring	Score
12	Our organization involves SWs/MSM/PWID/TG in the design, delivery, and evaluation of programs designed to address stigma and discrimination.	
13	Our organization provides SWs/MSM/PWID/TG with advice and support to take action to respond to discrimination through education, peer support, counseling, discussion groups, or effective referrals.	
14	Our organization has interventions to address internalized stigma related to being part of a key population (how SWs/MSM/PWID/TG feel about themselves and specifically if they feel a sense of shame about being SWs/MSM/PWID/TG).	
15	Our organization enhances health worker knowledge about the forms, causes, and effects of SWs/MSM/PWID/TG-related stigma and discrimination.	
16	Our organization enhances law enforcement knowledge about the forms, causes, and effects of SWs/MSM/PWID/TG-related stigma and discrimination.	
17	Our organization has a written policy on stigma and discrimination addressing PLHIV and key populations (MSM/SWs/PWID/TG) that applies to all staff.	
18	Our organization’s staff (clinical, management, outreach, and support staff) are trained on this policy at least annually.	
19	Our organization has an anonymous reporting mechanism for beneficiaries to report that they have been stigmatized or discriminated against.	

Capacity Area 4: Management (M)

Score your organization according to the scale below. Mark with an “X” the most important statement, in your estimation, related to your organization’s development, but not more than two (2) per capacity area.

Scale:

Score	Value
4	Agree
3	Partially agree
2	Partially disagree
1	Disagree

No.	Statement of Excellence for Scoring	Score
20	Our method for making decisions within the organization is transparent.	
21	Our organizational structure contributes to efficient implementation of our objectives.	
22	Each employee knows his/her job responsibilities.	
23	A clear and understandable internal communication system ensures the organization’s team coordinates its activities.	
24	Detailed and clear internal procedures and policies increase the effectiveness of the organization’s activities.	
25	SWs/MSM/PWID/TG are represented on our management team.	

Capacity Area 5: Human Resources (HR)

Score your organization according to the scale below. Mark with an “X” the most important statement, in your estimation, related to your organization’s development, but not more than two (2) per capacity area.

Scale:

Score	Value
4	Agree
3	Partially agree
2	Partially disagree
1	Disagree

No.	Statement of Excellence for Scoring	Score
26	Our organization has a transparent operational system for managing human resources.	
27	Our organization has a system for the professional development of our employees that meets the needs of our organization and employees.	
28	Performance assessment of team members contributes to the efficient performance of our employees.	
29	Our employees have sufficient experience, knowledge, and skills to provide high quality services to SWs/MSM/PWID/TG.	
30	Our organizational human resources policy fully takes into account an equal opportunities principle for all population groups and encourages the hiring and promotion of SWs/MSM/PWID/TG.	

Capacity Area 6: Financial and Material Resources (FMR)

Score your organization according to the scale below. Mark with an “X” the most important statement, in your estimation, related to your organization’s development, but not more than two (2) per capacity area.

Scale:

Score	Value
4	Agree
3	Partially agree
2	Partially disagree
1	Disagree

No.	Statement of Excellence for Scoring	Score
31	Our fundraising system allows us to fully implement the mission of our organization.	
32	Our organization’s diversified budget (which comes from various sources) contributes to the financial sustainability and continuity of our activities.	
33	Our resource mobilization specialists’ professional skills are sufficient to ensure the stable income of funds for our organization.	
34	The organization’s premises fully meet the needs for implementing all strategic activity areas.	
35	Our organization has up-to-date office equipment in the amount that is sufficient to implement the organization’s activities.	
36	Our organization’s financial management is based on clearly defined procedures.	
37	Our organization’s financial management procedures ensure adherence to ethical principles when conducting activities.	
38	Our organization’s financial files are documented and audit-ready.	
39	Our organization has a well-developed financial monitoring system (both internal and external).	

Capacity Area 7: Monitoring, Evaluation, and Learning (MEL)

Score your organization according to the scale below. Mark with an “X” the most important statement, in your estimation, related to your organization’s development, but not more than two (2) per capacity area.

Scale:

Score	Value
4	Agree
3	Partially agree
2	Partially disagree
1	Disagree

No.	Statement of Excellence for Scoring	Score
40	We have staff dedicated to Monitoring, Evaluation and Learning (MEL).	
41	If client-level personal information is collected, identification cards or documents are used to protect the confidentiality of clients.	
42	Our programs have MEL plans.	
43	Our organization conducts regular internal data quality audits.	
44	Volunteers and staff have clear guidance on filling in data collection tools/forms.	
45	Our organization always takes into account the results of project MEL to refine programming.	
46	Our organization always conducts client satisfaction surveys or scorecards.	
47	Our organization always uses the results of client satisfaction surveys or scorecards to improve the quality of our services.	
48	Staff use data on key project indicators to assess progress on implementation objectives.	