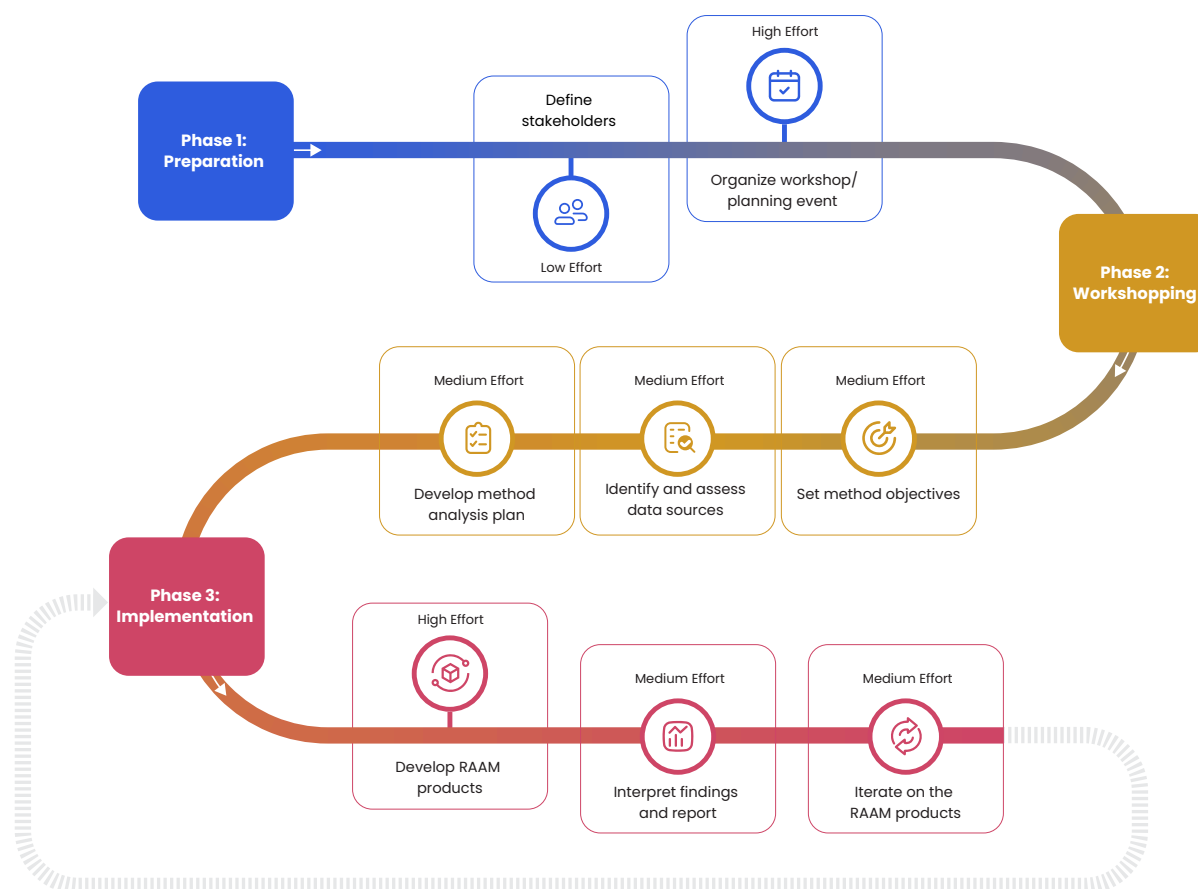


RAAM Workshop Facilitator Guide

This Workshop Facilitator Guide is the main tool to support the organization of a RAAM workshop or other planning event. It walks users through the process of designing content and agenda of the workshop, and for facilitating productive cross-departmental discussions that result in tangible outputs. The Guide addresses workshop logistics to a certain extent but assumes that individual programs and organizations will be able to handle general meeting planning considerations such as venue, staff travel, scheduling, time zones, supplies, etc. without specific guidance.

This Facilitator Guide is designed to be used alongside the guidance for one or more RAAM methods. The workshop planning process is applicable to all methods, but each method will use different RAAM tools and may require different agenda content. Where relevant, the guide mentions some method-specific adaptations facilitators should consider, but users must consult the individual method chapters of the Toolkit for full explanations of the tools and method-specific workflows.

Figure 1: RAAM general workflow



Why hold a workshop?

The workflows of all RAAM methods kick off with a Preparation phase, in which a planning team **identifies stakeholders** and **organizes the Workshopping phase**. Workshopping is critical because:

- **RAAM depends on common understanding of the problem and the information needs**, and in-person discussion and interaction promotes this understanding. A workshop further helps to develop shared buy-in for the process, which helps when setting clear roles and responsibilities and keeping team members accountable.
- **RAAM depends on leveraging underutilized data or finding ways to fill data gaps**, and this can most directly be done by gathering stakeholders together to list out known data sources and have candid discussions about what might be done if needed sources do not exist.
- **RAAM promotes cross-departmental data flow that has cascading benefits**. Many MEL teams who have implemented RAAM had been wanting or intending to collaborate with other departments on information gaps, but had never been able to take concrete actionable steps toward that goal. Evaluations of RAAM implementations in multiple contexts have confirmed that the collaboration established in RAAM workshops extended after the analytical products had been refined.
- **Skipping the workshopping phase leads to more overall effort spent**. Attempting to jump straight into developing RAAM analytics results in analysts trying out multiple different analysis types and chase down data source options without a clear vision of what they are trying to achieve, and potentially reproducing things that already exist. While exploratory analysis can be useful, in RAAM contexts it will almost always save time, effort, and frustration to have a cross-stakeholder group take the time to list out what data is already accessible, what information is most critically needed, and what specifically a RAAM analyst must achieve.

Prepare for the Workshop

Preparation requires at minimum:

- A designated RAAM Lead who will coordinate logistics, attendees, document review, and agenda content, as well as facilitate the workshop
- A list of RAAM stakeholders to invite to the workshop (see method-specific guidance for considerations relating to selecting stakeholders)
- At least 15 hours of LOE for the RAAM Lead to conduct workshop planning, including materials preparation, document review, and logistics

You may also need or benefit from:

- Support from Operations or Logistics teams for planning a workshop venue, supplies, refreshments, and any associated travel
- Confirmation from Security teams about any applicable regulations around the reduced access context (e.g. is approval needed for any data collection activity or for particular kinds of analysis, are there movement restrictions applicable to stakeholders, etc.)
- Support from administrative personnel with scheduling, printing, organizing, note-taking, etc.

Depending on the method, you may also need:

- Support from technical personnel to complete feasibility assessments, risk vs benefit analysis, or context assessments

The general steps for preparing the workshop are:

- 1. Determine workshop logistics
- 2. Conduct a document review
- 3. Design workshop agenda
- 4. Prepare RAAM tools and slides, including notes for guiding discussion.

NOTE that some methods (i.e. remote sensing, transaction analysis, and rumor tracking) have steps during Preparation for exploring potential context reasons why the method would not be feasible or would be too risky to pursue. Facilitators must consult the toolkit chapter specific to those methods for instructions. **These steps should be completed before starting logistics planning.**

Determine workshop logistics

A RAAM workshop can be organized as an **in-person, continuous event** (recommended), a series of in-person meetings, or as a **series of online meetings**. It is not recommended to conduct the Workshopping and planning asynchronously (i.e. over email or chat software). However, this can potentially work for teams that are small and/or have well-established patterns of remote collaboration. Depending on locations of stakeholders, budget may be needed to organize in-person continuous events.



Reduced access programs may be unable to hold in-person workshops for many reasons. However, most programs implementing RAAM have been able to gather stakeholders in person for at least a few days. In most of those cases, stakeholders were in the same office, city, or administrative region, and the barriers to gathering were not high. In other cases, programs piggybacked on other planned in-person program meetings to include RAAM Workshopping time.

If meeting in person, it is recommended that the agenda be planned to allow for **at least 3 days per method**, to cover the required objective-setting, data source assessment, and analysis planning. While this may seem like a significant amount of time, cross-departmental discussions and brainstorming take time, and a rush to complete this stage will likely result in significant confusion later. RAAM Leads should consult with their office's Operations and Logistics teams to coordinate on options for internal or external venues, refreshments, supplies, and any required travel.

If not meeting in person, it is recommended that planners try to reserve **multiple blocks of time of at least 2 hours** for each planning meeting, as shorter meetings usually mean discussion and brainstorming will get cut off just as it gets started.

Conduct a document review

The purpose of the document review is to ensure facilitator(s) have a thorough and current understanding of the program, and to surface ideas for RAAM objectives, context considerations, and ideas for data sources to take into the workshop for discussion. Relevant program documents include:

- Theory of Change, Logframe, Results Framework, Results Chain, or other logic model elements
- Activity MEL plans (including Learning plans, MEL Tech plans, etc.)
- Risk Registers and Context analysis reports
- Program proposal and workplan.

While the facilitator(s) may have read them before, they should be reviewed prior to the workshop with method-specific exploration questions in mind and to be sure any updates are considered. For example, by reviewing the learning plan, you can assess whether all necessary data and information is available for the most recent learning questions identified by the program. You can then use this information during the workshop to inform use of RAAM tools, since RAAM could potentially be used to enhance the learning process. A more detailed list of recommended documents to review and exploration questions for each document can be found in each method chapter of the toolkit.

The RAAM toolkit also provides case studies of how programs have used its tools, and links where relevant to lists of external case studies. Other documents may also be helpful, especially reports/data from external groups which monitor various economic, social, environmental, and political aspects of crisis contexts.

Throughout the document review, facilitators should make note of critical information and consider where to incorporate it into the workshop agenda and slides. If facilitators believe that the workshop stakeholders will not be familiar with key documents, it might be worth it to dedicate one or more slides to presenting those documents and relevant summary points to stakeholders at the beginning of the workshop. The template slides (see step 4) contain placeholders and examples of this.

Design workshop agenda

A detailed template workshop agenda is provided in the RAAM toolkit. Each user should customize it according to the method(s) to be covered in the workshop and program context, and instructions are provided in the template. The suggested flow (reflected in the template) is roughly the following:

- Day 1/Block 1:
 - Introductions and icebreakers
 - Review the most current reduced access context updates
 - Program introduction, covering at least the logframe & high-level workplan
 - » Review key document review findings (if relevant)
 - Introduce the RAAM method(s)
 - » Provide a brief technical description of the method
 - » Review relevant case studies or examples of the method's use
 - » (If relevant) Results of method feasibility and/or risk assessment
 - Brainstorm potential objectives
- Day 2/Block 2:
 - Recap Day 1 and review brainstormed objectives
 - List and assess data sources
 - » (Optional) Conduct a data source mapping exercise to facilitate assessment
 - Decide on priority objectives
 - Begin analysis planning

- Day 3/Block 3:
 - Recap Day 2
 - Complete analysis planning and assign roles and responsibilities

Note that the template agenda assumes only one method will be covered. If more than one method is to be covered during the workshop, it is recommended that Day 1 introduce both methods, but at least two days be dedicated exclusively to each method. In other words, the agendas for Day 2 and 3 can be replicated for any additional methods covered in the workshop.

If a feasibility assessment, risk assessment, or other similar step was conducted as part of the Preparation phase, the agenda should include a review of this assessment and conclusions, so that the wider stakeholder audience can understand it, and if needed, dispute it. Facilitators should feel free to incorporate exercises or sessions that support a specific program's RAAM goals. For example:

- The [Food for Thought - Pause and Reflect toolkit](#) (designed by the Implementer-Led Design, Evidence, Analysis and Learning (IDEAL) activity and Mercy Corps) has tools to support designing session formats that facilitate collaborative brainstorming, such as SOAR discussions, program timeline mapping, and gallery walks.
- The [Data Playbook](#) (designed by IFRC and the Solferino Academy) contains exercises, templates, and guidance designed to support teams with varying levels of data literacy to have productive discussions about data. For example, [Module](#)

[4 – Getting the Data We Need](#) helps programs to review external datasets to ensure they have the data needed for a program and plan for data protection. [Module 5 – Making Data Useful, Useable, and Shareable](#) contains resources for ensuring data quality, and [Module 10 – Data Science and Emerging Technologies](#) can help stakeholders new to data science to understand how it differs from more routine analytics and what expertise might be needed for more technically advanced methods like remote sensing.



Facilitators are *strongly encouraged* to assign workshop participants as leaders of sessions where possible, as this promotes distributed ownership of the process. In past implementations of RAAM, representatives from Security teams have taken on the responsibility of presenting context updates at the workshop start, program implementation team members have presented the document review findings, subject matter experts/data analysts have presented and explained the RAAM method(s), and members of context/crisis analysis teams have led objective brainstorming and analysis planning sessions.

Prepare RAAM tools and slides

The method chapters in the toolkit detail the tools and resources available. Each method has an associated Matrix Tool which should be used to walk through the Workshopping steps and systematically record key information and conclusions from the discussions.

Facilitators should review the applicable matrix tool tabs and instructions and pre-fill ideas for objectives and data sources which came up during document review. Facilitators should also consider if there are any adaptations that should be made; for example, facilitators might choose to add columns to a tool's data source assessment tab to note details about past challenges experienced with accessing/using the data source, or details about available data access mechanisms such as API.

Depending on the method, there may be additional tipsheets and resources to review, and which facilitators can decide to include or not include with the information sent to participants. **Read the whole method chapter to be sure you fully understand the full workflow – you must know what you are working towards to keep the workshop on topic and achievable.**

At this point, facilitators should be ready to draft slides for the workshop. The RAAM toolkit contains a template workshop slide deck to use to get started. The template deck is unbranded, and content can be modified and inserted into organization-branded slides as desired.

While the slides are being prepared, facilitators should also prepare notes on their planned session flow and key bullet points, discussion prompts, timekeeping needs, etc. These can be recorded in a separate facilitators' agenda, or as notes in the slide deck itself. The template slide deck contains example notes, bullet points, and prompts for customization and to support facilitators in fully thinking through the workshop flow. If other workshop participants will be presenting, they should be tagged into the document/deck in relevant sections to record their own notes.



Keep slides as concise as possible, and ideally include visuals such as maps of program-relevant locations, logic model elements in graphical form, and examples of RAAM outputs/visualizations from case studies. After the introductory “context-setting” sessions, the purpose of the slides will not be to share information but rather to prompt discussion and keep the session flow on track. Facilitators should plan to screenshare the Matrix tool during large parts of the workshop (e.g. brainstorming objectives, identifying data sources, and analysis planning) so that all participants are working from the same reference point.

Before the workshop begins, stakeholder participants should ideally receive copies of/links to:

- the workshop agenda
- the workshop slide deck
- the Matrix Tool(s) to be used
- program documents or external documents that will be referenced in the workshop
- (if relevant) RAAM Tipsheets and supporting tools
- (if relevant) any other relevant handouts, such as exercises.

Detailed workshop agenda (template)

Time	Topic and Lead	Objective and Description
DAY 1		
8:00 – 8:45	Welcome/ Introductions RAAM Lead	<p>Purpose: Set the tone for the day and establish expectations</p> <p>Present “why we are all here”, including the high-level workshop agenda and the backgrounds of those participating</p> <p>Run a simple icebreaker activity for participants to learn more about each other and get comfortable speaking</p>
8:45 – 9:15	Context review Security Lead	<p>Purpose: Ensure all participants are on the same page about what is happening in the program implementation regions</p> <p>Depending on the audience, review both the basics about the context as well as what has happened most recently that affects access status as well as program activities, e.g. road status, military/armed group movements, recent security incidents involving NGOs, etc. Use maps, charts, images, bullet point lists, etc. to the maximum extent possible.</p>

Detailed workshop agenda (template)

Time	Topic and Lead	Objective and Description
DAY 1		
9:15 – 11:00	Program introduction Program Lead	Purpose 1: Ensure all participants know what the program is trying to achieve, through what activities and in what time
		Purpose 2: Get a temperature check on what participants perceive to be the most pressing reduced access challenges
		Review the program summary, theory of change, high-level workplan, and any key indicators/assumptions identified as relevant for RAAM purposes. Review the findings of the document review, including any critical narrative sections from the different documents that might describe or illustrate important points.
		Conduct an exercise (e.g. online poll, blank flipchart with post-its distributed to participants to write on) to list participant takeaways from this and the previous session about the elements of the context/program they consider most in need of more/better information. For example: Is there a possibility of access levels changing quickly? Do we know the specific locations of all of our program activities and targeted communities? Are there stakeholders who need additional consultation? Review and reflect on the inputs.
11:00 – 11:30	Coffee/Tea Break	

Detailed workshop agenda (template)

Time	Topic and Lead	Objective and Description
DAY 1		
11:30 – 12:45	RAAM introduction	<p>Purpose: Describe the RAAM method(s) chosen and how they can supplement program monitoring</p> <p>Give an accessible, non-technical description for the RAAM method(s), and the results of any feasibility/risk assessment steps conducted pre-workshop (as detailed in method guidance). If possible, have any technical experts in the room lead the session, or give comment on the method(s). Introduce the RAAM workflow and connect it to the agenda shared at the welcome and the concerns raised in the previous session.</p>
12:45 – 1:45	Lunch	
1:45 – 2:00	Energizer	Pick an energizer activity that will get participants moving after lunch and take people off laptops/phones.
2:00 – 3:00	Objective Brainstorming RAAM Lead	<p>Purpose 1: Initiate the first step of the Workshopping phase detailed in the chosen method workflow.</p> <p>Purpose 2: Prompt participants to creatively and collaboratively about potential informational objectives.</p> <p>RAAM Lead introduces what a well-designed objective should look like, including the columns of the Method Matrix tool that need to be filled out for identified objectives. Give instructions for subsequent brainstorming activity.</p> <p>For large groups: Workshop participants break into small groups with copies of the Method Matrix to brainstorm ideas.</p> <p>For medium or small groups: Project the Method Matrix on the screen and conduct silent individual brainstorming for 15-20 minutes, with participants writing down ideas on paper. Next, ask participants to partner with one other participant to share/review ideas.</p>

Detailed workshop agenda (template)

Time	Topic and Lead	Objective and Description
DAY 1		
3:00 – 3:15	Coffee/Tea Break	
3:15 – 4:30	Objective discussion RAAM Lead	<p>Purpose: Complete the first step of the Workshopping phase by conducting group discussion of brainstormed objectives, and list plausible options.</p> <p>Reconvene the full group to combine ideas discussed in pairs/ small groups. Project the relevant Method Matrix tab on the screen to ensure everyone is looking at the same copy. Assign one person to write inputs into the Method Matrix while the facilitator goes to each pair/group to solicit their ideas, ask questions, and prompt the group for feedback. Review considerations/ critiques discussed in the pairs/small groups and get input from the broader workshop. Depending on the method, it may be possible to prioritize objectives based on factors like likelihood and impact (e.g. context mapping), or prioritization/selection of objectives may need to wait until after the data sources assessment phase.</p>
4:30 – 5:00	Wrap up	<p>Purpose: Summarize the day, explain next steps and the next day's agenda, and collect feedback for how to improve subsequent days.</p>
DAY 2		
8:00 – 8:45	Day 1 Recap RAAM Lead	<p>Purpose: Refresh participant memories about the outcomes of the previous day, the current day's agenda, and brainstormed objectives</p> <p>Purpose 1: Complete the second step of the Workshopping phase</p>

Detailed workshop agenda (template)

Time	Topic and Lead	Objective and Description
DAY 2		
8:45 – 11:00	Data source assessment RAAM Lead	<p>Purpose 2: Comprehensively list the data sources known to the workshop participants which relate to the identified objectives. Assess the sources' reliability, accessibility, etc.</p> <p>Working from the potential RAAM objectives, collectively discuss data sources both primary (internal) and secondary (external) that the program may be able to access which would be usable for the objectives. The Method Matrix will have a tab or columns dedicated to the questions to be answered about each data source, and the method guidance will contain method-specific considerations that participants should debate and discuss.</p> <p>This step is often most critical for successful RAAM – different stakeholders need to establish the expectation that they will share what they know and have access to, and creatively brainstorm how to potentially fill data gaps. Facilitators should focus on structuring the conversations toward ensuring all stakeholders contribute information about the data sources they are familiar with, and toward ensuring all relevant questions are answered about each data source.</p> <p>Activity: Data source mapping. Participants will break into small groups (ideally by department). Each group writes the types of reports/information their department generates on a flip chart, including the name, purpose, data collection methods, data sources, location, and frequency. This information should be presented in a simple table format. Groups will then present their flip charts to the larger group and conduct Q&A. If any details are unavailable or unknown, workshop participants can be assigned to find out more after the workshop if needed.</p> <p>NOTE: If data sources cannot be shared due to sensitivity concerns, they should still be listed on flip charts so that the broader workshop group can learn about what is collected and better understand sensitivity concerns.</p>

Detailed workshop agenda (template)

Time	Topic and Lead	Objective and Description
DAY 2		
11:00 – 11:30	Coffee/Tea Break	
8:45 – 11:00	11:30 – 12:30 Objective selection RAAM Lead	<p>Purpose: If needed, complete selection/prioritization of objectives that will proceed to analysis planning</p> <p>Based on outputs of the data source assessment, workshop participants debate which RAAM objectives will be selected from the brainstormed list. Facilitation and discussion questions should be designed to be method-specific and context-specific, but must meet basic criteria for moving forward:</p> <ul style="list-style-type: none"> • Is the objective feasible given all context factors discussed? • Do we have or can we access the data we would need? • Do we think the estimated LOE is within reason? • Does the objective have a clear link with program indicators, assumptions, or context monitoring needs?
12:30 – 1:30	Lunch	
1:30 – 2:00	Energizer	Pick an energizer activity that will get participants moving after lunch and take people off of laptops/phones.

Detailed workshop agenda (template)

Time	Topic and Lead	Objective and Description
DAY 2		
2:00 – 4:00	Method planning part 1 RAAM Lead	<p>Purpose: Begin drafting the Method Plan, initiating the final step of the Workshopping phase</p> <p>Method planning will be decided in detail in Day 3. The purpose of this session is to challenge participants to think through the planning of at least one objective in depth; how would they operationalize it? What indicators would make it concrete, which exact data sources could be used, and what analytical techniques, skills and technologies needed? Who would potentially need to play which roles?</p> <p>Activity: Participants break into pairs or small groups (randomly or by some other means according to facilitator choice), with each assigned one selected objective. If necessary, groups can all be assigned the same objective, but ideally will work on different ones. Each group works through the Method Plan tab in the Method Matrix tool for the assigned objective. It is not necessary for participants to have deep technical skills to participate in this activity, but each group should ideally have at least one person with data analysis skills assigned to it. Groups should be encouraged to research techniques online if helpful (for example, to research potential remote sensing indicators) during this session. If it is expected that not many persons with data analysis experience will participate in the workshop, facilitators should pre-prepare a list of names of/links to analytical techniques that could be used as research starting points.</p>
4:00 – 4:30	Wrap up	<p>Purpose: Summarize the day, explain the next day's agenda, and collect feedback for how to improve the next day's planning.</p>

Detailed workshop agenda (template)

Time	Topic and Lead	Objective and Description
DAY 3		
8:00 – 8:30	Day 2 Recap RAAM Lead	Purpose: Refresh participant memories about the current day's agenda, finalized objectives and data source assessment outcomes.
8:30 – 10:30	Method planning part 2 RAAM Lead	<p>Purpose: Complete the Method Plan, the final step in the Workshopping phase.</p> <p>Working objective by objective, complete all columns in the Method Plan tab of the Matrix tool as a single group. Inputs should start with the brainstorming done in the activity that closed the previous day, but should allow space for all workshop participants to debate and modify the details, for example the specific definition of the indicators that operationalize the objective, the timeline for when a given RAAM output needs to be ready, and who will be assigned to different roles and responsibilities, which can vary by method.</p> <p>It is important for each objective and indicator to define (even preliminarily) what would constitute a finding of interest. If the indicator is quantitative or quantitative, what values or trends would be concerning, promising, or could prompt deeper review? If the indicator is quantitative, what would be a reasonable threshold for interpreters to use in deciding if the values are urgent and must be reported to decision-makers immediately? What kinds of patterns would be surprising?</p> <p>Persons assigned as interpreters of RAAM analytics will ultimately need to use their own judgment in deciding what findings are of interest once the analytics start to be shared. However, it is important to take the opportunity of having many stakeholders together to make a record of the group consensus and ideas. This record will help interpreters to check their own instincts, look for patterns they might not otherwise have noticed, and have more confidence in identifying certain findings as worth sharing.</p>

Detailed workshop agenda (template)

Time	Topic and Lead	Objective and Description
DAY 3		
10:30 – 11:00	Coffee/tea break	
11:00 – 12:15	Method planning part 3 RAAM Lead	<p>Purpose: Ensure all participants leave the workshop with common understanding about next steps and actions to be taken</p> <p>If needed, continue to fill in the Method Matrix for all selected objectives. Finally, review the Roles and Responsibilities assigned in the tab across all objectives, and discuss. Key questions to ask:</p> <ul style="list-style-type: none"> – Are workloads reasonable? Is one person taking on too many roles/responsibilities? – Are there any missing roles or responsibilities that are needed for this context or program? – Who needs to be alerted about the division of responsibility? <p>Once finalized, workshop participants should agree about the immediate next steps. For example:</p> <ol style="list-style-type: none"> 1. Sharing a workshop summary email with key leadership 2. Establishing communication channel(s) for designated RAAM analysts and interpreters to start assigning technical tasks 3. Setting a regular monthly group checkin call
12:15 – 12:30	Wrap up	Recap the workshop activities, thank participants for their work, recognize persons who played a significant role in Preparation, and motivate participants for continuing.

Other tips

- If you are conducting the workshop non-continuously (i.e. in smaller in-person blocks (less than 4 hours) spread out over more days, or in smaller online blocks), it is recommended that you follow the same agenda and schedule blocks to cover at least one or more discrete topics/sessions listed per block, and in the same order. Activities may need to be adapted or eliminated if impossible to conduct in an online format.
- Whether you will need specific subject matter experts to participate in your workshop is a judgment call (for example, technical experts in different sectors like CVA or WASH, or persons with research or personal expertise about the communities or context being analyzed). If your program design is complex and/or there are very technical questions around what kind of RAAM objectives would best fit the particular program design, physical characteristics of the implementation region, it would likely be helpful to bring a subject matter expert.
 - If you are pursuing the Remote Sensing method, you are strongly advised in the method guidance to include at least one participant with GIS experience, and if possible remote sensing expertise, in both the Preparation and Workshopping phases to help steer the conversation toward feasible analytics.
- For medium-sized to large workshops (i.e. more than 10 persons), icebreakers and teambuilding activities are important to incorporate in the agenda! Establishing a positive, fun atmosphere supports brainstorming and engagement during the workshop and makes it more likely stakeholders will stay engaged after the workshop. The RAAM template slides include ideas in the notes for exercises you can run, and the [Data Playbook](#) contains ideas for data-related games and exercises that can help you design your own.
- If managing large workshops, it can be very helpful for the overall workshop facilitator to push persons assigned to lead different sessions to write down how they will run the session. This includes describing the bullet points of what they will talk about, approximate timing, what support they need (e.g. materials/supplies), whether they will use slides, etc. Having this detail for every session allows the overall facilitator to look for ways to ensure smooth transitions and complete logistics organization.
 - Tip: try to identify if session leads are trying to fit too much or too little content into the allotted time! RAAM is a topic that requires significant intra-stakeholder discussion, and so it can be easy for leads to overestimate what they can cover in 30-90 minutes once discussion time is accounted for.