

# CAN DO Theory of Change Phase 2 | 2021 – 2026



Church Agencies Network  
Disaster Operations

## Introduction to the Theory of Change

CAN DO's Theory of Change (TOC) is built on years of design, reflection and consideration by CAN DO members and local partners, and specifically on the initial CAN DO Roadmap. The Phase 2 TOC has gone through a detailed input and review process including:

- Consideration of progress on previous TOC.
- Insights from CAN DO partnership health checks, activation lessons learned surveys and FDGs, and localisation survey and workshop discussions facilitated with local partners (by local facilitators). A summary of these insights was presented and at the CAN DO online workshop in Sept/Oct 2020.
- CAN DO workshops with Australian members and local partners facilitated reflection on these insights and their implications for our future work together.
- Consultation and feedback on the first draft with CAN DO networks including specific meetings with CAN DO humanitarian leads, CAN Program Managers, CAN Program Effectiveness, CAN CEOs, CAN DO Safeguarding Working Group, Local Partner Round Table (& local partner country meetings).

## Purpose

The purpose of the Theory of Change is to provide a strategic living document which clearly states our intended outcomes and practical pathways towards those outcomes. The TOC intends to hold in balance transformation goals as well as very practical milestones, in a very complex and dynamic time.

The TOC will be the unifying document of CAN DO's strategy for approximately 5 years (July 2021 – June 2026). The TOC includes specific targets to facilitate reflection and accountability on progress towards outcomes in all dimensions. The TOC will be accompanied by integrated annual workplans and quarterly TOC tracking to facilitate ongoing reflection on progress towards targets, outcomes and outcomes.

## Who is CAN DO?

The Church Agencies Network – Disaster Operations (CAN DO) was formed in 2015 to better coordinate and strengthen our global humanitarian, disaster risk reduction and management (DRR/DRM) and resilience building work. We are a consortium of faith-based agencies and is a sub-group of the Church Agency Network (CAN) that was founded in 2004. As members of CAN, we share a strategic vision and have a history of collaboration in providing humanitarian response to disasters, and of working towards long-term community development outcomes and capacity building with local partner agencies.

## CAN DO Principles

**Faith matters** *We are guided by Christian values and identity.*

**It's not about us** *We will focus on the most vulnerable, at-risk communities.*

**Learning and improvement** *We commit to continual learning to strengthen CAN DO's effectiveness.*

**Valuing what each entity brings** *We balance unity with unique contribution according to member capacity.*

**Trust and respect** *We mutually respect and honour each member's partnerships and church structures.*

**Transparency** *We are open and thoughtful in all our work.*

## Definitions

**CAN DO Members** are the 8 Australian agencies who share an MOU to work together as the CAN DO Consortium:

- Caritas Australia (Caritas)
- Australian Lutheran World Service (ALWS)
- Act for Peace (AfP)
- Adventist Development and Relief Agency (ADRA)
- Anglican Board of Mission (ABM)
- Anglican Overseas Aid (AOA)
- Baptist World Aid Australia / Transform Aid International (TAI)
- UnitingWorld (UW)

All references to **CAN DO** refer collectively to each of the 8 member agencies of the CAN DO consortium, supported by the CAN DO Coordination Unit.

**CAN DO Local Partners** are national and local community based organisations (including churches and faith based organisations) who hold established and often term partnerships with CAN DO Australian Member Agencies. CAN DO members and local partners work together in various arrangements as defined by the program within which they work. The Consortium supports CAN DO Members established bilateral partnership with Local Partners.

**Localisation** while differing in definition amongst different groups and stakeholders, can be generally defined as “*a process of recognising, respecting and strengthening the leadership by local authorities and the capacity of local civil society in humanitarian action, in order to better address the needs of affected populations and to prepare national actors for future humanitarian responses*”<sup>1</sup>.

In this Theory of Change, localisation refers to CAN DO’s ongoing commitment to ensuring the local actors (eg. local partners, local churches, local and national civil society, local and national government) are at the centre of humanitarian response, across design, implementation, participation, evaluation and decision making. This requires CAN DO to be accountable to local partners. It also involves systematic change across the humanitarian sector to ensure that local actors are in the driving seat, that power ultimately resides with local actors, that the sector witnesses an increase in funding transfer to national and local organisations, and that response is *as local as possible, as international as necessary*.

**Locally-Led** in this in this Theory of Change refers to processes which are driven by local actors. For example, a program strategy and/or design which was conceived by local partners. Likewise, locally led decision making refers to processes whereby local partners convene to discuss options on particular actions, and inform CAN DO members, who act based on that local decision.

**Traditional and Indigenous Knowledge** refers to culturally specific and relevant knowledge and often long-established environmental awareness and observation. It is often under-recognised in more recently established humanitarian institutions, yet is it a critical element to early warning systems as well as disaster resilience and risk reduction<sup>2</sup>. CAN DO recognises the long established traditional and indigenous knowledge and systems in disaster preparation, mitigation and response and is eager to support local communities, churches and other local partners, to utilise, rediscover and strengthen them.

<sup>1</sup> <https://www.oecd.org/development/humanitarian-donors/docs/Localisingtheresponse.pdf>

<sup>2</sup> <https://www.thenewhumanitarian.org/feature/2020/08/18/Indigenous-communities-disaster-humanitarian-response-coronavirus>; [https://www.indigenoustr.com/about\\_us](https://www.indigenoustr.com/about_us); <http://www.piango.org/our-news-events/local-traditional-knowledge-needs-acknowledged-humanitarian-work-piango-tells-geneva-workshop/>

**Overarching Goal:** CAN DO will coordinate, build partnerships and work collaboratively, respecting and supporting the role of local faith-based humanitarian actors; in disaster resilience, disaster preparedness and emergency response; with the ultimate goal of increasing locally-led humanitarian reach and impact.

## Partnerships & Coordination

CAN DO Members and Partners work together collaboratively, with strong partnership practice and effective communication and coordination; and **prioritise local leadership and voice.**

*If... CAN DO coordinates to build and support living and complementary partnerships;*

*Then... we will be increasing space for a collective local leadership and voice in disaster response and preparedness.*

## Capacity & Improvement

CAN DO shares and engages in learning and improvement initiatives to strengthen collaboration and technical capacity of Members and Partners; **with the ultimate goal of strengthening local leadership and humanitarian capacity.**

*If... CAN DO collaborates and facilitates learning & capacity building based on local and partnership priorities;*

*Then... we will improve our localisation and partnership practice, and support the strengthening of local humanitarian leadership.*

## Programs & Initiatives

CAN DO supports locally led humanitarian and DRM program and initiatives; **with a focus on local context, contribution of local and faith based actors, and addressing changing climate (and other root causes).**

*If... locally led programs are designed and delivered focusing on root causes, local priorities (eg. changing climate) and strengths of local and faith based actors (eg. influence, reach, assets, traditional knowledge);*

*Then... communities will be engaged in effective and relevant disaster resilience and response, supported in the appropriate (complementary) ways by local and international actors.*

## Evidence & Research

CAN DO contributes to the growing evidence base of the role of local and faith based humanitarian actors; **which strengthens local leadership, is aligned with local priorities (incl. advocacy), and strengthens local research and evaluation capacity and expression.**

*If... CAN DO collectively builds evidence on practice and impact from a local perspective;*

*Then... the local leadership and valuable contribution of local faith actors will be better understood and communicated, improving our own practice and practice across the sector.*

## Accountability & Standards

CAN DO Members and Partners have systems in place to ensure accountability to each other, to affected communities and stakeholders and are aligned with sector standards; **supporting national alignment and local contextualised standards.**

*If... CAN DO Members & Partners strengthen systems to ensure standards and accountabilities, and ensure the local contextualisation of those standards;*

*Then... affected populations will be protected and have stronger participation, partnerships will be strengthened and local partners engagement in humanitarian response will be more sustainable.*

## Advocacy & Communications

CAN DO draws on project evidence and partnership experience to deliver communications and support advocacy initiatives which are **aligned with partner priorities, raise the profile of local leadership, and address climate change (and other root causes).**

*If... CAN DO shares programmatic and partnership experience in communications and advocacy;*

*Then... the leadership and insight (prophetic voice) of local faith actors will be recognised and included as credible voice.*

Advocacy & Communications

**Domain of Change:**  
Policy influence and practice

Partnership & Coordination

OUR CORE WORK

Programs & Initiatives

Evidence & Research

Capacity & Improvement

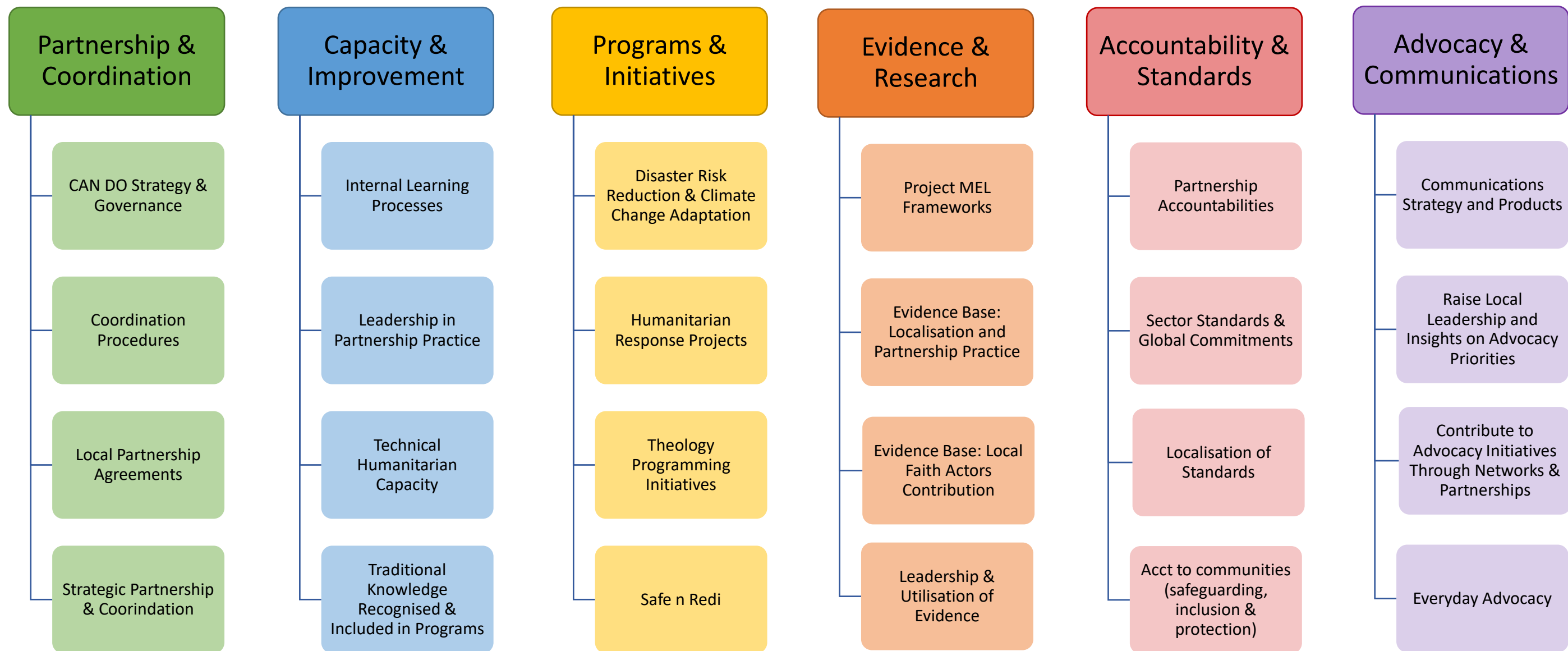
Accountability & Standards

**Domain of Change:**  
Accountability of members and partners to each other, affected populations, and sector; Localisation - upstream influence & partner sustainability

**Domain of Change:**  
Improved recognition of and strengthened capacity through evidence and shared learnings – among members, partners and the sector more broadly.

**Domain of Change:**  
Localisation, collaboration across members and partners, complementarity of international and local actors

**Domain of Change:**  
Impact on affected populations (resilience & response)





## Partnership & Coordination

CAN DO Members and Partners work together collaboratively, with strong partnership practice, effective communication and coordination; and prioritise local voice and leadership.

Output Summary & Transformative Statement	Output Description “What we will do”	Strategies & Targets “What we will deliver”	STRETCH Targets	Metrics/Indicators
<p><b>CAN DO Strategy &amp; Governance</b></p> <p><i>The CAN DO consortium is a transformative and effective, living partnership.</i></p>	<p>CAN DO Members are familiar with, compliant and confident in CAN DO governance and strategy.</p> <p>Strategy &amp; governance are designed and reviewed with input from key stakeholders including local partners.</p>	<ul style="list-style-type: none"> <li>CAN DO responds to Governance Review recommendations.</li> <li>CAN DO TOC revised, operationalised &amp; reviewed.</li> <li>CAN DO members Health Check conducted annually.</li> <li><b>CAN DO localisation survey for partner feedback.</b></li> <li>CAN DO policies and governance mechanisms are reviewed and updated as required.</li> <li><b>CAN DO SharePoint maintained for institutional memory.</b></li> <li>Induction pack and onboarding procedure.</li> <li>Annual Report.</li> <li>Implement and collaboratively review of annual workplan</li> <li><b>Develop and implement mechanism/s to ensure inclusion of local leadership into CAN DO Governance and Strategy.</b></li> </ul>	<p>NA</p>	<ul style="list-style-type: none"> <li>Response to Gov Review Recommendations</li> <li>TOC Finalised – progress tracking underway.</li> <li>Delivery &amp; Result of Member Health Checks.</li> <li>Delivery &amp; Results of Partner Localisation Survey.</li> <li>Policy review schedule maintained.</li> <li>SharePoint maintained and utilised.</li> <li>Members receive induction.</li> <li>Annual Report published.</li> <li>Workplan tracking updated quarterly.</li> </ul>
<p><b>Coordination Procedures</b></p> <p><i>CAN DO members and partners coordinate well; and respond together in emergencies.</i></p>	<p>CAN DO members and partners collaborate (ongoing and activations/tenders), in accordance with coordination procedures including information management, communications, decision making, finance.</p>	<ul style="list-style-type: none"> <li>Member &amp; Joint Member-Partner Workshops</li> <li>Members conflict and complaints processes socialised.</li> <li>CAN DO CU provide support to coordination procedures.</li> <li>CAN DO CU manages internal communication and shares AHP communications where relevant.</li> <li>Lead Agency TORs are reviewed and operationalised.</li> <li>Members &amp; partners collaborate on capacity mapping of priority countries.</li> <li>Decision making processes (eg. 3Ws, Decision Matrix Tool) are articulated and followed.</li> <li><b>Coordination roles are resourced.</b></li> <li>In design, project teams consider different partnership/collaboration models and make agreement.</li> <li><b>Members &amp; partners collaborate on capacity statements, needs assessments, and proposals; with emphasis on partner strengths, local context, traditional knowledge.</b></li> </ul>	<ul style="list-style-type: none"> <li>CAN DO has documented efficiencies achieved through collaboration and coordination.</li> </ul>	<ul style="list-style-type: none"> <li>Members understand &amp; utilise conflict/complaints processes</li> <li>Knowledge of and compliance with key processes.</li> <li>Capacity statements &amp; mapping are updated and utilised.</li> <li>Add sections relating to traditional knowledge and local context to capacity mapping, assessment and proposal tools.</li> <li># of AHP activations and other relevant tenders (successful &amp; applied).</li> <li>Feedback from partners on coordination processes (Health Check &amp; Lessons Learned – see C&amp;L)</li> <li># and quality of joint reports.</li> <li>\$ for coordination roles &amp; functions</li> </ul>
<p><b>Local Partnerships Agreements</b></p> <p><i>Local partners discuss and agree appropriate partnership mechanisms.</i></p>	<p>Partnerships developed at country level develop and implement context appropriate agreements which articulate ways of working together and support effectiveness in humanitarian response.</p>	<ul style="list-style-type: none"> <li>Ongoing country partnerships develop TOR/SOP relevant to their current context (eg. Communications, decision making, emergency response).</li> <li>New projects specify partnership structure and ways of working (project partnership agreement).</li> <li><b>Local partners are coordinated with and participating in humanitarian sector forums.</b></li> </ul>	<ul style="list-style-type: none"> <li>Mechanisms for joint Needs and Vulnerability Assessment at country level where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li># local partnership agreements</li> <li>Evidence of strengthening local partnerships (eg. increased coordination, complementarity)</li> <li># partners participating; and # and type humanitarian clusters with local partner representation</li> </ul>
<p><b>Strategic Partnership &amp; Coordination</b></p> <p><i>CAN DO proactively engages with relevant local and faith actors whose voice is important in the localisation of humanitarian response.</i></p>	<p>CAN DO recognises the significance of relationship, humanitarian coordination, and the role of traditional influential bodies such as church leadership. We acknowledge the importance of working alongside and through established local, national and regional bodies and seek to partner and collaborate as relevant.</p>	<ul style="list-style-type: none"> <li>Fit for purpose Collaboration Arrangements with regional bodies such as PCC and USP.</li> <li>Explore partnership/collaboration with national church council bodies</li> <li>CAN DO representation on priority ACFID and HRG working groups (eg localisation...).</li> </ul>	<ul style="list-style-type: none"> <li><b>Church council, regional and tech partnerships.</b></li> <li><b>CAN DO is linking into the global, regional and national networks with which individual agencies are engaged.</b></li> <li>Explore non-DFAT funding streams and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li># and feedback on regional partnerships</li> <li># and feedback on technical partnerships</li> <li># and feedback on national church council partnerships</li> </ul>

## Capacity & Improvement

CAN DO shares and engages in learning and improvement initiatives to strengthen collaboration and technical capacity of Members and Partners; **with the ultimate goal of strengthening local leadership and humanitarian capacity**

Output Summary & Transformative Statement	Output Description “What we will do”	Strategies & Targets “What we will deliver”	STRETCH Targets	Metrics/Indicators
<p><b>Internal Learning Processes</b></p> <p><i>CAN DO are applying lessons, skills and knowledge drawn from internal learning processes to strengthen impact and practice.</i></p>	<p>CAN DO will facilitate internal learning processes and initiatives, which utilise available data and seek feedback and input from key stakeholders; in order to improve partnership and localisation practice, as well as programmatic impact.</p>	<ul style="list-style-type: none"> <li>• Annual Member Partnership Health Check.</li> <li>• CAN DO partnership and localisation survey/study.</li> <li>• Activation Lessons Learned.</li> <li>• CAN DO member and joint-partner workshops.</li> <li>• Project MEL, analysis and sensemaking forums.</li> <li>• CAN DO shares insights from learning activities across CAN Network, with DFAT, AHP and other networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct internal evaluation of partnership and programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery &amp; Result of Member Partnership Health Checks.</li> <li>• Delivery &amp; Results of Partner Localisation Survey.</li> <li>• # Activation Lessons Learned</li> <li>• # member and joint-partner workshops</li> <li>• Evidence of engagement and applied learnings partnerships, ways of working and programming.</li> <li>• Examples of sharing insights across sector.</li> </ul>
<p><b>Leadership in Partnership Practice</b></p> <p><i>CAN DO demonstrates leadership in partnership practice as key strategy to progress localisation.</i></p>	<p>CAN DO recognises the value in partnership practice and will improve technical capacity and accountability, demonstrating leadership within the sector; demonstrating this as an important localisation strategy.</p>	<ul style="list-style-type: none"> <li>• CAN DO engages in codesign with Partnership Brokering Specialist.</li> <li>• Development &amp; delivery of context appropriate partnership technical training with country partners.</li> <li>• CAN DO influences partnership practice among stakeholders</li> </ul>	<p>NA</p>	<ul style="list-style-type: none"> <li>• Partnership Broker Specialist engaged.</li> <li>• # CAN DO members and partners participate in type/mode of local partnership training.</li> <li>• Development and refinement of localisation and partnership surveys/inquiries.</li> <li>• Evidence of partnership practice improving partnerships and programming; and influencing the sector.</li> </ul>
<p><b>Technical Humanitarian Capacity Strengthening</b></p> <p><i>CAN DO local partner strengths are recognised across the humanitarian sector, and further strengthened through training and collaboration.</i></p>	<p>Drawing on member and partner strengths, CAN DO will support partners to strengthen technical humanitarian capacity in formal and informal ways.</p>	<ul style="list-style-type: none"> <li>• Emergency Simulation Exercises.</li> <li>• Humanitarian Training Package delivered (incl. CHS) and reviewed/updated (possibly delivered online).</li> <li>• HTP training for members (to familiarise)</li> <li>• CAN DO influences partnership practice among stakeholders</li> <li>• Joint-partner humanitarian trainings locally based on partner priorities.</li> <li>• Joint-partner technical assessments and reporting (eg. Needs assessment, vulnerability assessment, post distribution monitoring) (coordinated with relevant national actors).</li> <li>• Shared trainings with partners in areas relevant to programs, eg: Core Humanitarian Standard, Safeguarding, M&amp;E, communications.</li> </ul>	<ul style="list-style-type: none"> <li>• Humanitarian Trainings delivered countries new to CAN DO operation and with new CAN DO partners</li> </ul>	<ul style="list-style-type: none"> <li>• # Disaster Simulations</li> <li>• Implementation monitoring of Humanitarian Training Package (HTP).</li> <li>• Review and updated version of HTP.</li> <li>• # and feedback/stories of joint-partner trainings.</li> <li>• Examples of new country level technical collaborations.</li> <li>• Evidence of and reflection on joint-partner assessments and reporting in projects.</li> <li>• # and type of shared trainings.</li> </ul>
<p><b>Traditional Knowledge Recognised &amp; Included in Programs</b></p> <p><i>CAN DO advocates for the inclusion of traditional knowledge as important consideration of all humanitarian response and preparedness programs.</i></p>	<p>CAN DO will advocate for local leadership and traditional knowledge as significant and relevant technical contribution to disaster preparedness and response proposals and designs; particularly in context of strengthening local humanitarian capacity.</p>	<ul style="list-style-type: none"> <li>• CAN DO partners include traditional knowledge alongside other technical information.</li> <li>• CAN DO members advocate for inclusion of this information in AHP and other forums.</li> <li>• Programs utilising traditional knowledge, and cultural approaches, traditionally outside humanitarian technical capacity.</li> </ul>	<p>NA</p>	<ul style="list-style-type: none"> <li>• Examples of traditional knowledge and local leadership in AHP and other coordination forums and documentation (see C&amp;P).</li> <li>• Localisation indicators.</li> <li>• Examples of advocacy and change in actions as a result.</li> </ul>

# Programs & Initiatives

CAN DO supports locally led humanitarian and DRM program and initiatives; **with a focus on local context, contribution of local and faith based actors, and addressing changing climate (and other root causes).**

Output Summary & Transformative Statement	Output Description “What we will do”	Strategies & Targets “What we will deliver”	STRETCH Targets	Metrics/Indicators
<p><b>Disaster Risk Reduction &amp; Climate Change Adaptation</b></p> <p><i>Through the AHP Disaster READY and other projects, CAN DO will support the local communities in disaster resilience.</i></p>	<p>CAN DO will support local partners in locally led DRM through the design and implementation of AHP Disaster READY project (Phase 1 &amp; 2), and other projects as they arise. Local partner strengths are recognised through Disaster READY.</p>	<ul style="list-style-type: none"> <li>Members support local partners to actively contribute to Disaster READY and deliver project, including participation in Country Committee and other AHP country forums.</li> <li>CAN DO supports partners to address climate change in project designs (including environmental assessment).</li> <li>Share consortium insights needed to influence AHP Disaster READY evaluation and redesign activities</li> </ul>	<ul style="list-style-type: none"> <li>Preparedness work extends beyond Disaster READY.</li> </ul>	<ul style="list-style-type: none"> <li>Active participation in Disaster READY projects and AHP deliverables.</li> <li>CAN DO budget allocation (disaggregated by member and local partner).</li> <li>Delivery and quality of all reports and milestones.</li> <li>Examples of CC addressed in projects.</li> <li>Localisation indicators.</li> </ul>
<p><b>Humanitarian Response Projects</b></p> <p><i>CAN DO partners are achieving impact for affected populations by drawing on collective strengths in collaboration on humanitarian response programs.</i></p>	<p>CAN DO members and partners collaborate together in the design, delivery and evaluation, of humanitarian response programs, with emphasis on localisation dimensions.</p>	<ul style="list-style-type: none"> <li>Bangladesh Rohingya Response.</li> <li>Members support local partners to contribute areas of strength to Humanitarian Response projects.</li> <li>Projects are collaboratively designed, delivered, and evaluated.</li> <li>Clarity on coordination roles and processes (see P&amp;C).</li> <li>Joint development of AHP proposals, PIPs (design &amp; implementation plans), MEL plans, budget and reporting.</li> </ul>	<p>NA</p>	<ul style="list-style-type: none"> <li>CAN DO deliver and meet project requirements of Bangladesh Rohingya Response.</li> <li>Localisation indicators.</li> <li># submitted and successful activations &amp; projects.</li> <li>Combined budget across response projects (disaggregated by Aust member / local partner).</li> <li>Results of activation lessons learned.</li> <li>Evaluations delivered and shared.</li> </ul>
<p><b>Theology Programming Initiatives</b></p> <p><i>Knowledge, attitudes, perceptions and practices of affected populations, relating to disaster preparation and response are positive (and barriers are reduced) through locally led theological messaging and programming.</i></p>	<p>CAN DO will collaborate with Pacific Leaders in development of theological resources which can be locally/nationally contextualised, to respond to DRM and disasters.</p>	<ul style="list-style-type: none"> <li>Theology of Disaster Resilience in a Changing Climate developed, implemented, monitored and evaluated.</li> <li>Adaptation and further development of theological resources for specific emergency response.</li> <li>Partners identify effective ways to deliver messaging through various media and community engagement.</li> <li>Theology initiatives are monitored and evaluated as important evidence base for contribution of faith-based actors to humanitarian response (see E&amp;R).</li> </ul>	<ul style="list-style-type: none"> <li>CAN DO builds evidence base to support the relevance of theological work with local research partners (including measurement of KAP).</li> <li>Explore theological programming in regions beyond Pacific (eg. Asia)</li> </ul>	<ul style="list-style-type: none"> <li>TDRCC Theory of Change and MEL approach implemented.</li> <li>Evaluation of TDRCC.</li> <li>M&amp;E of additional theological responses and programs</li> <li>M&amp;E of delivery strategies</li> </ul>
<p><b>Safe n Redi</b></p> <p><i>Church assets provide shelter to affected populations, and are coordinated into humanitarian response and managed in line with humanitarian standards in humanitarian response.</i></p>	<p>The Safe n Redi initiative will support the coordination, utilisation and management of church assets as community shelters in times of emergency.</p>	<ul style="list-style-type: none"> <li>Program implementation (software management, mapping, retrofitting, training).</li> <li>Engagement, communication and coordination with key emergency stakeholders (church, government, humanitarian sector, communities).</li> <li>Finalisation of TOC including ownership and sustainability strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Churches own and manage the application.</li> <li>Expansion of donors, program &amp; application</li> </ul>	<ul style="list-style-type: none"> <li>SnR platform utilised (data entered and utilisation by churches and sector)</li> <li># church assets mapped and improved</li> <li># church assets in SnR platform used in specific emergencies</li> <li>Evidence of coordination and utilisation of mapped assets</li> </ul>



# Evidence & Research

CAN DO contributes to the growing evidence base of the role of local and faith based humanitarian actors; **which strengthens local leadership, is aligned with local priorities (incl. advocacy), and strengthens local research and evaluation capacity and expression.**

Output Summary & Transformative Statement	Output Description "What we will do"	Strategies & Targets "What we will deliver"	STRETCH Targets	Metrics/Indicators
<p><b>Project MEL Frameworks</b></p> <p><i>CAN DO projects have meaningful and achievable MEL frameworks for documenting impact, improving practice, learning and sharing.</i></p>	<p>CAN DO will develop and deliver joint-MEL frameworks for projects with a level of standardisation, with emphasis on meaningful and achievable MEL for local projects and partners.</p>	<ul style="list-style-type: none"> <li>Project MEL Frameworks are meaningful and achievable for local partners. Gathering relevant quantitative and qualitative data and methods (including culturally relevant approaches); and include participatory analysis.</li> <li>MEL Frameworks and activities gather disaggregated data and engage vulnerable groups adequately (all aspects of inclusion).</li> <li>CAN DO develops tools and trainings to support MEL.</li> <li>Disaster READY (PPF2) MEL forums strengthen MEL capacity through participatory analysis and sensemaking.</li> <li>MEL data is collected, analysed, and aggregated, to improve evidence in reporting (including MEL forums)</li> <li>Standardised indicators (AHP, CAN DO) are utilised.</li> <li>Standardised MEL tools developed &amp; utilised.</li> </ul>	<ul style="list-style-type: none"> <li>Local partners have strong technical capacity in project MEL and collaborate on associated project learning and documentation.</li> <li>MEL methods include use of traditional knowledge and culturally appropriate methods.</li> <li>Development and utilisation of efficiency &amp; V4M metrics.</li> </ul>	<ul style="list-style-type: none"> <li>MEL Frameworks facilitate learning and analysis.</li> <li>MEL Frameworks provide evidence which is utilised in reporting and other forums.</li> <li>Partners report improved confidence in MEL and share project insights in external forums.</li> <li>Improved inclusion across M&amp;E frameworks.</li> <li>DR standardised indicators are utilised.</li> <li>Basic standardised indicators developed for TDRCC, SnR.</li> <li>Localisation indicators.</li> <li># and report on PPF2 funded MEL Forums</li> <li>Improved quality of evidence in project reporting.</li> <li># and type of MEL trainings delivered</li> <li># and type of MEL tools developed</li> </ul>
<p><b>Evidence Base: Localisation and Partnership Practice</b></p> <p><i>CAN DO has developed an evidence base for accountability to localisation and partnership practice, which fosters learning and contributes to advocacy.</i></p>	<p>CAN DO demonstrates leadership and accountability in localisation and partnership practice, by developing an evidence based through use of standardised indicators in partnership reviews and project M&amp;E activities.</p>	<ul style="list-style-type: none"> <li>CAN DO localisation indicators finalised.</li> <li>CAN DO partnership practice metrics developed</li> <li>Internal learning processes utilise indicators/metrics (reference Capacity &amp; Improvement)</li> </ul>	<ul style="list-style-type: none"> <li>CAN DO collates overarching localisation and partnership evidence base and reports (eg. thematic evaluation/research on localisation)</li> <li>CAN DO members have jointly documented efficiencies, achieved through collaboration and coordination</li> </ul>	<ul style="list-style-type: none"> <li>Localisation indicators.</li> <li>Partnership metrics.</li> <li>Member Partnership Health Check.</li> <li>Local Partner Survey.</li> </ul>
<p><b>Evidence Base: Local Faith Actors Contribution</b></p> <p><i>Local Faith Actors are understood and recognised for their valuable contribution to localised humanitarian response.</i></p>	<p>CAN DO will develop a strong evidence base on the contribution of local faith actors in DRM and emergency response, including local advocacy priorities.</p>	<ul style="list-style-type: none"> <li>TOC and MEL Framework for TDRCC and other theology initiatives.</li> <li>TOC and MEL Framework for Safe n Redi.</li> <li>CAN DO conducts parallel reporting to AHP processes in order to identify insights and collate data on impact and reach of local faith actors.</li> </ul>	<ul style="list-style-type: none"> <li>CAN DO explores research and evaluation partnerships to document and publish on contribution of local faith actors (eg. thematic evaluation/research project), including on local advocacy priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative and quantitative data of impact of local faith actors through projects and initiatives.</li> <li># and outcome from TDRCC Forums (PPF2).</li> <li>SnR MEL Framework established.</li> <li>SnR MEL data collated.</li> <li>Overarching CAN DO reports.</li> <li>Data included in Annual Report.</li> </ul>
<p><b>Demonstrate Leadership in Evidence and Research Forums</b></p> <p><i>CAN DO members and partners demonstrate leadership by sharing research and evidence into relevant forums (research partnerships, papers, conferences)</i></p>	<p>CAN DO shares evidence from project MEL and specific studies with relevant external actors (humanitarian peers, donors, partners), in relevant forums such as research partners, papers and conferences.</p>	<ul style="list-style-type: none"> <li>Submissions made to conferences including: HCL, Australian Aid Conference, Asia-Pacific Ministerial Conference on Disaster Risk Reduction, Australasian Evaluation Society.</li> <li>Practice papers shared internally and with AHP, DFAT and humanitarian peers.</li> <li>Local partners present in national and international forums.</li> </ul>	<ul style="list-style-type: none"> <li>Explore research partnerships in Australian, Pacific and globally (eg. PCC, PTC &amp; USP)</li> </ul>	<ul style="list-style-type: none"> <li>CAN DO members and partners share evidence and research in forums.</li> <li># Local Partners Presenting.</li> <li># and type practice papers shared.</li> </ul>

# Accountability & Standards

CAN DO Members and Partners have systems in place to ensure accountability to each other, to affected communities and stakeholders and are aligned with sector standards; **supporting national alignment and local contextualised standards.**

Output Summary & Transformative Statement	Output Description “What we will do”	Strategies & Targets “What we will deliver”	STRETCH Targets	Metrics/Indicators
<p><b>Partnership Accountabilities</b> <i>CAN DO members and partners have clarity and confidence in partnership accountabilities.</i></p>	<p>CAN DO will clearly communicate accountabilities and commitments to constituents and stakeholders through governance documentation and conduct two-way review processes; to foster trust, confidence and manage risk</p>	<ul style="list-style-type: none"> <li>CAN DO Member Governance</li> <li>Lead Agency TORs reviewed and finalised</li> <li>Local Partnership Agreements</li> <li>Partnership Health Check</li> <li>Local Partner Health/Localisation Survey</li> <li>Reference other outcome areas</li> </ul>	<p>Reference other outcome areas especially C&amp;P</p>	<p>Reference other outcome areas especially C&amp;P</p>
<p><b>Sector Standards &amp; Global Commitments</b> <i>CAN DO members and partners meet sector standards and global commitments, particularly regarding accountabilities to local actors, local populations and vulnerable groups.</i></p>	<p>Through governance and coordination, CAN DO will ensure member alignment with industry standards. Members support bilateral local partners to meet and progress towards these standards.</p>	<ul style="list-style-type: none"> <li>Each CAN DO member assures the consortium of compliance with industry standards (DFAT accreditation)</li> <li>CAN DO members contribute to Caritas (and other members as necessary) accreditation processes.</li> <li>CAN DO Finance Coordinator is recruited and supports financial management in line with standards.</li> <li>CAN DO members communicate and collaborate on strengthening partner capacities in standards.</li> <li>Local partners are trained in CAN DO Safeguarding SoP</li> </ul>		<ul style="list-style-type: none"> <li>Policy review schedule maintained.</li> <li>CAN DO contributes to Caritas successful accreditation.</li> <li>Recruitment of Finance Coordinator.</li> <li>Examples &amp; # of improvement in partner policies.</li> </ul>
<p><b>Localisation of Standards</b> <i>CAN DO supports and advocates for the local contextualisation of standards and alignment with national standards, as critical for progressing localisation.</i></p>	<p>Through partnerships and projects, CAN DO will identify and support local contextualisation of standards and local partner alignment with national standards.</p>	<ul style="list-style-type: none"> <li>Partners are supported to effectively engage in standards, as relevant to their local context. This is primarily carried out through existing bilateral partnerships.</li> <li>CAN DO supports local partners and projects alignment with national standards.</li> </ul>	<ul style="list-style-type: none"> <li>CAN DO strategically engages and advocates for local leadership on contextualisation (eg. PCC/PIANO)</li> </ul>	<ul style="list-style-type: none"> <li>Local partner initiatives (dialogue, process, tools) which support contextualisation of standards.</li> <li># safeguarding (and other) IEC materials developed by CAN DO members and partners.</li> <li>Examples of local partners collaborating with local safeguarding, GEDSI experts &amp; DPOs to inform project design and monitoring.</li> <li>Examples of local partners/local partnership alignment with, adoption and/or collaboration with national bodies on safeguarding standards &amp; processes.</li> </ul>
<p><b>Accountability to communities (safeguarding, inclusion &amp; protection)</b> <i>Communities are safeguarded and all vulnerable groups are included across the project cycle, in all CAN DO projects and programs.</i></p>	<p>CAN DO members work with partners to improve inclusion and safeguarding, at partnership level and across all projects.</p>	<ul style="list-style-type: none"> <li>CAN DO Safeguarding Working Group</li> <li>CAN DO Safeguarding SOPs are reviewed and socialised among Members and Partners</li> <li>Local partnerships and collaboration with inclusion groups</li> <li>Local Safeguarding Trainings</li> <li>GEDSI disaggregated data strategies across project cycle</li> <li>Projects include local complaints mechanisms</li> <li>CAN DO members communicate and collaborate to support partners in inclusion and safeguarding, ensuring industry standards and local contextualisation.</li> </ul>		<ul style="list-style-type: none"> <li>Meetings and impact/deliverables of safeguarding WG.</li> <li>Review of Safeguarding SOPs.</li> <li>Members and partners are familiar with SOPs.</li> <li>Examples &amp; # of improved partner policies.</li> <li># and feedback from trainings</li> <li># and type of local partnerships/collaboration with representative groups.</li> <li>Improvement in GEDSI tools and data.</li> <li>Use of gender and disability analysis in programs and projects.</li> <li># and examples community-based complaints mechanisms</li> </ul>

## Advocacy & Communications

CAN DO draws on project evidence and partnership experience to deliver communications and support advocacy initiatives which are **aligned with partner priorities, raise the profile of local leadership, and address climate change (and other root causes).**

Output Summary & Transformative Statement	Output Description “What we will do”	Strategies & Targets “What we will deliver”	STRETCH Targets	Metrics/Indicators
<p><b>Communications Strategy and Products</b> <i>CAN DO’s communications strategy delivers products which highlight the unique and valuable contribution of local faith actors and raise the profile of local leadership.</i></p>	<p>CAN DO will develop and deliver a communications strategy with quality communications products which draw on the experience of partner projects.</p>	<ul style="list-style-type: none"> <li>• <b>Communications strategy finalised and resourced.</b></li> <li>• Communications products draw on project insights and raise local leadership, distributed through strategic channels.</li> <li>• Communications training (&amp; resourcing?) for local partners.</li> <li>• <b>Annual Report.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Communications products amplify local leadership and lived experience</b></li> </ul>	<ul style="list-style-type: none"> <li>• Communications strategy</li> <li>• Communications products</li> <li>• Communications trainings for local partners</li> <li>• Annual Report</li> </ul>
<p><b>Raise Local Leadership and Insights on Advocacy Priorities</b> <i>CAN DO will contribute to advocacy initiatives which are aligned with partner priorities, have strong local leadership and address root causes such as localisation, (de)colonialisation and climate change.</i></p>	<p>CAN DO will leverage experience from partnerships and projects to contribute to advocacy initiatives aligned with partner priorities and root causes (eg. climate change), and localisation.</p>	<ul style="list-style-type: none"> <li>• CAN DO works with partners and other local actors to support local advocacy priorities and initiatives</li> <li>• CAN DO draws on experience and evidence base in partnership and programs, to advocate on local priorities</li> </ul>	<p>NA</p>	<ul style="list-style-type: none"> <li>• Examples of engagement and contribution to advocacy aligned with local priorities</li> <li>• Examples of supporting local partners to engage in locally defined advocacy priorities</li> </ul>
<p><b>Contribute to Advocacy Initiatives Through Networks &amp; Partnerships</b> <i>CAN DO leverages partnerships and networks to advocate in ways that are coordinated, efficient and strategic.</i></p>	<p>CAN DO will draw on its networks to contribute to existing advocacy initiatives and explore advocacy partnerships.</p>	<ul style="list-style-type: none"> <li>• Participation and contribution in relevant advocacy groups: ACFID, HRG, Micah, Common Grace, START Network, Grand Bargain</li> </ul>	<ul style="list-style-type: none"> <li>• <b>CAN DO consider establishing Advocacy Working Group and Advocacy Strategy</b></li> </ul>	<ul style="list-style-type: none"> <li>• Examples of engagement and contribution to strategic advocacy</li> <li>• WG established</li> <li>• Advocacy strategy developed</li> </ul>
<p><b>Everyday Advocacy</b> <i>CAN DO leads by example and “walks the talk of localisation” through everyday advocacy.</i></p>	<p>CAN DO will be seek opportunities to share partner experience and perspectives on priority advocacy topics, in immediate sphere of influence (organisational &amp; donor).</p>	<ul style="list-style-type: none"> <li>• CAN DO shares partner perspective and input into AHP, DFAT, ACFID and other upstream stakeholder forums, inviting and encouraging local partners participation wherever possible.</li> <li>• Partner forums ensure space and welcoming environment for local leadership, local language and expression.</li> <li>• CAN DO engages local facilitators and local researchers wherever possible.</li> </ul>	<p>NA</p>	<ul style="list-style-type: none"> <li>• CAN DO has reputation for leadership and walking the talk.</li> <li>• # &amp; type forums with local partner participation. Feedback from local partners including through Local Partner Survey.</li> <li>• # &amp; type local contractors engaged.</li> </ul>