



Church Agencies Network  
Disaster Operations

# CAN DO Theory of Change Review February 2023

## Overarching Goal:

CAN DO's ultimate goal is

to increase the consortium's locally-led humanitarian reach and impact (what)

in disaster resilience, disaster preparedness and emergency response (scope)

through building and coordinating collaborative partnerships and respecting and supporting the role of local faith-based humanitarian actors (how)

Levels of Theory of Change (ToC) relevance:

Partners' impact in communities

CAN DO members' relationships with local actors/partners

CAN DO partnerships and collaboration

**PARTNERSHIPS,  
COORDINATION,  
COMMUNICATION**

**We are trusted partners**

**CAPACITY,  
STANDARDS,  
ACCOUNTABILITY**

**We are faith-based humanitarians**

**PROGRAMS,  
INITIATIVES,  
PROGRAM QUALITY**

**We support locally led programs and  
initiatives**

## Outcome statements and core theories

### 1. Partnerships, Coordination and Communication

**CAN DO members and partners work together collaboratively with sound and evolving partnership practice that fosters local leadership, new partnerships, and effective advocacy and influence**

*IF...*

*CAN DO's partnership practice and coordination procedures are built on*

- *good governance and coordination systems, and accountability in all our collaborations,*
- *increasing space for collective local and faith-based leadership & voice, and*
- *strategic evidence-based communication for improvement in humanitarian practice, advocacy and representation;*

*THEN...*

*CAN DO members and partners work together collaboratively with sound and evolving partnership practice that fosters local leadership, new partnerships, and effective advocacy and influence*

### 2. Capacity, Standards and Accountability

**CAN DO members and partners have sound faith-based humanitarian practice that is localised, relevant, effective and accountable**

*IF...*

*CAN DO members and partners engage in reciprocal learning and improvement opportunities and provide and increase support for ongoing improvement in*

- *collaboration practices,*
- *sectoral technical capacity,*
- *relevant (including local) adaptation of humanitarian standards,*
- *meeting the requirements of accountability to local populations, inclusion and safeguarding standards, and*
- *integration of traditional knowledge;*

*THEN...*

*CAN DO members and partners have sound faith-based humanitarian practice that is localised, relevant, effective and accountable*

### 3. Programs, Initiatives and Program Quality

**CAN DO programs and initiatives are well-coordinated to save lives and improve well-being, and result in resilient communities**

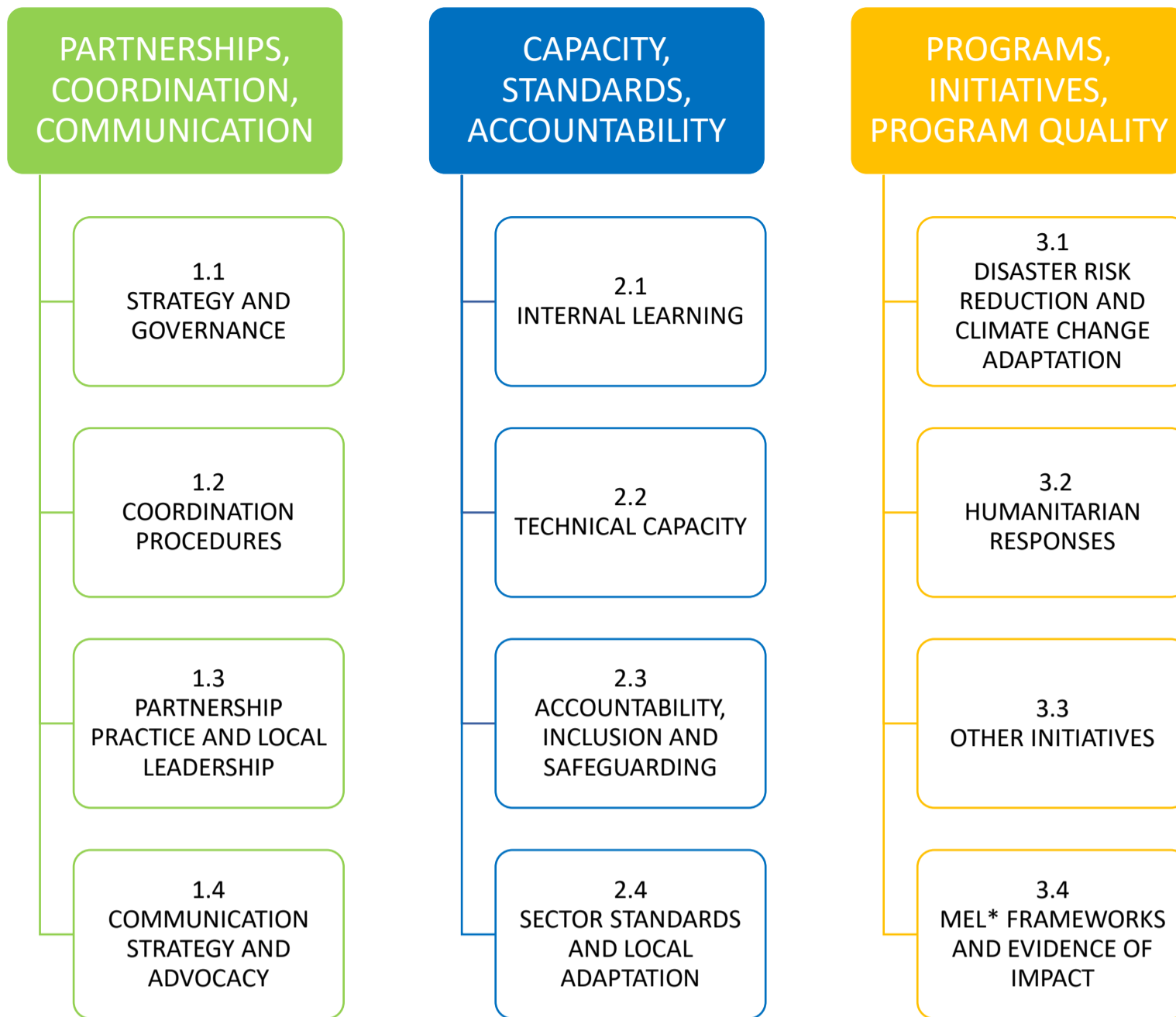
*IF...*

*The design and delivery of programs, responses and initiatives*

- *are led by local partners, with CAN DO support,*
- *address locally identified priorities and focus on root causes,*
- *are built on rigorous and authentic evidence, generated through our programs and partnerships, and*
- *utilise the strengths of local and faith-based actors (eg. influence, reach, assets, traditional knowledge);*

*THEN...*

*CAN DO programs and initiatives are well-coordinated to save lives and improve well-being, and result in resilient communities*



\*MEL: Monitoring, Evaluation and Learning

**Domain of change:** resilience and response, impact and reach, practice of decision making and prioritising, generating and reporting on evidence

PROGRAMS,  
INITIATIVES,  
PROGRAM QUALITY

**Domain of change:** collaboration practice, technical capacity, humanitarian standards, use of traditional and local knowledge

CAPACITY,  
STANDARDS,  
ACCOUNTABILITY

PARTNERSHIPS,  
COORDINATION,  
COMMUNICATION

**Domain of change:** governance, local lead, collaboration, accountability and complementarity, advocacy and influence, recognition of faith-based actors

# PARTNERSHIPS, COORDINATION AND COMMUNICATION

CAN DO members and partners work together collaboratively with sound and evolving partnership practice that fosters local leadership, new partnerships, and effective advocacy and influence

Output <i>Transformative Statement</i>	Output Description <i>What we do</i>	Strategies & Targets <i>What we deliver</i>	STRETCH Targets	Metrics/Indicators <i>How we measure success</i>
<b>CAN DO STRATEGY &amp; GOVERNANCE</b>  <i>The CAN DO consortium is a transformative and effective living partnership which proactively engages with relevant local and faith actors and supports the localisation of humanitarian response.</i>	<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 respond to Governance Review recommendations.</li> <li>CAN DO ToC operationalised &amp; reviewed.</li> <li>CAN DO policies and governance mechanisms are reviewed and updated as required.</li> <li>CAN DO SharePoint maintained for institutional memory.</li> <li>CAN DO induction pack and onboarding procedure updated as required.</li> <li>Implement and collaboratively review annual workplan.</li> <li>CAN DO members include local leadership and local partners in governance and decision-making processes</li> </ul>		<ul style="list-style-type: none"> <li>Response to Governance Review Recommendations</li> <li>ToC reviewed, signed off by SC and Governance Committee</li> <li>Policy review schedule maintained</li> <li>Policy reviews and updates documented</li> <li>SharePoint maintained and utilised</li> <li>Members' and other agencies' staff receive CAN DO induction</li> <li>Workplan tracking updated quarterly</li> <li>Evidence of local participation in decision making</li> </ul>
<b>COORDINATION PROCEDURES</b>  <i>CAN DO members and partners coordinate their activities effectively, including in resilience building and emergency response activities.</i>	<p>CAN DO members and partners collaborate in resilience building and emergency response activities, in accordance with coordination procedures which include decision making, finance, information management and communications.</p>	<ul style="list-style-type: none"> <li>CAN DO member &amp; joint member-partner workshops.</li> <li>CAN DO CU provide support to coordination procedures.</li> <li>CAN DO CU manage 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 (e.g., 3Ws, Decision Matrix Tool) are articulated and followed.</li> <li>Members &amp; partners collaborate on capacity statements, needs assessments and proposals; with emphasis on partner strengths, local context, traditional knowledge.</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># of Lead Agency ToR reviews completed</li> <li>Examples of members utilising conflict/complaints processes</li> <li>Capacity statements &amp; mapping are updated and utilised for each activation</li> <li>Action on feedback from partners on coordination processes</li> <li># and quality of reports</li> <li>Income for coordination roles &amp; functions</li> <li>Monthly general coordination meetings</li> <li>CAN DO workshops 3 per year and member/partner participation</li> </ul>
<b>PARTNERSHIP PRACTICE AND LOCAL LEADERSHIP</b>  <i>CAN DO members and partners have clarity and confidence in their partnership and their partnership practice and key strategies build on CAN DO's evidence base and the leadership of local faith actors.</i>	<p>Country-level partnerships develop and implement context-appropriate partnership mechanisms which articulate ways of working together and support effectiveness in disaster resilience building and humanitarian response.</p> <p>CAN DO's partnership practice promotes the recognition of the role of traditional influential bodies such as church leadership, and is actively seeking partnering opportunities with established local, national and regional bodies.</p>	<ul style="list-style-type: none"> <li>New projects develop partnership structure and ways of working.</li> <li>Local partners' participation in humanitarian sector forums is supported.</li> <li>Collaboration 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.</li> <li>Explore non-DFAT funding streams and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Mechanisms for joint Needs and Vulnerability Assessment at country level where appropriate.</li> <li>Church council, regional and tech partnerships.</li> <li>CAN DO is linking into the global, regional and national networks with which individual agencies are engaged.</li> </ul>	<ul style="list-style-type: none"> <li># local partnership agreements</li> <li># and type of ToR/SOPs developed with and between in-country partners</li> <li>Evidence/examples of strengthening local partnerships (e.g., improved coordination, complementarity)</li> <li># partners participating in humanitarian clusters</li> <li># and type of humanitarian clusters with local partner representation</li> <li>Evidence of and feedback on collaboration with regional bodies</li> <li>Evidence of representation in humanitarian working groups</li> </ul>
<b>COMMUNICATIONS STRATEGY AND ADVOCACY</b>  <i>CAN DO's communications strategy delivers products which highlight the unique and valuable contribution of local faith actors and local leadership, and share</i>	<p>CAN DO develop and deliver a communications strategy.</p> <p>Experience and priorities of CAN DO partnerships and networks are represented</p>	<ul style="list-style-type: none"> <li>Annual Report completed.</li> <li>Communications strategy finalised and resourced.</li> <li>Communications products draw on partnership and project insights and are distributed through strategic channels.</li> <li>CAN DO work with partners and other local actors to support local advocacy priorities and initiatives.</li> </ul>		<ul style="list-style-type: none"> <li>Annual Report published</li> <li>Communications strategy completed and socialised</li> <li># and type of communications products published</li> <li>Feedback on communication products</li> </ul>



these in relevant forums including advocacy initiatives.

in advocacy initiatives and at information sharing opportunities.

- CAN DO share partner perspective and advocates in relevant groups (e.g., ACFID, HRG, Micah, Grand Bargain, DFAT, AHP, etc), inviting and encouraging local partners' participation wherever possible.
- Partner forums ensure space and welcoming environment for local leadership, local language and expression.

- Examples of supporting local partners for engagement in and contribution to advocacy aligned with local priorities
- # and type of advocacy forums and groups CAN DO members and partners participate

## CAPACITY, STANDARDS AND ACCOUNTABILITY

CAN DO members and partners have sound faith-based humanitarian practice that is localised, relevant, effective and accountable

Output <i>Transformative Statement</i>	Output Description <i>What we do</i>	Strategies & Targets <i>What we deliver</i>	STRETCH Targets	Metrics/Indicators <i>How we measure success</i>
<p><b>INTERNAL LEARNING</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 facilitate internal reflective and reflexive learning processes and initiatives utilising 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>• Annual CAN DO localisation survey.</li> <li>• Activation Lessons Learned.</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>• Member Partnership Health Check: delivery, analysis and learning</li> <li>• Partner localisation survey: delivery, analysis and learning</li> <li>• Localisation indicators compiled and learning events delivered</li> <li>• # of post-activation surveys and lessons learned activities</li> <li>• Evidence of learnings applied in practice in partnerships, ways of working and programming</li> <li>• Examples of sharing insights across sector</li> <li>• Feedback from partners on coordination processes</li> </ul>
<p><b>TECHNICAL CAPACITY</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 support partners to strengthen technical humanitarian capacity as well as capacity in partnership practice and accountability, in formal and informal ways.</p>	<ul style="list-style-type: none"> <li>• CAN DO engage in ongoing collaboration with partnership brokering specialist to strengthen partnerships among CAN DO members.</li> <li>• CAN DO engage in ongoing collaboration with partnership brokering specialist to support in-country partners partnership brokering processes.</li> <li>• CAN DO influence partnership practice among stakeholders.</li> <li>• CAN DO undertake emergency simulation exercises.</li> <li>• HTP delivered (incl. CHS).</li> <li>• HTP reviewed/updated and contextualised.</li> <li>• CAN DO support shared trainings with partners in areas relevant to programs, e.g., CHS, safeguarding, MEL, accountability to populations, needs assessment and 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>• # and type of CAN DO partnership strengthening activities</li> <li>• # and type of in-country partnership strengthening activities supported by CAN DO</li> <li>• # and location of emergency simulations</li> <li>• Review and adaptation of HTP completed</li> <li>• # and location of delivery of HTP</li> <li>• # of participants of HTP training</li> <li>• # and type of joint-partner trainings</li> <li>• Examples of new country level technical collaborations</li> </ul>
<p><b>ACCOUNTABILITY, INCLUSION AND SAFEGUARDING</b></p> <p><i>CAN DO members and partners meet sector standards and global commitments, particularly regarding the accountability to, and the safeguarding and inclusion of local actors, local populations, and vulnerable groups.</i></p>	<p>CAN DO clearly communicate accountabilities and commitments to constituents and stakeholders and conduct two-way review processes.</p> <p>CAN DO members support the improvement of partners' practice in inclusion and safeguarding, at partnership level and across all projects.</p>	<ul style="list-style-type: none"> <li>• CAN DO Safeguarding SOPs are socialised among members and partners.</li> <li>• CAN DO Safeguarding WG input into all project designs and proposals and provide ongoing support on safeguarding issues</li> <li>• CAN DO support partnerships and collaboration with local inclusion groups (OPDs, other vulnerable groups)</li> <li>• CAN DO support local training in safeguarding, inclusion and protection for responders, volunteers and communities</li> <li>• All project design and implementation includes local complaints mechanisms</li> <li>• CAN DO develop SOPs on response to fraud and complaints</li> </ul>	<ul style="list-style-type: none"> <li>• # of safeguarding WG meetings</li> <li>• Follow-up on use of and feedback on safeguarding SOPs</li> <li>• # of and feedback from trainings</li> <li>• # and type of local partnerships/collaboration with representative groups</li> <li>• Examples and # of improved partner policies in safeguarding, protection and GEDSI</li> <li>• Evidence of use of gender and disability analysis in programs and projects</li> <li>• # of and examples of community-based complaints mechanisms</li> <li>• SoP on fraud and complaints completed and socialised</li> </ul>	

**SECTOR STANDARDS AND LOCAL ADAPTATION**

*CAN DO supports and advocates for the local contextualisation of sector standards in alignment with national standards, as well as the inclusion of traditional knowledge as important consideration, in all humanitarian response and preparedness programs.*

CAN DO ensure member's alignment with sector and national standards and support local partners in meeting and progressing towards these standards.

CAN DO identify and support local contextualisation of standards.

CAN DO advocate for local leadership and traditional knowledge in disaster preparedness and response, particularly in context of strengthening local humanitarian capacity.

- CAN DO members communicate and collaborate on strengthening partner capacities in standards.
- Each CAN DO member assures the consortium of compliance with sector standards (DFAT accreditation).
- CAN DO members contribute to each member accreditation process as required.
- CAN DO support local partners' and projects' alignment with sector and national standards.
- CAN DO partners include traditional knowledge alongside other technical information.
- CAN DO members advocate for inclusion of traditional knowledge in AHP and other forums.

- Member accreditations completed
- Examples of local contextualisation of standards
- Examples of local partners collaborating with local safeguarding and GEDSI experts & OPDs to inform project design and monitoring
- Examples of local partners' communication and collaboration with national bodies on sector standards, including safeguarding, GEDSI and protection
- Examples of inclusion of traditional knowledge and local leadership in preparedness and response project planning

## PROGRAMS, INITIATIVES AND PROGRAM QUALITY

CAN DO programs and initiatives are well-coordinated to save lives and improve well-being, and result in resilient communities

Output <i>Transformative Statement</i>	Output Description <i>What we do</i>	Strategies & Targets <i>What we deliver</i>	STRETCH Targets	Metrics/Indicators <i>How we measure success</i>
<p><b>DISASTER RISK REDUCTION &amp; CLIMATE CHANGE ADAPTATION</b></p> <p><i>Through AHP Disaster READY and other projects, CAN DO support the local communities in disaster resilience, including through locally led theological messaging and the inclusion of church assets in disaster resilience programming.</i></p>	<p>CAN DO recognise local partners' strengths and support them in locally led DRM through the design and implementation of AHP Disaster READY program (Phase 1 &amp; 2), and other projects as they arise.</p> <p>CAN DO collaborate with faith leaders to further develop, contextualise and implement theological messaging and programming that target barriers, as well as changes in knowledge, attitudes, perceptions and practices of affected populations, relating to disaster preparation.</p> <p>CAN DO support the coordination, mapping and retrofitting, and management of selected church assets to provide shelter to affected populations in humanitarian emergencies, according to sector standards.</p>	<ul style="list-style-type: none"> <li>• Members support local partners to contribute to and deliver Disaster READY, including participation in country-level committees and other AHP country forums.</li> <li>• CAN DO support partners to address climate change in project designs (including environmental assessment).</li> <li>• TDRCC is implemented and contextualised, and further theological resources are developed and adapted for disaster preparedness.</li> <li>• Partners identify effective ways to deliver messaging through various media and community engagement.</li> <li>• SnR program implementation (governance, software management, mapping, retrofitting, training).</li> <li>• Engagement, communication, and coordination with key emergency stakeholders on preparedness activities.</li> <li>• Review of TDRCC and SnR ToC and MELF as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Preparedness work extends beyond Disaster READY.</li> <li>• Churches own and manage the SnR application.</li> <li>• Expansion of donors, program &amp; application</li> </ul>	<ul style="list-style-type: none"> <li>• CAN DO budget tracked (disaggregated by member and local partner)</li> <li>• Delivery and quality of all DRM project milestones and reports</li> <li>• Examples of climate change addressed in projects</li> <li>• # and type of IEC materials developed by CAN DO members and partners</li> <li>• Examples of contextualized theological resources</li> <li>• SnR governance agreements finalised and implemented</li> <li>• Evidence of SnR platform utilised</li> <li>• # and type of agreements on SnR resources and church assets</li> <li>• # of church assets mapped and retrofitted</li> <li>• Evidence of coordination and utilisation of mapped assets</li> </ul>
<p><b>HUMANITARIAN RESPONSES</b></p> <p><i>CAN DO partners are achieving impact for affected populations by drawing on collective strengths in collaboration on humanitarian response programs, including through locally led theological programming and the inclusion of church assets in humanitarian responses.</i></p>	<p>CAN DO members and partners collaborate in the design, delivery and evaluation of humanitarian response programs, with emphasis on supporting local actors.</p> <p>CAN DO supports locally led theological messaging and programming in humanitarian response.</p> <p>Church assets provide shelter that meets sector standards, including GEDSI, to affected populations, in coordination with other local and national responders and stakeholders.</p>	<ul style="list-style-type: none"> <li>• Members support local partners in their contribution to and leadership in humanitarian response projects.</li> <li>• Humanitarian response projects are collaboratively designed, delivered, and evaluated.</li> <li>• Clarity on coordination roles and processes.</li> <li>• Adaptation and further development of theological resources for specific emergency responses.</li> <li>• Engagement, communication and coordination with key emergency stakeholders on response activities.</li> <li>• SnR platform governance mechanism and sharing protocol developed.</li> <li>• Church assets are used as shelters in humanitarian responses.</li> </ul>	<ul style="list-style-type: none"> <li>• # of submitted and successful activations and project proposals</li> <li>• Evidence of coordination and collaboration with key emergency stakeholders and local leaders in proposal design</li> <li>• Evidence of coordination and collaboration with key emergency stakeholders and local leaders in program delivery</li> <li>• Delivery and quality of all humanitarian response project milestones and reports</li> <li>• CAN DO income generated across response projects</li> <li>• # of and feedback on church assets in SnR platform used in specific emergencies</li> </ul>	

<p><b>OTHER INITIATIVES</b></p> <p><i>CAN DO members and partners maximise their capacity and influence through initiatives and opportunities beyond disaster preparedness and response projects.</i></p>	<p>CAN DO supports members and partners in initiatives other than DRR, CCA and humanitarian response projects (e.g., conferences, communities of practice, networking and research opportunities).</p>	<ul style="list-style-type: none"> <li>• Under development</li> </ul>
<p><b>MEL FRAMEWORKS AND EVIDENCE OF IMPACT</b></p> <p><i>CAN DO projects have meaningful and achievable MEL frameworks for documenting impact and improving practice, which contribute to our evidence base for learning and advocacy, with an emphasis on the contribution of local faith-based actors.</i></p>	<p>In consultation with members and local partners regarding standardisation, CAN DO support the development and delivery of MEL frameworks for projects, with emphasis on meaningful and achievable MEL for local projects and partners.</p> <p>CAN DO develop and maintain a strong evidence base through use of standardised tools and indicators in partnership reviews and project MEL activities.</p> <p>CAN DO 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>• Project MEL Frameworks are meaningful and achievable for local partners</li> <li>• MEL data is collected, analysed, and aggregated, to improve evidence in reporting (including MEL forums).</li> <li>• CAN DO engage local facilitators and local researchers wherever possible.</li> <li>• All projects generate GEDSI disaggregated data through entire project cycle.</li> <li>• Theology initiatives are monitored and evaluated as important evidence base for contribution of faith-based actors to humanitarian response.</li> <li>• CAN DO review tools and trainings to support project MEL.</li> <li>• Standardised indicators (AHP, CAN DO) are utilised.</li> <li>• Standardised MEL tools developed &amp; utilised.</li> <li>• CAN DO localisation indicators are reviewed and partnership practice metrics developed.</li> <li>• Evidence based internal learning processes.</li> <li>• Review MEL framework for SnR as well as TDRCC and other theology initiatives.</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>• Selected data aggregated at consortium level for CAN DO evidence base</li> <li>• Partnership practice indicators developed and socialised</li> </ul> <ul style="list-style-type: none"> <li>• Partner feedback on project MEL frameworks</li> <li>• Partners report improved confidence in MEL</li> <li>• Improvement in GEDSI tools and data</li> <li>• Project evaluations delivered and shared</li> <li>• Examples of CAN DO insights shared to AHP and external forums</li> <li>• Basic standardised indicators reviewed for TDRCC and SnR</li> <li>• Localisation indicators reviewed and implemented</li> <li>• Examples of 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>

**Acronyms:**

ACFID – Australian Council for International Development  
AHP – Australian Humanitarian Partnership  
CAN DO – Church Agencies Network Disaster Operations  
CCA – Climate Change Adaptation  
CHS – Core Humanitarian Standards  
CU – Coordination Unit  
DFAT – Department of Foreign Affairs and Trade  
DRM – Disaster Risk Management  
GEDSI – Gender Equality, Disability and Social Inclusion  
HRG – Humanitarian Reference Group  
HTP – Humanitarian Training Package  
IEC – Information, Education and Communication

MEL – Monitoring, Evaluation and Learning  
MELF – Monitoring, Evaluation and Learning Framework  
OPDs – Organisations of Persons with Disabilities  
PCC – Pacific Conference of Churches  
SnR – Safe n Redi  
SOPs – Standard Operating Procedures  
TDRCC – Theology of Disaster Resilience in a Changing Climate  
ToC – Theory of Change  
ToR – Terms of Reference  
USP – University of the South Pacific  
WG – Working Group