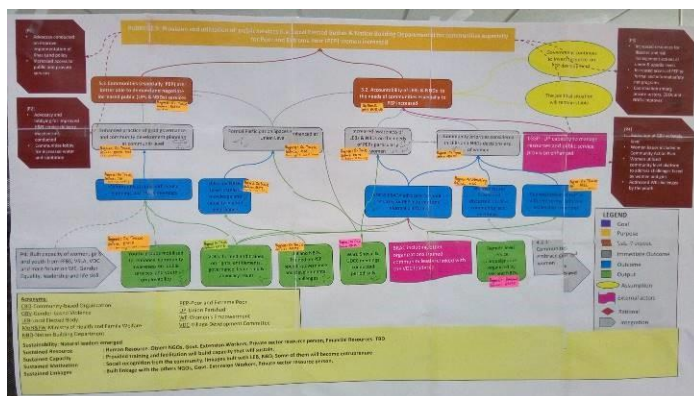


**CARE Bangladesh**  
**SHOUHARDO III Program**  
(Cooperative Agreement No. AID-FFP-15-00009)

# Review: Theory of Change

## A Process for Informing Adaptive Management Decisions



24-27 June 2018, CARE Bangladesh Dhaka Office

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## 1. Introduction:

Strengthening Household Ability to Respond to Development Opportunities (SHOUHARDO) III is a Development Food Security Activity (DFSA) program funded by the United States Agency for International Development (USAID) office of Food for Peace (FFP) and the Government of Bangladesh (GoB). The overarching goal of SHOUHARDO III is to achieve improved gender equitable food and nutrition security and resilience for the Poor and Extreme Poor (PEP) living in the Char and Haor in Bangladesh.

Based upon CARE's extensive experience of Global Food Security and Empowering Women and Girls, and almost/nearly twenty years of leading experience in resilience advancement in Bangladesh, CARE Bangladesh team has developed SHOUHARDO III design according to an evidence-based ToC that formed/constructed upon the successful approaches and the lessons learned of SHOUHARDO II phase and by introducing breakthrough innovations which designed to address evolving realities.

SHOUHARDO III Theory of Change is based upon a sequence of Asset Development, Capacity Building, and Integrated Behavior Change interventions that will trigger three primary levers of change: Empowerment, Governance, and Engagement. SHOUHARDO III program is now in the middle stage of program implementation period and had immense experience. SHOUHARDO III program has completed Mid Term Evaluation already. Thus SHOUHARDO III program initiated a review workshop of Theory of Change (TOC) to examine the causal relation, whether the interventions are truly generating specified results that contribute to achieve the program goal.

## 2. Background: Theory of Change Review

Theory of Change (TOC) is the fundamental thought of SHOUHARDO III program. Throughout the process, program map's the logical sequence along with critical thinking about the contextual conditions that influence the program, and generate how and why that sequence of change might come about. It is an on-going process of analysis and learning that produces powerful insights to support program design and strategy, which needs to be updated at regular intervals. Food for Peace (FFP) Monitoring & Evaluation policy and guideline also recommend to review the Theory of Change (TOC) by program staff at least annually. Whenever there is new evidence, or when there are changes in the context that affect assumptions or hypothesized pathways of change. SHOUHARDO III MTE team also recommended the same. Considering the recommendation of USAID M&E policy, MTE recommendation and the present context SHOUHARDO III has taken initiatives to review the TOC.

### FFP recommended major steps to review the TOC:

- Program staff will review the TOC annually.
- Justification against proposed changes in TOC, implications to the activities, interventions, implementation and M&E Plan.
- Submit to the AOR with approval request as part of the annual PREP.

## 3. TOC review in SHOUHARDO III program:

In view of FFP M&E policy and MTE recommendation, CARE SHOUHARDO III program also **comprehended** the importance of review the TOC. Already program started TOC review process and completed the below steps.

- Workshop organized to review the TOC
- Produced final draft of revised TOC from respective purpose lead/ technical team.

- Prepared complementary matrix (Assumption matrix, External actor's matrix and rational matrix).

**Theory of Change (TOC) Workshop:** CARE Bangladesh SHOUHARDO III program conducted a workshop with the technical assistance of TOPs USA. Selected program staff from different location were participate in this four days long workshop. HKI (Helen Keller International) were the guest participant. Laurie Starr, Consultant from TOP's facilitated the full workshop.

**Methods Followed:** The main focus of workshop was group exercise plenary presentation, feedback from other participants and incorporated the feedbacks/ inputs/ suggestions in TOC. Workshop participants considered below six basics of Theory of Change as guided by TOPs consultant. Basics are,

- **Context analysis:** An analysis of the context, including social, political, and environmental conditions; the current state the project seeks to influence; and actors able to influence change.
- **Long term changes:** A description of the long-term change that the initiative seeks to support and the ultimate beneficiaries of the change.
- **Process/sequence of change** to lead to the desired long-term outcome.
- **Assumptions:** How these changes might happen, as a check on whether the activities and outputs are appropriate for influencing changes in the desired direction in this context.
- **Diagram and narrative summary** captures the outcomes of the discussion.
- **Progress and result measure:** Methodology for tracking progress and evaluation of results.

#### 4. Overview of revised TOC:

**Purpose wise summary of revised TOC:** During review of Theory of Change (TOC) it was found that some results did not contribute as expected in the causal logic in different tiers i.e. from output, outcome and intermediate results, in Sub Purposes to Purposes level. Based on experience, monitoring observation and program learning the team reviewed the results in different areas. During review some results were modified and some were excluded from the existing TOC. In addition some new results also incorporated which are more relevant/essential for achieving next tier results. Before review there were 179 results in TOC, which now stands on 149. A total of 78 results were dropped and 49 were newly included in the revised ToC. The below table shows [the summary of results as per purpose](#).

Result level	Purpose 1	Purpose 2	Purpose 3	Purpose 4	Purpose 5	Total
Sub purpose	4	3	2	2	2	13
Intermediate Result	6	7	4	4	4	24
Out come	22	6	8	8	5	50
Out put	24	21	6	6	5	62
Total	56	37	20	20	16	149

**More focused on integration with other purposes:** It is expected that the goal of SHOUHARDO III program Will be achieved along with the success of five purposes. Thus integration among the five purposes is very important and essential. During review of ToC purpose team also gave importance to generate integrated outcomes with other purposes and link results among the purposes.

**Rational and external matrix included:** Each purpose wise team reviewed the external factors in ToC that assumed to influence the program results. During review, the team identify and include the relevant factors that are very much influential for the program and exclude some factors that did not significantly influence the program goal based on their experience and reality. Purpose wise rational and external factors mentioned in below table.

Matrix Level	Purpose 1	Purpose 2	Purpose 3	Purpose 4	Purpose 5	Total
External factors	3	2	1	1	2	9
Rational	1	1	0	2	0	4

**Assumptions in Revised TOC:** In terms of present context of national and local level, more specific assumptions has been considered in the revised TOC and mentioned separately in the detail Matrix.

Matrix Level	Purpose 1	Purpose 2	Purpose 3	Purpose 4	Purpose 5	Total
Assumption	4	1	3	1	1	10

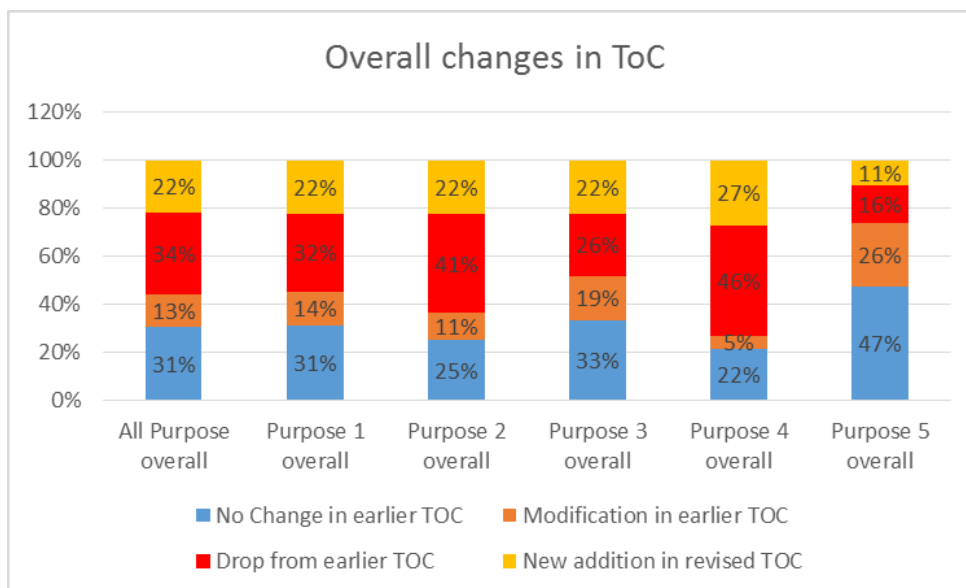
#### Other issues:

**Same activity used at different result level:** In a few cases it was found that, same results used both output and outcome level under the same sub purpose. It should be remove from one position.

### 5. Comparison between earlier and revised TOC:

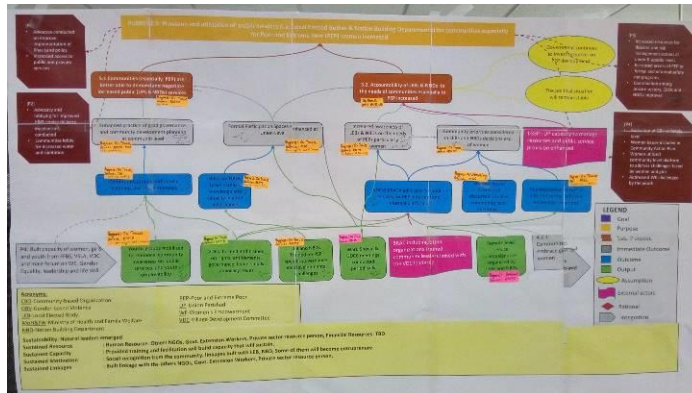
**Purpose wise overall changes:** During review, it is observed that Purpose and Sub purpose level statement/results are very much relevant to SHOUHARDO III program and there is no change/modification required in that level. In most of the purposes, major changes found in output, outcome and intermediate result.

Purpose wise changes/modification is shown in below chart. In this chart, it observed that the highest changes/modification occurred in the output level. It shows that 39 of output level statement/result dropped from total and 33 statement/results included in the revised ToC. (Purpose wise detail changes attached in annex-I)

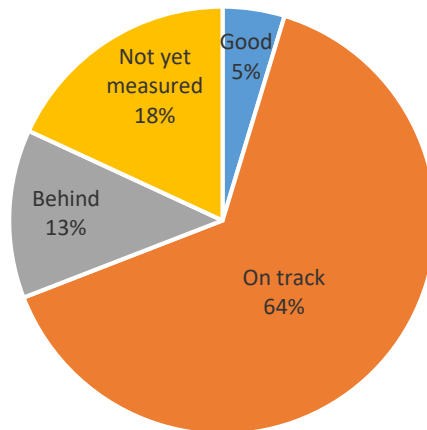


## 6. Analytical Process Adopted:

**Progress mapping:** During TOC review workshop participants tried to find out progress mapping of ToC based on constant monitoring process. As SHOUHARDO III program's final outcome will be measure at the end of program life, so it is difficult to compare program results statement at purpose and sub purpose level. The participants are able to make a progress mapping of ToC based on the Annual Result Reports, Routine Monitoring Tracking System (RMTS), Fostering Learning Adaptation and Resilience Building (FLAIRb), Mid Term Evaluation report, and Monthly DIP achievement report (detail in annex 3). The Participants marked the ToC progress in three categories; a) "Good" means achieved which marked as green, b) "On track" means activity is performing as planned and marked yellow, and c) "Behind" means under achieved marked red on the TOC sheet.



ToC Progress Mapping based on M&E reslut



Using the monitoring data, 122 outcome/results out of 149 were assessed. Due to data unavailability of specific data, 27 outcome/results could not be assessed. During mapping of TOC progress it was observed that, most of ToC outcomes/results are on track. Outcomes/results of Purpose 2 and Purpose 5 are comparatively progressive (around 80%) than other purposes based on their relative progress. On the other hand, no outcome/result fully achieved in Health hygiene and Nutrition, Women Empowerment & Governance purposes.

## 7. Recommendation:

At this stage we have few recommendations as below.

- Tracking result of each outcomes/purpose at different level is essential for review ToC. Hence need to identify progress measuring/data collection methods for all activities/ result.
- Justification required for each change or modification in TOC.
- Need to organize ToC review workshop in each year.
- May required technical assistance from CARE USA for next time ToC review.

## 8. Conclusion:

The theory of change is a flexible way to think through fundamental questions about their programs, create better informed hypotheses of change, inspire innovations and improvements in program strategies, and strengthen the potential of programs to support the development outcomes they seek.

The emerging needs of assessment to justify how enable theory of change thinking contribute to achieve program goal and how to better manage practical resources that find their theory of change thinking, help them gain confidence in the approach and see real improvements in their programs.

That's why review of theory of change is critical for all programs in a reasonable interval and adjust/modified based on their learnings to develop an authentic and viable relationship among the outcomes that directly influence to achieve program goal. Review of existing theory of change is really challenging but it creates opportunity to discuss and exchange personal, organizational and analytical views with an open and learning environment.

## Annex I: Purpose wise detail changes in ToC

Purpose level	Result level	Earlier TOC Components			New addition in revised TOC	Revised TOC Component
		No Change/modification in earlier TOC	Modification in earlier TOC	Drop from earlier TOC		
		a	b	c	d	f=(a+b+d)
<b>All purpose</b>	Sub purpose	13	0	0	0	13
	Intermediate out come	15	8	6	2	25
	Out come	27	8	33	14	49
	Out put	15	14	39	33	62
	<b>All Purpose overall</b>	<b>70</b>	<b>30</b>	<b>78</b>	<b>49</b>	<b>149</b>
<b>Purpose 1</b>	Sub purpose	4	0	0		4
	Intermediate out come	3	3	1		6
	Out come	13	2	14	7	22
	Out put	8	6	10	10	24
	<b>Purpose 1 overall</b>	<b>24</b>	<b>11</b>	<b>25</b>	<b>17</b>	<b>52</b>
<b>Purpose 2</b>	Sub purpose	3				3
	Intermediate out come	6	1	1		7
	Out come	4	2	13		6
	Out put	3	4	12	14	21
	<b>Purpose 2 overall</b>	<b>16</b>	<b>7</b>	<b>26</b>	<b>14</b>	<b>37</b>
<b>Purpose 3</b>	Sub purpose	2				2
	Intermediate out come	1	2	1	1	4
	Out come	5	1		2	8
	Out put	1	2	6	3	6
	<b>Purpose 3 overall</b>	<b>9</b>	<b>5</b>	<b>7</b>	<b>6</b>	<b>20</b>
<b>Purpose 4</b>	Sub purpose	2				2
	Intermediate out come	3		3	1	4
	Out come	3	2	5	3	8
	Out put			9	6	6
	<b>Purpose 4 overall</b>	<b>8</b>	<b>2</b>	<b>17</b>	<b>10</b>	<b>20</b>
<b>Purpose 5</b>	Sub purpose	2				2
	Intermediate out come	2	2			4
	Out come	2	1	1	2	5
	Out put	3	2	2		5
	<b>Purpose 5 overall</b>	<b>9</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>16</b>



### Annex 2: Purpose wise progress in revised ToC

Progress level	Purpose 1	Purpose 2	Purpose 3	Purpose 4	Purpose 5	Total
Good	3		4			7
On track	28	29	8	14	13	96
Behind	8	5	4		2	19
Measuring method not available	17	3	4	6	1	27
Total	56	37	20	20	16	149

### Annex 3: Purpose wise progress tracking methods

Methods	Purpose 1	Purpose 2	Purpose 3	Purpose 4	Purpose 5	Total
BBSS	16	9	3	5		33
DIP	1	14		3	1	19
FLAIRb	1		2			3
MSS			2	1	4	7
MTE	4	0	0	0	0	4
PMTS	3		3			6
RMTS	19	10	6	5	10	50
Measuring method not available	17	3	4	6	1	27
Total	56	37	20	20	16	149

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where poverty has been overcome and people live in  
dignity and security,"

CARE Bangladesh is a part of  
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