

Welcome!

Day 1

Stakeholder Consultation

Theories of Change (TOCs) in Resilience Food Security Activities (RFSAs)

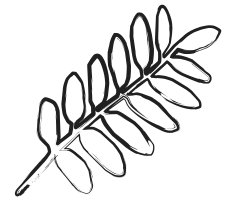
March 23-24, 2022



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What is IDEAL?



IDEAL addresses knowledge and capacity gaps expressed by the food and nutrition security implementing community, supporting them in the design and implementation of effective emergency and non-emergency food security activities.

Our work focuses on foundational skills that enable effective food security programming, including adaptive management, data collection and analysis, social and behavior change, social cohesion and social accountability, sustainability, and sequencing, layering, and integration.

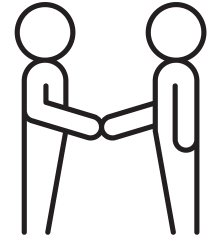
www.fsnnetwork.org/IDEAL



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Stakeholder Consultations



What differentiates a Stakeholder Consultation from other meetings or events for implementing partners?

A Stakeholder Consultation is a space for...

- Peer-to-peer dialogue
- Articulating common challenges
- Mutual problem solving and prioritization
- Refining and/or crafting new approaches

We want participants to...

- Be present and engage thoughtfully in conversations
- “Share the Air” to make room for all voices to be heard
- Feel confident. No personal or organizational identifying information shall be shared after the event



Agenda Overview



Day 1

20min	Opening
30min	Panel & Small Group Discussion
10min	Qualitative Outreach Overview
50min	Small Groups - Topic #1
15min	<i>BREAK</i>
15min	Prioritization - Topic #1
50min	Small Groups - Topic #2
5min	<i>BREAK</i>
15min	Prioritization - Topic #2
10min	Closing

Day 2

20min	Opening
50min	Small Groups - Topic #3
10min	<i>BREAK</i>
15min	Prioritization - Topic #3
50min	Small Groups - Topic #4
10min	<i>BREAK</i>
15min	Prioritization - Topic #4
20min	Prioritization Review
15min	Closing



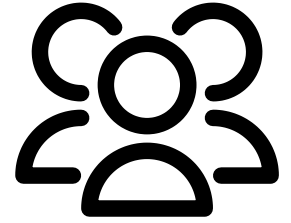
Panel Discussion



- **Alex Bekunda**
Chief of Party, World Vision, Nobo Jatra, Bangladesh
- **Gregory Makabila**
Deputy Chief of Party, CRS, Ethiopia RFSA
- **John Paul Nyeko**
Senior M&E Advisor, AVSI, Graduating to Resilience, Uganda



Small Groups



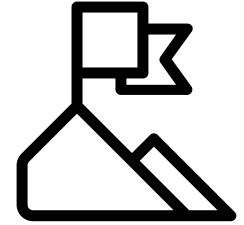
In your group:

1. Introduce yourself

2. Share one thing you heard in the panel that resonates with your experience with TOCs.



Objectives



Improve the overall effectiveness of using the TOC as an adaptive management tool throughout the RFSA program cycle

By giving implementing partners and BHA the opportunity to:

- Engage with each other on the strengths and challenges of using TOCs in implementation;
- Develop ideas to improve the effectiveness of using theories of change in RFSA implementation; and
- Work together toward recommendations that may improve TOC guidance and support.



Consultation Process



- IDEAL interviewed **36 implementing partners** from **6 organizations** and **15 RFSAs**.
- Roles included Chiefs and Deputy Chiefs of Party, Senior Monitoring & Evaluation (M&E) staff, Strategic Learning Advisors, and Headquarters support staff and leadership.
- Interview questions were designed to gather partners' perspectives on TOC use, value and effectiveness in RFSAs implementation.



Major Themes



The TOC is a powerful visual tool, providing a dynamic, yet complex, picture of the activity

Socializing the TOC to all levels of the activity, from leadership to local partners, is a difficult but critical task

Major Themes



The interdependent relationship between the learning agenda, M&E system, and TOC provides a rich amount of data to inform adaptations but analyzing data and prioritizing adaptations is still difficult

Bringing people together for TOC review is valuable, but resource and time intensive and can feel ineffectual if proposed changes are not met with flexibility and timely approval

Major Themes



The TOC is a powerful visual tool, providing a dynamic, yet complex, picture of the activity

- Food security is a complex issue and the TOC is able to visualize that complexity in ways that other tools and reports cannot
- Having the TOC picture posted can serve as a quick reference in meetings and discussions
- The TOC can help staff visualize how their individual contributions are leading to the highest-level outcomes
- Complexity can limit TOC usefulness to a handful of technical specialists, M&E and learning staff

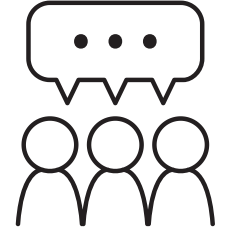
Major Themes



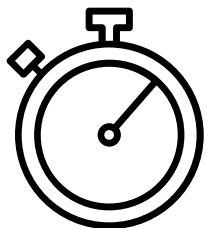
Socializing the TOC to all levels of the activity, from leadership to local partners, is a difficult but critical task

- Understanding the top-level results, can motivate staff, partners and community stakeholders
- Activity leadership embracing the TOC can be a galvanizing force for decision-making
- Not everyone has an equal understanding of TOC as it is often not translated into local language and few staff have received formal training

Activity Instructions



- Participants will be divided into small groups.
 - Click on the button "**Join Breakout Room**" when invited.
 - Each room will have a facilitator and note-taker from IDEAL.
1. **Read through the feedback** from the Qualitative Outreach
 2. **Peer-to-peer discussion** (facilitated by IDEAL)
 3. **Recommendations**



See you all in 50 minutes!



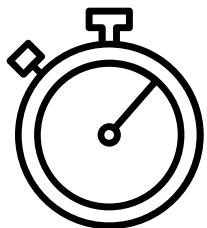
The TOC is a powerful visual tool, providing a dynamic, yet complex, picture of the activity.

- 1 IDEAL should provide Hands on support for the ToC review
- 2 Have BHA participate in ToC discussions early in the process to provide an external perspective and expectations
- 3 Include the right people in the ToC review (a mix of staff). Guidance should be provided on how to determine participation
- 4 Develop a culture where everyone feels empowered to make recommendations on ToC adaptations
- 5 Have BHA identify high-level outcomes at RFA stage
- 6 Establish ToC Champions and gain complete buy-in from Activity leadership & Mission staff to help the ToC become part of the culture
- 7 Ensure there is a plan for the different tools and people (everyone) necessary to gather and analyze the evidence that will inform ToC revisions
- 8 Have better understanding of the guidance, esp. causal links, then you will have a simpler TOC
- 9 More opportunities for people to use TOC
- 10 Storytelling to help TOC understanding
- 11 Improve handover of TOC from design teams to implementation staff
- 12 Make TOC guidance and training more accessible (centralized location, available in multiple languages)
- 13 Visual Case study of TOC- throughout the life cycle (from proposal to refinement)
- 14 Take a step back/do not try to digest the entire TOC at once and pick a pathway to take bite sized review/validation
- 15 The TOC (the arrow, box, etc) should be interactive with additional historical notes/miro boards (the narrative helps to provide nuanced understanding of the current state of the TOC)
- 16 Translating TOC into local languages
- 17 print low-cost version throughout the year/more frequently - don't wait for final version
- 18 Make sure the printed version can capture changes, ex. Laminate copies that you can put stickies on
- 19 Make TOC guidance and training more accessible (centralized location, available in multiple languages)
- 20 Collect IPs experiences in order to identify the uses/platforms of TOCs (Excel v. Miro)
- 21 Break down the TOC into more manageable pieces for review
- 22 Simplify the TOC at design phase – fewer outcomes but don't simplify for the sake of simplifying
- 23 Standard TOCs for intermediate outcomes that is from base of knowledge (adapting to context specific as appropriate)
- 24 Help staff to not only understand the ToC but to see how their work contributes to the ToC
- 25 Don't wait until culmination to simplify - Co-creation at proposal phase; need TOC from the start of the project should already be simplified and clear
- 26 Improve handover of TOC from design teams to implementation staff; this may take the entire refinement year
- 27 Need training on Life of Activity use
- 28 Need better designed TOCs
- 29 Visual Case study of TOC- throughout the life cycle (from proposal to refinement)
- 30 Standardized Tool for revising the TOC
- 31 Train staff on TOC basic design concepts necessary for handover
- 32 Handover - Tailor made training on how outputs lead to outcomes; focus on linkages
- 33 Inclusion of specific budget line for TOC review/validation throughout LOP
- 34 Design of a clear/intuitive model/template of TOC
- 35 Standardize the boxes (size, color) of the TOC so that it is visually readable and printable
- 36 Train staff at all levels on TOC
- 37 Would be helpful if USAID could help with more rapid TOC review and approval
- 38 Simplify/describe /link the TOC boxes
- 39 Increase number of trainings, tools and guidance for TOC beyond design (including on technologies like Miro)
- 40 Standardize the presentation/hierarchy of results

Activity Instructions



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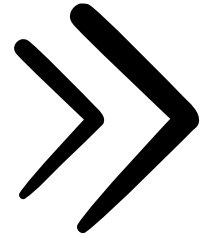
See you all in 50 minutes!



Socializing the TOC to all levels of the activity, from leadership to local partners, is a difficult but critical task.

- 1 Simplify the TOC and translate it into the working/local language
- 2 Additional tools for using the TOCs is needed
- 3 Create a peer support network on TOC application
DUP of 26
- 4 Sharing of experiences on the use/utility of ToC by field actors
- 5 ToC as a tool for discussion with state, UN, or external partners to work in or create synergy
- 6 Additional training on TOCs is needed
- 7 Specific examples from peer TOCs should be available
- 8 Site dedicated to ToCs to collect useful resources or guides
- 9 Include local partners in the initial thinking when designing the ToC
- 10 Give teams opportunity to do review at sector level but be careful to avoid silos
- 11 Need written guidance/tools on how to close loop between TOC > DIP > back to TOC
- 12 Hire for TOC! make sure that people being hired are TOC champions, put it in the JD, make it a standard requirement
- 13 Need to make TOC review/socialization intentional - budget for it, make time for it
- 14 Have consultative discussions with frontline staff - ask them why they are doing what they are done, this contributes to motivation to use the TOC
- 15 During Qly P&R, make sure there is share "case studies" across operational areas
- 16 Activity leadership model behavior - should be engaged in designing and taking part in review workshops- get their feedback
- 17 Make substantial activity changes in the TOC, not in the DIP
- 18 consultation with frontline staff during field visits - ensure uniform understanding
- 19 Field visits guided by learning questions related to the TOC
- 20 Capture case studies on what we are learning on capturing complexity
- 21 Create "expert on the spot" forum/platform; anyone can put in a question and anyone can answer; do not need to have meetings; upvote/crowd source best advice
- 22 Emphasis on "Learning" will make the TOC more approachable.
- 23 TOC is not a language that local partners use. Use language that reflects the engagement of local partners to test the logic of the TOC
- 24 Senior Leadership as champions/ambassador for TOC (vs. putting it all on the MEAL team)
- 25 Dedicated roster of technical trainers on the TOC
- 26 Share tools across RFSAs: Create a peer support network on TOC application; peer to peer assists
- 27 Establish ToC Champions and gain complete buy-in from Activity leadership & Mission staff to help the ToC become part of the culture
- 28 Provide Hands on support for the ToC review (IDEAL/BHA/PCS) (e.g. office hours)
- 29 Mix of technical and operational team in design discussions
- 30 Inclusion of budget line for TOC review
- 31 Develop a culture where everyone feels empowered to make recommendations on ToC adaptations
- 32 Knowledge management: customize and organize tools that people can access
- 33 Help staff to not only understand the ToC but to see how their work contributes to the ToC
- 34 Tools to help adapt the ToC to contexts with multiple local languages
- 35 TOC shouldn't be a compliance (tick the box process). TOC should be an engaging learning tool to bring everyone to the table
- 36 Regular BHA engagement with IP throughout the year (for LOP), may elevate more frequent TOC review by all staff
- 37 In person technical support for front-line staff
- 38 MEAL team use simple tool to map the TOC
- 39 Use of storytelling to socialize the TOC

Day 2 Overview



Opening
Small Groups - Topic #3
<i>BREAK</i>
Prioritization - Topic #3
Small Groups - Topic #4
<i>BREAK</i>
Prioritization - Topic #4
Prioritization Review
Closing



Day 1 Feedback



Take this short survey and let us know how we did today!

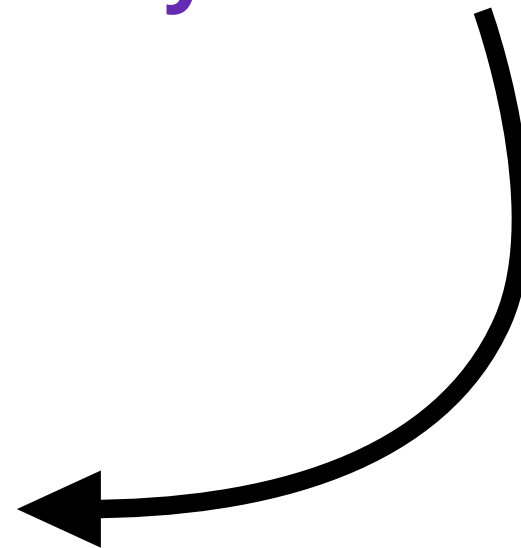
Stakeholder Consultation - Day 1 Pulse Check

*How would you rate today's session?

Excellent Good Average Poor

A horizontal line with four circular markers at each end, representing a rating scale from Excellent to Poor.

*What could be improved for tomorrow's session?

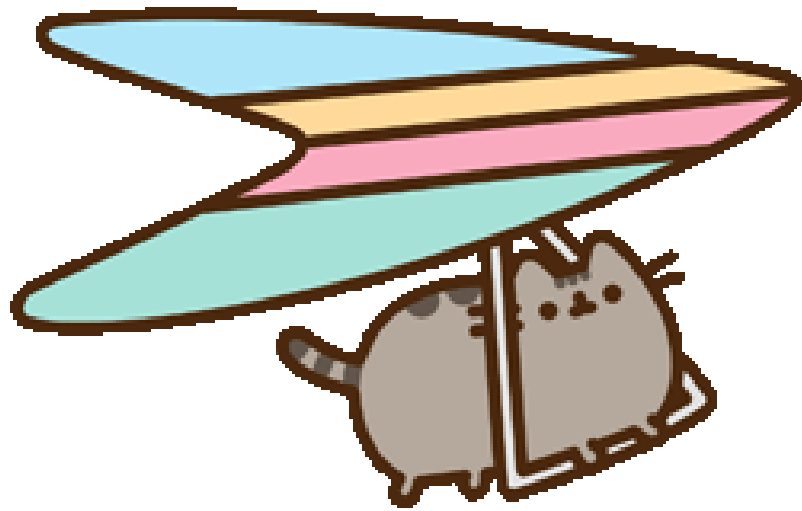
A large, empty rectangular box with a thin border, intended for text input.

Click the link in the Zoom chat box!



See you tomorrow!

We will begin at 7:00am ET.



Bye



Welcome!

Day 2

Stakeholder Consultation

Theories of Change (TOCs) in Resilience Food Security Activities (RFSAs)

March 23-24, 2022



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Agenda Overview



Day 2

20min	Opening
50min	Small Groups - Topic #3
10min	<i>BREAK</i>
15min	Prioritization - Topic #3
50min	Small Groups - Topic #4
10min	<i>BREAK</i>
15min	Prioritization - Topic #4
20min	Prioritization Review
15min	Closing



Major Themes



The TOC is a powerful visual tool, providing a dynamic, yet complex, picture of the activity

Socializing the TOC to all levels of the activity, from leadership to local partners, is a difficult but critical task

Major Themes



The interdependent relationship between the learning agenda, M&E system, and TOC provides a rich amount of data to inform adaptations but analyzing data and prioritizing adaptations is still difficult

Bringing people together for TOC review is valuable, but resource and time intensive and can feel ineffectual if proposed changes are not met with flexibility and timely approval

Major Themes



The interdependent relationship between the learning agenda, M&E system, and TOC provides a rich amount of data to inform adaptations but analyzing data and prioritizing adaptations is still difficult

- Data from the M&E system and studies outlined in the learning agenda are crucial when considering the changing context and activity performance during the TOC review process
- Teams struggle with sifting through overwhelming amounts of data, especially during the Refine and Implement (R&I) period, gathering the right kinds of data, and prioritizing adaptations
- Tools to organize quantitative and qualitative data and strong, capable and collaborative M&E and CLA teams are helpful in ensuring the best use of data to inform the TOC review process and activity adaptation

Major Themes



Bringing people together for TOC review is valuable, but resource and time intensive and can feel ineffectual if proposed changes are not met with flexibility and timely approval

- All activity teams review the TOC at least annually, as outlined in BHA M&E Guidance, and find the exercise useful
- Approaches and processes for the TOC review vary across activities
- Planning and organizing data for the TOC review is time intensive and, depending on how the review is conducted, can be also be resource intensive
- Teams feel unsure about what level of flexibility is acceptable in considering changes to the logic of the TOC and corresponding activity adaptations
- The approval process for proposed adaptations that are gleaned from the TOC review process is time-consuming

Activity Instructions



(2min)

- **Read through the feedback** from the Qualitative Outreach

(20min)

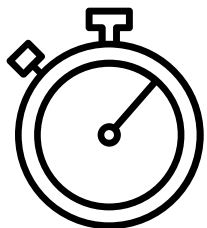
- **Peer-to-peer discussion** (facilitated by IDEAL)

(20min)

- **Recommendations**

(5min)

- **Prioritize 5 recommendations** that your group would like to move to the plenary prioritization board.



See you all in 50 minutes!



The interdependent relationship between the learning agenda, M&E system, and TOC provides a rich amount of data to inform adaptations but analyzing data and prioritizing adaptations is still difficult.

1

Conduct external desk review on tools that exist (e.g. from DFID) for managing and using large volumes of data (and determine how guidance/tools can be adapted)

7

Identify, create, collect, & share tools to filter info from the range of systems & prioritize adaptations considering potential impact and feasibility in terms of budget, human resources, time commitment, and other factors

13

Create video (or similar) on why TOC, M&E systems, learning is important, exciting, and cool (shifting lens from M&E/compliance to learning is valuable and cool)

2

Provide capacity building opportunities (based on identified gaps) for M&E staff to analyze data effectively

5

Invest more in collection and use of qualitative data (such as in the annual survey)

8

Cluster the learning questions, identify those that can be addressed by the M&E system and ensure that the M&E system is refined to address the learning questions, including collecting qualitative data on a regular basis

11

Streamline & integrate TOC, M&E platforms from the start of the activity (without creating additional tools)

14

Differentiate processes for revision and approvals for simple vs. structural changes, streamline and accelerate technical review and approval time

6

Use TOC to define the gaps where research is needed, and determine what data is essential to collect. Feed the research back into the TOC

9

Document adaptations, use TOC & ME system to reflect on results of adaptations, share widely within team to motivate learning efforts.

15

Emergency response TOC version should be ready to use, pre-approved. Transition quickly.

Activity Instructions



(2min)

- **Read through the feedback** from the Qualitative Outreach

(20min)

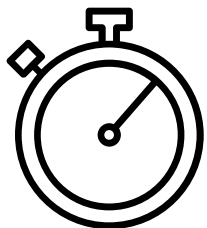
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(20min)

- **Recommendations**

(5min)

- **Prioritize 5 recommendations** that your group would like to move to the plenary prioritization board.



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Bringing people together for TOC review is valuable, but resource intensive and can feel ineffectual if proposed changes are not met with flexibility and timely approval.

1

Concrete recommendations for change in issues letters; using conversations to limit back and forth in writing

4

Develop a clear set of guidance and tools for reviewing TOCs - what are the specific steps and who does what at each step

7

Share BHA guidance on the steps & roles and responsibilities regarding the ToC approval & adaptation process and facilitate regular & open communication between IPs and BHA on when and how this guidance may be flexible

10

Share promising practices and examples of including local partners and field staff in TOC review

13

Include staff at all activity levels in the TOC review process

2

Plan, budget, and anticipate for potential shocks (e.g. through scenario planning) to enable activity to adapt to reach TOC outcomes

8

Identify, collect, create, and share guidance and tools for reviewing TOCs, for different contexts, including who to involve

11

Plan for reviews far in advance (including budgeting and logistics)

14

Shifting TOC conceptualization, use, review etc from community up not "expert down" (current state due to the complexity)

3

Engage BHA in discussions and workshops to review the TOC (both to gain their insights and to provide them with additional contextual information for revised TOC changes)

6

Have TOC review embedded within other activities (e.g., quarterly review, other technical meetings) rather than as a standalone activity

12

Improve balance between reviewing/refining during R&I year and implementing the activity. Focus on generating knowledge by implementing

15

BHA reflect on streamlining/ making consistent feedback and approvals processes

1

Train staff at all levels of the activity on the TOC and its use as a tool for adaptive management

2

Engage BHA in discussions and workshops to review the TOC (both to gain their insights and to provide them with additional contextual information for revised TOC changes)

3

Make the TOC review/socialization intentional - budget for it, make time for it

4

Differentiate processes for revision and approvals for simple vs. structural changes, streamline and accelerate technical review and approval time

5

Establish TOC Champions within Activity leadership and Mission staff to promote TOC as a crucial component of the culture

6

Identify, create, collect, & share tools to filter info from the range of systems & prioritize adaptations considering potential impact and feasibility in terms of budget, human resources, time commitment, and other factors

7

Have BHA identify high-level outcomes for the TOC at RFA stage

8

Plan, budget, and anticipate for potential shocks (e.g. through scenario planning) to enable activity to adapt to reach TOC outcomes

9

Document adaptations, use TOC & ME system to reflect on results of adaptations, share widely within team to motivate learning efforts.

10

Identify, collect, create, and share guidance and tools for reviewing TOCs, for different contexts, including who to involve

11

BHA reflect on streamlining/ making consistent feedback and approvals processes

12

Print low-cost versions of the TOC that can capture changes (i.e. laminate) on a more frequent basis

13

During quarterly P&R, make sure there are share "case studies" across operational areas

14

Increase sharing of experiences on the use/utility of ToC by field actors

15

Emergency response TOC version should be ready to use, pre-approved. Transition quickly.

16

Help staff to not only understand the ToC but to see how their work contributes to the ToC

17

Simplify the TOC at design phase through a co-creative process with the implementation team as opposed to waiting until the culmination event

18

Conduct external desk review on tools that exist (e.g. from DFID) for managing and using large volumes of data (and determine how guidance/tools can be adapted)

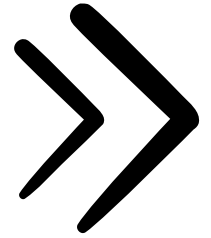
19

Share BHA guidance on the steps & roles and responsibilities regarding the ToC approval & adaptation process and facilitate regular & open communication between IPs and BHA on when and how this guidance may be flexible

20

Cluster the learning questions, identify those that can be addressed by the M&E system and ensure that the M&E system is refined to address the learning questions, including collecting qualitative data on a regular basis

Next Steps



What comes next?

- Post-event Summary Report
- IDEAL-BHA Dialogue on Recommendations
- Recommendations Move Forward (as feasible and allowable)
- IDEAL Progress Update (6 months+)



Closing Remarks



Evaluation



**Please take this time to access our
evaluation!**



Thank you!

**Thank you for participating in this
Stakeholder Consultation!**

