

# Module 4:

# Defining Capacity

# Development Results

# & the Desired Change

DRAFT - COMING SOON

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# 4. Defining Capacity Development

## 4. Results & the Desired Change

### Links to other modules

Module 1: Change, types of capacity

Module 5: Design

Module 6: Monitoring, evaluation and learning, indicators

### Introduction

In this module, you will learn how to identify, plan, and organise the capacity changes needed to achieve biodiversity outcomes. Working with key stakeholders, you will define **what results are needed** and **what kind of change** capacity development should bring about.

This module introduces three complementary tools that will help you do this:

- **Theory of Change:** to explain how and why change is expected to happen;
- **Results Hierarchy:** to structure results from impact to output level; and
- **Logical Framework:** to translate these results into a guiding framework for implementation, monitoring, and evaluation.

These approaches are widely used in development planning but are presented here with a focus on **capacity development for biodiversity action**. They will help you move from broad intentions for change to a clear and measurable pathway for implementing and achieving results.

### 4.1 Theory of Change

A Theory of Change (ToC) is a **conceptual framework** for articulating how and why change is expected to happen. It shows the anticipated connections between capacity development actions and biodiversity outcomes, outlining the intended pathways of change. In addition to describing these pathways, a ToC identifies the key contextual factors, conditions and underlying assumptions that must be in place for change to occur, as well as the anticipated high-level changes.

A TOC helps visualize and understand the big picture of change. It encourages reflection, dialogue, and shared learning among stakeholders, ensuring that all actors have a common understanding of the pathways, causal relationships, and results that capacity development efforts are intended to achieve. Starting with a ToC will ensure the process leads to:



- **Deeper understanding** of the complexity of the biodiversity issue you are going to work on;
- **Clarity and agreement** among key stakeholders about necessary or desired changes;
- Articulating the **overarching goal for change** and mapping out the **key steps that mark progress along the pathway** toward achieving it;
- **Determination of the best interventions to implement** and how multiple interventions might work together simultaneously;
- **A starting point for developing strategies and plans.** A ToC should be a supportive exercise, not something that constrains action. It would need to be reviewed and adapted as the process progresses; and,
- **The foundations for accountability, monitoring, evaluation and learning processes.**

Formulation of the goal is an important step in the ToC process and it also guides development of the results hierarchy and logical framework. Box 4-1 explains what a goal is in the biodiversity context and how it differs from the vision and mission.

**Box 0-1: Definition of a goal**

A goal is the **high-level aim or ambition at the top of the results hierarchy**. More specific than a vision, but broader than measurable outcomes. It provides direction and focus and aligns with or informs the **Impact** level of the results chain.

Example from the Kunming-Montreal Global Biodiversity Framework (GBF)

*Human induced extinction of known threatened species is halted, and, by 2050, the extinction rate and risk of all species are reduced tenfold and the abundance of native wild species is increased to healthy and resilient levels.*

The goal should not be confused with the vision, which is **an aspirational, long-term ideal of what the world (or system) should look like**. The vision sits above the results chain because it is broad, aspirational and not measurable.

Example from the GBF

*A world of living in harmony with nature where “by 2050, biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people.”*

Similarly, the **mission** is also different because it **defines the purpose or role of an organization or initiative, why it exists and how it contributes to the vision**. The mission sets the strategic direction to support achieving impact.

Example from the GBF

*To take urgent action to halt and reverse biodiversity loss to put nature on a path to recovery for the benefit of people and planet by conserving and sustainably using biodiversity and by ensuring the fair and equitable sharing of benefits from the use of genetic resources, while providing the necessary means of implementation.*



## 4.1.1 Formulating a Theory of Change

A ToC must always be developed for the specific context: it cannot be transferred from one setting to another. These are five steps to guide you in formulating a ToC:

1. **Analyse the Situation and Context:** helps to understand and identify 1) the core problem the intervention is seeking to address, 2) the target groups and beneficiaries and their needs, and 3) key stakeholders who may influence the change process positively or negatively. This process should be participatory, with relevant stakeholders involved. Based on this analysis a long-term goal can be identified.

### Guiding Questions:

- What is the long-term biodiversity or capacity-building objective we want to achieve?
- What evidence or data do we have to understand the current context, including key challenges, drivers of change, and opportunities?
- Are there gaps in information that need to be addressed before formulating the ToC?
- Which factors (social, ecological, institutional, financial) are most likely to influence progress toward this goal?

2. **Map the Outcomes Pathway:** outcomes are the changes in behaviour of the target group or biodiversity conditions that the intervention aims to influence. An outcomes pathway is the sequence of results that lead to the intended changes. Mapping the outcomes pathways involves backwards mapping: starting from the goal and identifying the intermediate and early changes needed to reach it.

### Guiding Questions:

- Which early or intermediate outcomes must occur first?
- What behaviors, capacities, or institutional practices need to shift?

3. **Define the Assumptions:** assumptions are the underlying beliefs or hypotheses about the conditions we expect to hold true for the outcomes pathway to work. Every TOC is built on assumptions. Assumptions should clarify the underlying logic of the causal relationships between activities and results, and make it clear what is taken for granted or expected to happen.

### Guiding Questions:

- What conditions or external factors must exist for each outcome in the pathway to occur?
- Which relationships between interventions and results do we take for granted? Based on what evidence?



- What contextual, social, political, or institutional factors could influence whether the outcomes pathway succeeds or fails?
- Are there risks or uncertainties that could prevent progress, and how might they be mitigated?

4. **Identify the Interventions:** the proposed capacity development interventions are the specific activities or actions taken to create the desired change. Interventions are mapped against the outcomes pathway to ensure they align with the changes the project aims to achieve.

**Guiding Questions:**

- What specific actions or activities will enable each early, intermediate, and long-term outcome to occur?
- How do these interventions directly address the capacity gaps, behaviors, or conditions identified in the outcomes pathway?
- Who needs to be involved in implementing each intervention?

5. **Write a Narrative:** as a ToC is a visualization of your logic, a narrative is needed to explain this logic. All the elements of the ToC developed in the steps above need to be presented through a diagram and articulated in narrative format.

**Guiding Questions:**

- How can we clearly explain the logic linking interventions to early, intermediate, and long-term outcomes?
- Does the narrative make explicit the assumptions, preconditions, and contextual factors underlying the outcomes pathway?
- Does the narrative align with the visual diagram and provide enough detail for stakeholders to understand the rationale and intended change?

Insert ToC example from a capacity building biodiversity programme/project here. Will need to be accompanied by descriptive text

In summary:

- Formulating a ToC is a **collaborative process** that should involve all important stakeholders
- An **evidence-based approach** should be applied in the ToC formulation
- A ToC should **depict a clear and rational flow**, working backwards from the goal and identifying the steps needed to achieve it
- **Limitations and assumptions** must be clearly stated and revisited regularly. Actively surfacing and examining the assumptions helps ensure your ToC stays realistic, evidence-based, and adaptable as conditions evolve
- A ToC should present information using **visual and narrative formats**
- A ToC should be treated as a **living framework**, one that evolves as understanding deepens and conditions change.



## Practitioner tip:

In a complex context like biodiversity where many goals can take a long time to achieve, it is impossible to predict accurately what will work or know what other factors might occur to influence the change process over time. The ToC should thus be regularly reviewed and revised to keep it up to date and relevant. Using it in this way makes it a **learning tool for ensuring continuous improvement** in the intervention.

## 4.2 Results Hierarchy

Once the ToC has clarified *how and why* change is expected to happen, the next step is to define *what specific results* the capacity development initiative aims to achieve. This is done through the **results hierarchy**, a structured way of organising results from the highest level of impact to the most immediate outputs from activities. The results hierarchy translates the broad change pathways outlined in the ToC into a clear sequence of cause-and-effect results that can later be applied in a logical framework for planning, monitoring, and evaluation.

**A note on terminology:** the words goal and objective are sometimes used interchangeably. In this guidance the goal is the highest level of the results hierarchy, as explained in Box 4-1 above, and objectives are the specific high-level results needed to reach the goal.

### 4.2.1 Formulating a Results Hierarchy

Your ToC will have defined the overall goal, outcomes, and outputs for the biodiversity issue under consideration, which may include several pathways of change, each potentially forming the focus of a specific programme or project. What you need next is a **results hierarchy**, which may focus on one of these pathways, translating it into a structured framework that clarifies how short-term results will contribute to broader capacity development and biodiversity objectives.

A results hierarchy normally contains three levels of results: objective, outcome, and output. Although activities are also included in the hierarchy, please note that they are not results themselves; rather, they are the means or actions taken to achieve desired results. They are included in this hierarchy as necessary stepping stones to achieving outputs. The key components of a results hierarchy are outlined in Table 4-1.



Table 4-1: Description of components in the results hierarchy

	Result	Description	Significance	Timeframe
Impact	Objective	<p>A result that represents a change, describing a benefit to, or achievement by the target group.</p> <p><i>(framed as a result not an action to achieve the result)</i></p> <p>Should be concise, easy to understand and high-level in the results framework.</p>	<i>What the target beneficiaries achieve</i>	Beyond the lifetime of the project
	Outcome	<p>A result describing the changes in behaviour, practices, or development conditions of target group(s).</p> <p><i>(framed as a result not an action to achieve the result)</i></p> <p>Represent the effects of an intervention, resulting from completion and use of outputs as a step towards achievement of the objective.</p>	<i>What the target beneficiaries do</i>	Medium- to long-term
Manageable Interest	Output	<p>Describes the direct and immediate results that are achieved by, and attributable to the project. Includes new capacities (knowledge, skills, motivation, tools, methodology)</p> <p><i>(framed as results not the actions to achieve them)</i></p>	What the implementing project team and partners achieve	At the end of the project (Short- to medium-term)
	Activities*	These are the specific interventions implemented (training courses, learning exchanges, workshops, toolkits etc).	What the implementing project team and partners do	During the duration of the project

\* Note: Activities are not results themselves but serve as the operational steps that enable the achievement of intended outputs.

The project team has direct control over these two components

The top two components, programme or project objective and outcomes, are often referred to as the impact. These components represent the long-term effects and changes that the intervention aims to achieve, which are usually beyond the direct control of the intervention but are influenced by it. The bottom



two components, outputs and activities, fall under what is known as manageable interest. These are the elements over which the implementing team has direct control and accountability. Together, these levels illustrate how immediate activities and outputs build the foundations for outcomes and, ultimately, long-term impact.

[Example of a results hierarchy in the biodiversity context. To be accompanied by narrative]

### Practitioner tip

The **Long-Term Strategic Framework for Capacity Development (LTSF)** serves as a guide to support the continuous strengthening of capacities needed to achieve the GBF. It outlines the expected capacity results (see Box 4-2), showing the logical progression from medium-term institutional and systemic changes to long-term outcomes that advance biodiversity goals. When preparing your own ToC or results hierarchy, use the LTSF outcomes as reference points to ensure strategic alignment and consistency across levels of capacity development.

#### **Box 4-2: Expected capacity results in the LTSF**

##### **Expected capacity results**

###### **1. Long-term, high-level outcomes:**

- (a) Successful implementation of national biodiversity strategies and action plans;
- (b) Achievement of 2030 targets and 2050 vision of the Kunming-Montreal Global Biodiversity Framework;
- (c) Biodiversity mainstreamed throughout sectors and society;
- (d) Strengthened access to and transfer of technology and effective participation in scientific and technical cooperation, particularly for developing countries.

###### **2. Medium-term outcomes:**

- (a) Successful development, where appropriate, and update of the national biodiversity strategies and action plans;
- (b) Sound enabling frameworks and institutional arrangements support achievement of national biodiversity strategies and action plans;
- (c) Strategic partnerships and learning networks enhance biodiversity conservation and sustainable use efforts along with the equitable sharing of benefits arising from the utilization of genetic resources;
- (d) High-quality programmes and projects that are technically sound have realistic and achievable plans, address gender and youth considerations, and embed monitoring;
- (e) Effective monitoring and evaluation and learning processes embedded into projects and programmes from the start, to support evidence-based decision-making at all levels;
- (f) Reinforced mechanisms, incentive structures and investments ensure utilization and retention of capacity of all types at all levels.

## 4.2.2 Special Consideration on Soft Capacity: Changes in Knowledge, Behaviour and Attitudes as Capacity Results

Consensus, trust and cooperation in coalitions and networks are all particularly relevant to the whole-of-government and whole-of-society approach needed for biodiversity action. Soft capacity components are essential because they make technical and institutional progress possible. So your capacity development results hierarchies, and then the logical framework, need to include outputs or outcomes that involve the relational or behavioural aspects required to achieve higher-level impacts. The types of soft capacity that need special consideration when you are formulating the results hierarchy include:

- Raised awareness;
- Enhanced knowledge or skills;
- Improved consensus and teamwork;
- Strengthened coalitions;
- Enhanced networks; and,
- New implementation know-how.

Work to achieve these results is usually planned at project level, as part of a suite of interventions working towards the higher-level objectives and goal. For example, if the target is to halt the loss of a native plant species caused by farmers using chemical fertiliser X, awareness raising activities should lead to new understanding and attitudes among farmers, which in turn should result in behavioural change. This assumption would need to be tested and made explicit in the ToC.

## 4.3 Logical Framework

The **logical framework** (logframe) builds on the results hierarchy by translating its structured results into a practical tool for **programme and project planning, implementation, monitoring, and evaluation**. After the results hierarchy has clarified how different levels of results connect, the logical framework organizes them into a clear operational plan to guide coherent and results-oriented capacity development initiatives.

The logframe is presented in a matrix form that lays out the programme or project's results hierarchy with measurable indicators to track progress, the activities and potential risks that could impact the project's success. Logframes can also serve as a basis for budget formulation, and most donors require them as part of funding proposals.

### 4.3.1 Formulating a Logical Framework

Begin formulating your logical framework by creating the logframe matrix. Table 4-2 provides a simple example of the columns and rows to include. While the first column mirrors the results hierarchy, the logframe differs by also incorporating specific activities, indicators of achievement, and risks.



Table 4-2: Template for a basic logframe

Results	Indicators of achievement	Risks
Objective		
Outcomes		
Outputs		
Activities		

This matrix captures the key elements of a logframe, though its structure and level of detail can vary, with some including additional columns for indicating milestones, means of verification, baseline data, or assigned responsibilities. Ultimately, the specific structure and level of detail of the logframe you use will be determined by the donor funding your capacity development intervention. See Table 4-3 below for clarification about some of these other terms.

Table 4-3: Definition of other terms used in logframes

Term	Meaning	Comment	Example
Target	The specification of how much of the indicator you aim to achieve, by a target date. Needs to be stated in terms that are clear and measurable.	Essential to have targets specified for M&E processes.  Closely related to indicators but they have a different role in tracking and achieving results.	30% of degraded mangrove ecosystems are under effective restoration by 2030.
Means of verification	The data to be used for verifying the achievement of the indicator.	Can be qualitative or quantitative.  Multiple methods can be used.	Recovery or expansion of mangrove cover based on satellite imagery and field mapping.
Baseline	The data providing details of conditions relevant to the indicator at the start of the planned intervention.	Presented in measurement units.	% of degraded mangrove ecosystems prior to restoration interventions.

It is suggested that once you have the skeleton for the logframe matrix set up, you complete the following actions:

**1. Complete the results column** according to what has been specified in the results hierarchy.

**Guiding Questions:**

- Is the result stated clearly and unambiguously?
- Is the wording consistent with other results in the hierarchy?
- Can progress toward this result be measured or observed?
- Does the result focus on what the intervention can reasonably achieve?

**2. Outline the activities to be implemented.** (For options see Module 5 on Capacity Development Interventions)

**Guiding Questions:**

- Does each activity clearly link to the output it is intended to produce, ensuring a direct line from tasks to results?
- Is the nature of the activity clear (e.g., training, workshop, survey, policy review)?
- Have the target group or participants been identified?
- Has the sequencing of activities, as well as the frequency or timing of each (e.g., one-off, monthly, quarterly) been indicated?
- Is there a need to assign responsibility for each activity to specific teams, individuals, or partner organizations?

**3. Develop indicators of achievement for each result level.** (More details provided in Module 6 on Monitoring, Evaluation and Learning)

An indicator is a measurable variable used to track progress toward a result. It provides clear evidence of change, helping you determine whether capacity development efforts are producing the intended outcomes. You may include more than one indicator for each result but keep the number manageable to ensure effective tracking and reporting. Indicators will also form a key part of your monitoring and evaluation framework.

**Guiding Questions:**

- Who is affected by the interventions (e.g., Parties, IPLCs, civil society)? → Population
- What is the current situation or level of capacity before the intervention begins (e.g., 0 Parties, IPLCs, civil society)? → Baseline
- How many do we expect will succeed (e.g., at least 3 Parties, 80% of participating IPLCs)? → Target
- How much is good enough (e.g., develop community protocols; apply the community protocols for biodiversity stewardship; indicate that participant knowledge and capacity has been enhanced)? → Threshold
- By when does this outcome need to happen (e.g., by month/year, within the project duration)? → Timeline



- What evidence will need to be collected to demonstrate that each indicator has been achieved? (e.g. approved and endorsed community protocol, pre- and post-workshop surveys) Are the sources reliable and credible? What are the costs and feasibility of data collection? → Means of Verification

**Box 0-2: Indicators need to be SMART**

**Specific:** Clearly defines what is being measured and for whom.

**Measurable:** Can be quantified or assessed reliably using available data.

**Achievable:** Realistic given available resources, time, and capacities.

**Relevant:** Directly linked to the result it intends to track.

**Timebound:** Includes a timeframe for when progress or achievement will be measured.

**4. Identify the main risks.** This involves identifying the factors that could hinder the achievement of the result. Once a risk factor is identified you will need to determine the *likelihood* of the risk occurring (low, medium, high), the *impact* if the risk occurs (low, medium, high), and an explanation on how the risk will be *mitigated* if it came to materialize.

**Guiding Questions:**

(a) Outcome level risks relate to the uptake or sustained application of outputs.

- What factors might limit the willingness or ability of target stakeholders to change behaviours or adopt new practices?
- Are there institutional barriers (e.g. bureaucratic resistance, unclear mandates, lack of coordination) that could hinder change?
- How stable is the enabling policy or institutional environment needed to sustain results?
- Could socio-political or cultural dynamics constrain collaboration or participation?
- Could shifts in national priorities, funding, or leadership undermine progress?

(b) Output level risks relate to the project's operational delivery.

- What assumptions have been made about stakeholder motivation, incentives, or relationships, and are they realistic?
- Will the target stakeholders prioritize and engage effectively in the interventions?
- Could delays in procurement, recruitment, or coordination affect delivery?
- Are there assumptions about partner cooperation, technical inputs, or data availability that might not hold true?
- How dependent are the outputs on external actors or parallel initiatives?

When developing your logframe, don't worry about finding the 'right' place to start. You can begin with the overall objective and work downward, or start from specific activities and build upward. In reality, designing a logframe is an iterative



process; you will move back and forth between levels and columns to check that each element aligns, is realistic, and contributes coherently to the intended results.

[Example of a logframe in the biodiversity context, preferably linked to the results hierarchy example above. To be accompanied by narrative]

### Practitioner tip

#### **Remember the soft capacity components**

Even though a capacity development logframe for biodiversity change will have similar components as those for any other type of result, there is a significant difference in that **many of the results are likely to be soft or intangible in nature**, as explained in section 4-2-2 above. This means that how they are specified as indicators and methods of measurement need to be different.

While it might not be possible to specify anything about **cross-cutting issues** in the high-level goal, they should be incorporated into all other levels of the results framework. How this is done will differ from one issue to another. Ensuring cross-cutting issues are appropriately incorporated into target results can be achieved by means of a routine check in the formulation process to ask which are relevant and how the results can be specified in indicators, for example by gender disaggregation.

## 4.4 Using Theory of Change and Logical Framework Together

For major planning and design processes it is now common practice to develop a ToC first, followed by a logical framework. When used together, and with a clear understanding of their distinct but complementary purposes, these tools provide a coherent structure for planning and managing capacity development initiatives. The ToC offers the big-picture perspective, showing how change is expected to unfold across a complex context, while the logical framework translates this conceptual foundation into an actionable plan with defined objectives, timelines, and indicators. Table 4-4 below highlights how the two approaches align and differ in focus and application.

*Table 4-4: Differences and complementarities between TOC and logframe*

Feature	Theory of Change (ToC)	Logical framework (logframe)
Purpose	Provides a broad, conceptual understanding of the big picture of how and why change happens.	Provides a structured, results-based planning and monitoring tool for project implementation.



<b>Approach</b>	<b>Deep analysis and backwards mapping:</b> starts with exploration of all relevant issues to define the desired long-term goal and then works backwards to define preconditions and pathways for change.	<b>Forward and backwards planning:</b> Starts either at top or bottom in a linear way, moving back and forth between the goal and the activities trying to balance implementation constraints and budget against results.
<b>Underlying Logic</b>	<b>Living systems theory</b> – organic, complex interactions and relationships, unpredictable	<b>Cause and effect theory</b> – predictable, linear and logical
<b>Focus</b>	Emphasises <b>causal relationships</b> , assumptions, and the reasoning behind intended pathways of change and the interventions to achieve them.	Focuses on <b>measurable indicators and means of verification</b> for project monitoring and evaluation.
<b>Timeframe</b>	<b>Does not specify</b> timeframes for action	Is defined for a programme or project with a <b>pre-determined timeframe</b>
<b>Flexibility</b>	<b>Highly adaptable</b> ; regular review allows for continuous learning and adaptation.	<b>More rigid, structured and instructional</b> ; primarily used for planning, monitoring and accountability.
<b>Depth of Analysis</b>	<b>Explores underlying assumptions</b> and external factors that influence success or failure.	<b>Focuses on predefined activities</b> and indicators without extensive exploration of assumptions.
<b>Best suited for</b>	<b>Complex programmes</b> where change processes are uncertain and nonlinear. Does not have the right information to support budget development.	<b>Well-defined projects</b> with clear objectives and measurable outcomes. Can be used for components of the TOC pathways of change. Essential tool for budget development.
<b>Structure</b>	Usually summarised in <b>visual format</b> , which may look something like a <b>flowchart</b> . Needs to be backed up with more detailed narrative explaining the process undertaken to complete it, components and decisions made.	Presented in a <b>matrix format</b> , always with these four columns: results (goal, outcomes, outputs), indicators, means of verification, and risks/assumptions, but sometimes with more



## Key Takeaways

- ToC is a very useful tool at the start of planning. It brings stakeholders together to conduct deep analysis of the factors driving current changes, to examine their assumptions about what will work and why, and to identify pathways of future change to work towards a desired goal.
- The ToC should be treated as a living document, subject to regular review and revision as change emerges or there are changes in the context.
- The results hierarchy sets out the different levels of change that should eventually lead towards achievement of the goal. It is usually presented in a matrix format.
- The logical framework creates the plans which specify concrete actions for the components in the results hierarchy. The format often differs according to donor requirements, but always contains the key elements of activities, outputs, outcomes and indicators of achievement.
- The ToC and logical framework are complementary ways of setting out the changes to be achieved from the big picture down to the small details.



# Further reading and resources

## Documents

WBI (2009) *The Capacity Development Results Framework*, World Bank Institute, Washington  
<https://openknowledge.worldbank.org/entities/publication/f416224d-54bc-5ed8-bc8d-7cea94b98735>

Baser, Heather 2011 *Managing for Capacity Results: A paper for the Cairo Workshop on Capacity development* [https://lencd.org/wp-content/uploads/2019/11/CAIRO\\_Managing\\_for\\_Capacity\\_Results\\_PAPER.pdf](https://lencd.org/wp-content/uploads/2019/11/CAIRO_Managing_for_Capacity_Results_PAPER.pdf)

A really useful article on TOC for conservation  
<https://conbio.onlinelibrary.wiley.com/doi/10.1111/csp2.301>

*Theories of Change: Time for a Radical Approach to Learning in Development* (2015), Overseas Development Institute (ODI). An excellent summary.

*Review of the Use of 'Theory of Change' in International Development* (2012), UK Department for International Development (DFID). This is a very helpful report of a review undertaken about how TOC is being used in development with a companion publication, *Examples of Theories of Change*.

*Theory of Change Review: A Report Commissioned by Comic Relief* (2011) is another helpful summary about what is involved in TOC, with examples of how it is being used.

## Other resources

The TOC community of practice, that has a [website](#) with lots of helpful resources.

- [Theory of Change and the Log Frame](#). A useful description of TOC and how to formulate it; it includes a comparison with the Logical Framework.
- [Logic Models and Theory of Change](#). The short web resource sets out clearly and simply the differences between the two and when each is best used.
- [The Theory of Change vs. Logic Model](#) blog offers a similar comparison.

A very comprehensive toolkit from the UK Government is available at:  
<https://analysisfunction.civilservice.gov.uk/policy-store/the-analysis-function-theory-of-change-toolkit/>

