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SUCCESS AS A FUNCTIONING ECOSYSTEM OF ACTORS

1

2

3

4

5

A VISION OF SUCCESS

6

7

See guidelines for using this template on page 8

8

9

10

11

12

13

Describe the boundaries of the eco-system that your organisation can influence:

Two empty rounded rectangular boxes for drawing or writing.

This vision of success describes a system of action in which key actors are working effectively and in alignment (relationships) to achieve and sustain success.

HOW WE CONTRIBUTE TO CHANGE – Our theory of practice

1

2

How we think we can best contribute to this change.

How we think we can best contribute to this change.

Progress markers: outcomes we track to test our theory

Progress markers: outcomes we track to test our theory

HOW WE CONTRIBUTE TO CHANGE – Our theory of practice

3

4

How we think we can best contribute to this change.

How we think we can best contribute to this change.

Progress markers: outcomes we track to test our theory

Progress markers: outcomes we track to test our theory

HOW WE CONTRIBUTE TO CHANGE – Our theory of practice

5

[Empty box for notes]

6

[Empty box for notes]

How we think we can best contribute to this change.

[Empty box for notes]

How we think we can best contribute to this change.

[Empty box for notes]

Progress markers: outcomes we track to test our theory

[Empty box for notes]

Progress markers: outcomes we track to test our theory

[Empty box for notes]

HOW WE CONTRIBUTE TO CHANGE – Our theory of practice

7

[Empty box for notes]

8

[Empty box for notes]

How we think we can best contribute to this change.

[Empty box for notes]

How we think we can best contribute to this change.

[Empty box for notes]

Progress markers: outcomes we track to test our theory

[Empty box for notes]

Progress markers: outcomes we track to test our theory

[Empty box for notes]

BRAINSTORMING THE ACTORS – A WORKSHEET

List of **all** the actors that can influence our vision of success



Primary actors - with strong influence



Secondary actors - with less influence



A SHORT GUIDE TO USING KEYSTONE'S THEORY OF CHANGE TEMPLATE

This template has been designed to be printed on a standard A4 printer and assembled in the shape of a flower (as illustrated). The *flower* represents the *ecosystem of actors* that you think can influence the results that you want to achieve, and describes how each actor should behave to achieve and sustain success. It can be pasted onto a large sheet of poster-sized paper and displayed so that it can be easily referred to, discussed, updated and revised. This way of representing your theory of change avoids the one dimensional linear nature of most logic models.

- 1 Pages 1 & 2 join together to form the heart of the *flower*. In the very centre of the flower write down the organization's essential purpose or vision of success. This should be written as an outcome (the epitaph activity in Keystone's theory of change guide is a good way to clarify a vision of success).
- 2 The next task is to identify all the actors that you believe can materially influence this vision of success. There are four steps to this:
 - a. Brainstorm all the actors in the ecosystem that you think can influence this vision of success in any way. Actors can be individuals, groups, communities or institutions.

- b. Next, distinguish between primary actors (those with a strong influence in the system) and secondary actors (those with less influence in the system). You should aim to have not more than 4-6 primary actors.

- c. Enter the name of each primary actor into one of the boxes on Page 1.
 - d. Enter the names of each secondary actor into a box on Page 2.
- 3 Now describe how each actor would be **behaving** if they were contributing most effectively to achieving and sustaining success (mention their knowledge, capabilities, values, resources, relationships with others as well as any enabling conditions they need to perform well).

- 4 Now we move to more specific theories of practice. This involves clarifying, for each of the actors from our theory of change...
 - a how we think we can directly or indirectly influence each actor so that they contribute more positively and effectively in the ecosystem (a summary of the strategies, principles, resources, methods and activities that you can apply) AND
 - b what evidence we can track to learn about and manage our performance, and to test and validate our theory.

The tool automatically creates four more pages that you can print and arrange as 'petals' around the heart of the flower. This diagram helps to illustrate the relationship between all the elements of your theory

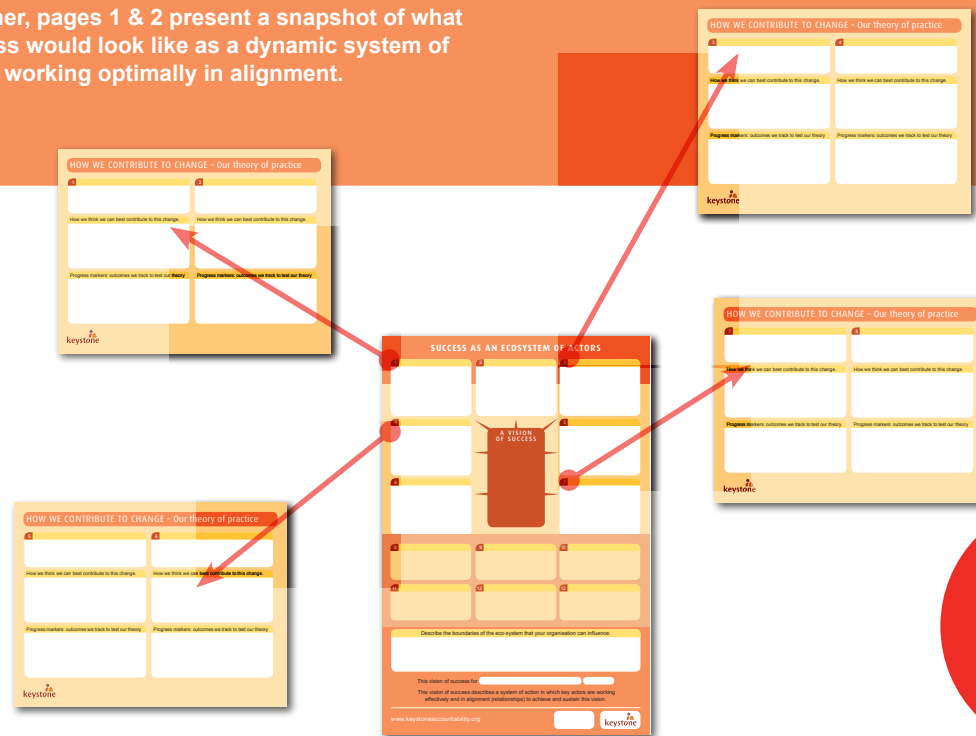
Together, pages 1 & 2 present a snapshot of what success would look like as a dynamic system of actors working optimally in alignment.

This template should be used together with the Keystone guide: **Clarifying your theory of change** that is available on the Keystone web site.

The best way of developing your theory of change using this template is in a facilitated workshop situation with a group of staff and stakeholders.

- a You can print copies of the pages and fill them in manually before capturing the agreed text on the computer.
- b Or a better way is to project the template onto a screen or a wall using a digital projector. Then each item can be discussed as it is typed into the space provided.

The tool makes it easy to update and revise your theory of change as your understanding develops and as you learn what works best in your context. .



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