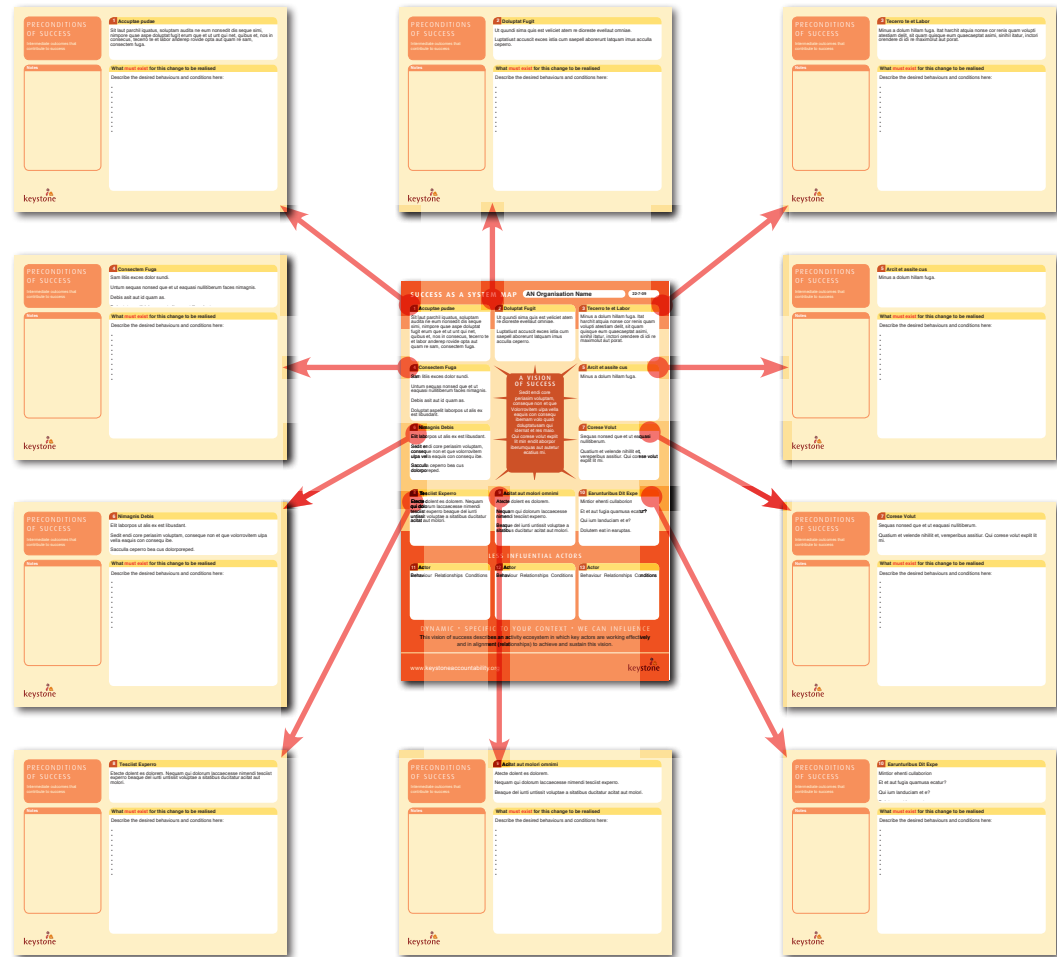


A SHORT GUIDE TO USING KEYSTONE'S THEORY OF CHANGE TEMPLATE

- 1 The template should be used together with the Keystone Tool: *Developing a Theory of Change* that is available on the Keystone website. This tool explains the concepts behind the development of a theory of change for complex change processes.
- 2 The template has been designed so that it can be printed on a standard A4 printer and assembled as a visual diagram as illustrated in the picture on this page. It can then be pasted onto a large sheet of poster-sized paper and displayed on a wall so that it can be easily referred to and discussed.
- 3 Pages 1 & 2 join together as the central 'picture' or a visual 'system map' of the theory of change. This picture is a visual map of what success would look like as a dynamic system of actors contributing to achieving and sustaining your vision of success. It allows you to see the relationships between the actors contributing to success as a living system.
- 4 Following this, there is a separate page for each of the actors in which you can describe the specific preconditions for success – those changes that have to happen for that actor to contribute effectively to achieving your vision.
- 5 The name of the actor and the description of their behaviour will copy automatically from the system map onto the preconditions pages. You can change the text in any of these boxes and it will automatically change in the other corresponding box.
- 6 Your theory of change is a dynamic thing. The template can be saved and printed. It can be revised at any time – but each time you revise it we suggest that you give it a new file name that includes the date of the revision.
- 7 The best way of developing your theory of change using this template is in a 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.



STEP BY STEP

- 1 The vision statement in the central box on Page 1 is derived using the Epitaph Activity described in the theory of change tool.
- 2 Then identify the actors that can influence your vision of success.
- 3 Then describe, in one or two short sentences, how they would *ideally behave* in a way that contributes most effectively to achieving and sustaining success.
- 4 Finally, for each of the actors, describe the necessary preconditions for success. These are the short-term and intermediate changes that need to

take place for each actor to contribute effectively – so that the whole system begins work in a way that achieves and sustains success.

Remember:

- Everything you write in your theory of change is written as an outcome.
- All social change interventions are interventions into an existing system.
- Impact happens whenever an actor contributes to a sustainable change the system.

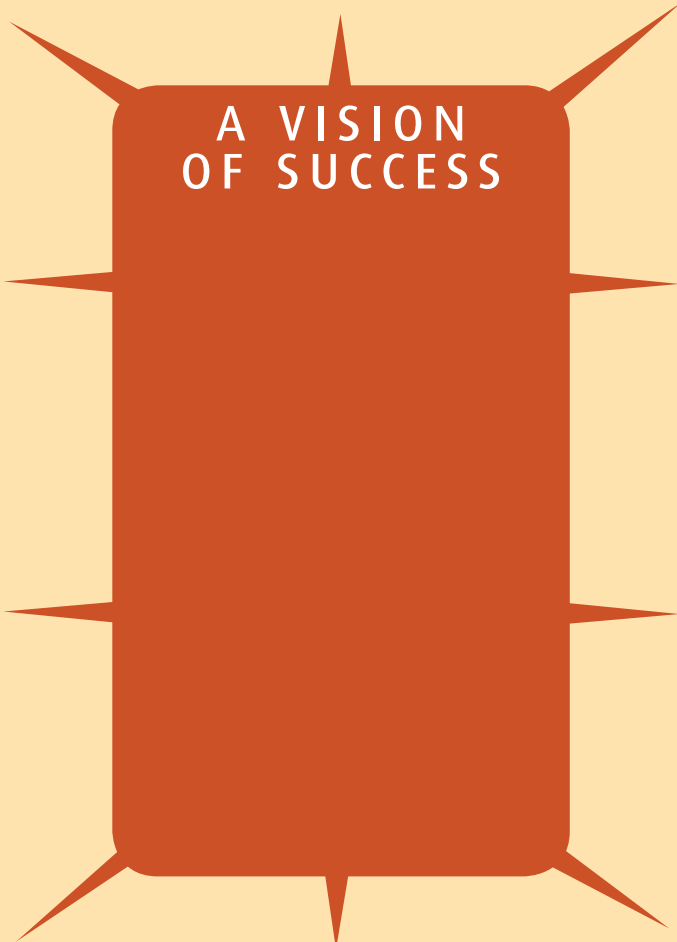
SUCCESS AS A SYSTEM MAP

1

2

3

4



5

6

7

8

9

10

11

12

13

PEOPLE ACTING IN RELATIONSHIPS

DYNAMIC • SPECIFIC TO OUR CONTEXT • WE CAN INFLUENCE

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

PRECONDITIONS OF SUCCESS

Intermediate outcomes that
contribute to success

Notes

1

What **must exist** for this change to be realised

PRECONDITIONS OF SUCCESS

Intermediate outcomes that
contribute to success

Notes

2

What **must exist** for this change to be realised

PRECONDITIONS OF SUCCESS

Intermediate outcomes that
contribute to success

Notes

3

What **must exist** for this change to be realised

PRECONDITIONS OF SUCCESS

Intermediate outcomes that
contribute to success

Notes

4

What **must exist** for this change to be realised

PRECONDITIONS OF SUCCESS

Intermediate outcomes that
contribute to success

Notes

5

What **must exist** for this change to be realised

PRECONDITIONS OF SUCCESS

Intermediate outcomes that
contribute to success

Notes

6

What **must exist** for this change to be realised

PRECONDITIONS OF SUCCESS

Intermediate outcomes that
contribute to success

Notes

7

What **must exist** for this change to be realised

PRECONDITIONS OF SUCCESS

Intermediate outcomes that
contribute to success

Notes

8

What **must exist** for this change to be realised

PRECONDITIONS OF SUCCESS

Intermediate outcomes that
contribute to success

Notes

9

What **must exist** for this change to be realised

PRECONDITIONS OF SUCCESS

Intermediate outcomes that
contribute to success

Notes

10

What **must exist** for this change to be realised

PRECONDITIONS OF SUCCESS

Intermediate outcomes that
contribute to success

Notes

11

What **must exist** for this change to be realised

PRECONDITIONS OF SUCCESS

Intermediate outcomes that
contribute to success

Notes

12

What **must exist** for this change to be realised

PRECONDITIONS OF SUCCESS

Intermediate outcomes that
contribute to success

Notes

13

What **must exist** for this change to be realised