

Democratizing the
Development of

Theories of Change

tccGROUP
solutions for social impact



Introduction



**Why do
YOU
♥
logic
models?**

The Problem

The logic model has a lot of potential

Clarify outcomes & strategy

Starting point for evaluation planning

Tell story of the work

Show connection to organizational strategy

Find right partners to achieve outcomes

Communicate with stakeholders

Refine program design

Test hypotheses & assumptions

Text Poll: Who do you typically engage when developing a theory of change for a program or organization?

- Evaluation funders**
- Program implementers**
- Organization leadership**
- Program participants**
- Program designers**
- Community members**

*Without full
input from
stakeholders,
all of this →*

*...is potentially
unrepresentative*

Clarify outcomes & strategy

**Starting point for evaluation
planning**

**Tell story of the
work**

**Show connection to
organizational strategy**

**Find right partners to achieve
outcomes**

**Communicate with
stakeholders**

Refine program design

Test hypotheses & assumptions

Potential Harms



Communicate the wrong story or emphasize the wrong part of the story

Track the wrong metrics

Make decisions based in error

- **Defund something you shouldn't**
- **Fund something that isn't viable**

Concept Mapping

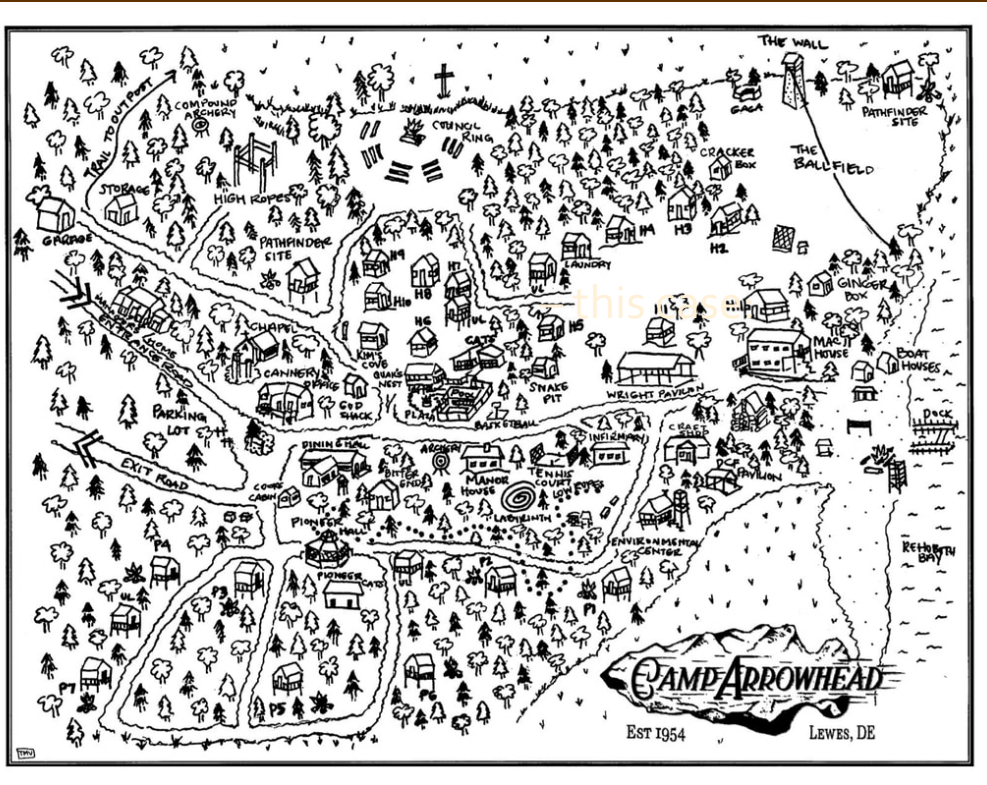
What is concept mapping?

A visual way of evolving “concepts” and their inter-relatedness from qualitative data

Most often used in planning, goal identification, & need articulation

In evaluation

- Creating “agreed upon” activities
- Creating “agreed upon” outcomes
- Showing relative relationships of these



Steps



1. Preparation

2. Statement generation

3. Statement structuring

4. Statement representation

5. Map interpretation

6. Utilization



Case Study: Camp Arrowhead

Climbing



Boating



Friendship



Camping skills



Cookouts



Learning



Spirituality



And most importantly...



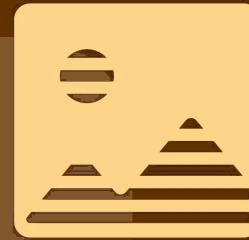
... Fun!

The Need

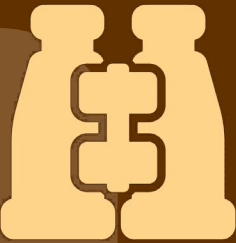
**New
facility
and the
impending
need to
strategize**



**Lack of
clarity
around
impact of
Camp on
youth**



**Wanting
to expand
viewpoints
beyond small
team of Usual
Suspects™**



Project Timeline

Apr	May	Jun	Jul	Aug	Sep	Oct
Kick-Off Meeting Document Review	Programming Concept Mapping Tool	Concept Mapping	Logic model Development	Evaluation Matrix Development	Tool Development (First 3 Tools) Tool Deployment	Evaluation Plan Development Development of Remaining Tools



1. Preparation

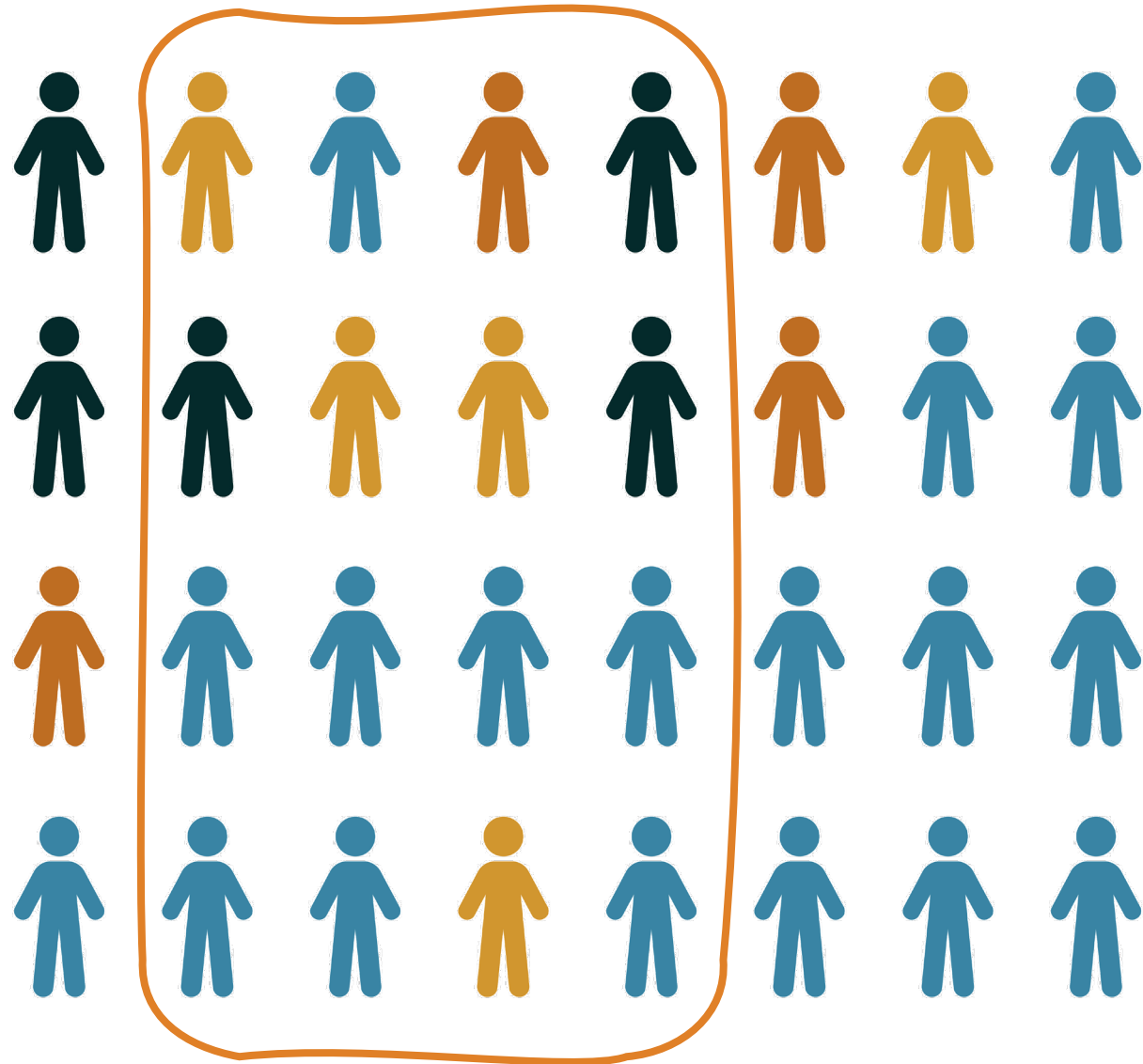
2. Statement generation

3. Statement structuring

4. Statement representation

5. Map interpretation

6. Utilization



Camp Arrowhead: Please Help us Learn by Completing a Questionnaire and Sorting Activity



Hello,

Camp Arrowhead is engaging in a learning and evaluation project that will increase our ability to plan and implement our programs.

One component of that project is gathering information from people like you who are really knowledgeable about Camp Arrowhead. I'm writing to ask you to participate in a brief questionnaire and sorting activity in the link below. It should take 10 minutes at most to complete this activity.

1. Preparation

2. Statement generation

3. Statement structuring

4. Statement representation

5. Map interpretation

6. Utilization

Example Questions

Please walk us through a **typical day at camp**. What activities do campers do?

What are the **most important elements** of camp programming?

What **changes**, if any, have you observed in campers after they have experienced camp?

Example Answers

“Happiness”

“More willing to try new things”

“They grow meaningful friendships”

“Love for self”

“Openness to others of different backgrounds”



1. Preparation

2. Statement generation

3. Statement structuring

4. Statement representation

5. Map interpretation

6. Utilization

Sorting of Statements

**Low
tech**



**High
tech**



Rating of Statements

**Participants rate each statement
Mean rating calculated**

Example

Individual's

Sorting

Categories

	A	B	C	D	E	F
Statement 1	1	0	1	1	0	0
Statement 2	0	1	1	0	0	1
Statement 3	1	1	1	0	1	0
Statement 4	1	0	0	1	1	0
Statement 5	0	0	1	1	1	0
Statement 6	1	1	0	0	0	1

Map Computation

1. Preparation

2. Statement generation

3. Statement structuring

4. Statement representation

5. Map interpretation

6. Utilization

We looked at relationships and distances between components in order to arrive at a map.



**Point
map**

**Cluster
map**

Map Computation

1. Preparation

2. Statement generation

3. Statement structuring

4. Statement representation

5. Map interpretation

6. Utilization

Requires multi-dimensional scaling not cluster analysis

**Item to item,
not within
grouping of
items**

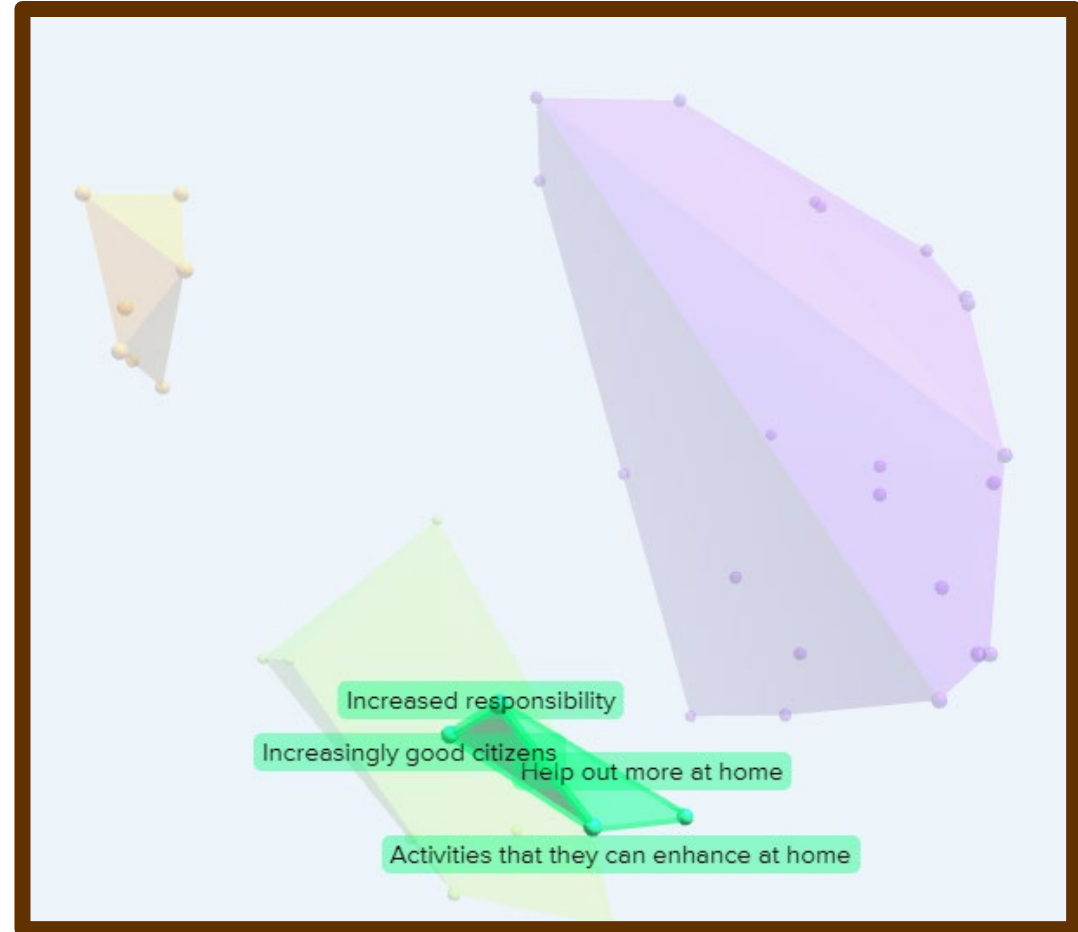
**Clusters form based
on proximity of
items in the map,
not based on level of
“agreement”
amongst items**

Example Pairing

	Statement					
	1	2	3	4	5	6
Statement 1	1	.2	.6	.2	.4	.8
Statement 2	.2	1	.4	.9	.1	.4
Statement 3	.6	.4	1	.3	.2	.9
Statement 4	.2	.9	.3	1	.7	.1
Statement 5	.4	.1	.2	.7	1	.4
Statement 6	.8	.4	.9	.1	.4	1

Point and Cluster Map, Focused on One Concept: Life Skills

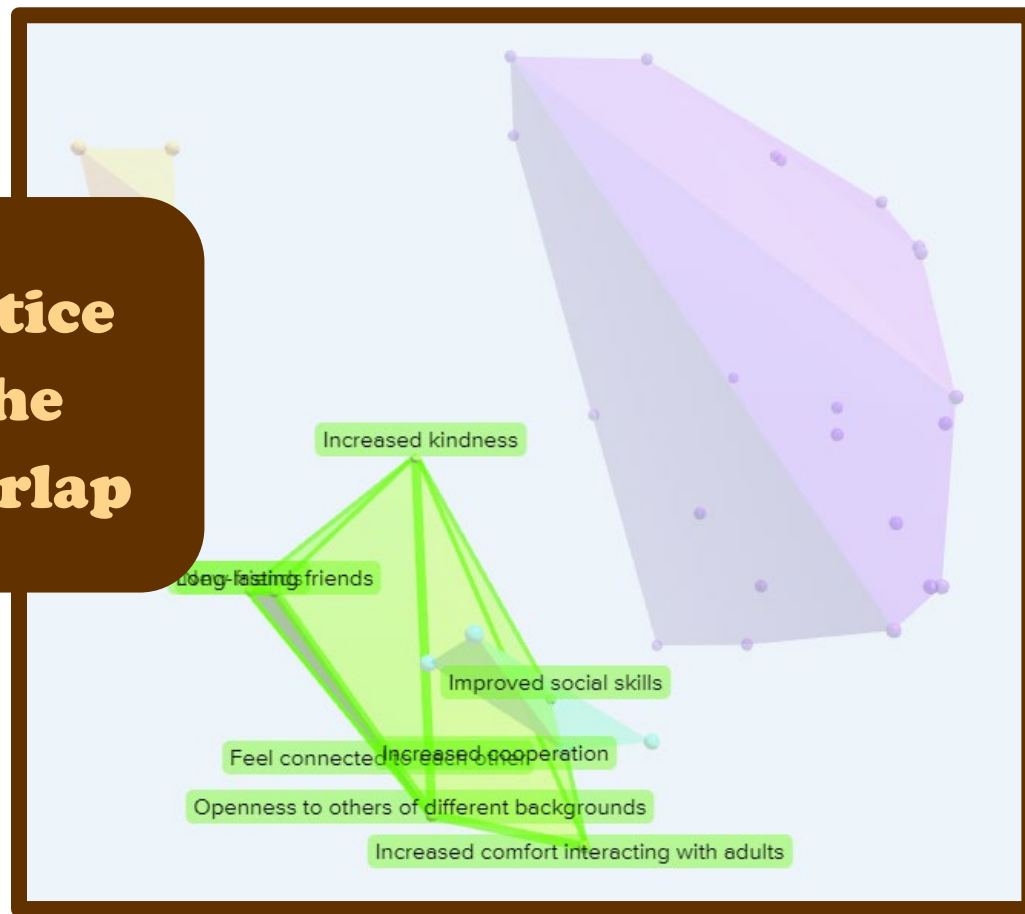
Analysis
and
Reporting



Point and Cluster Map, Focused on One Concept: Community & Relationship Building

Analysis
and
Reporting

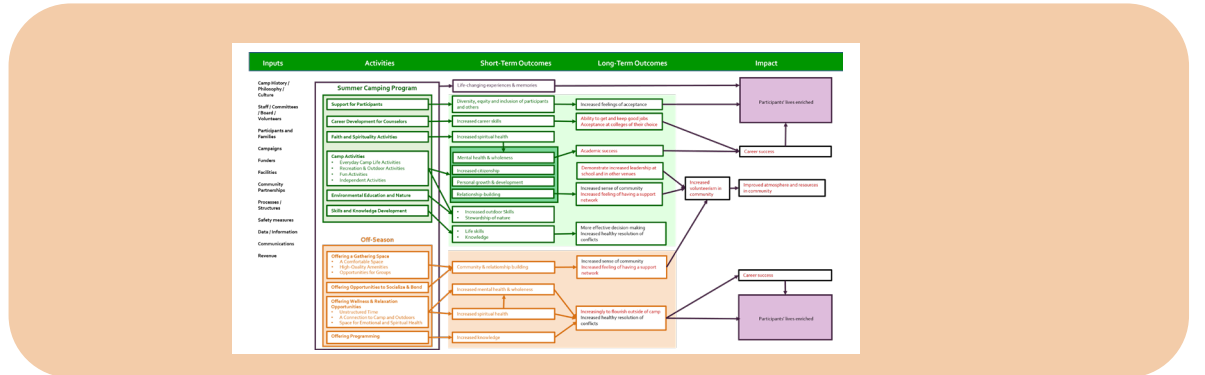
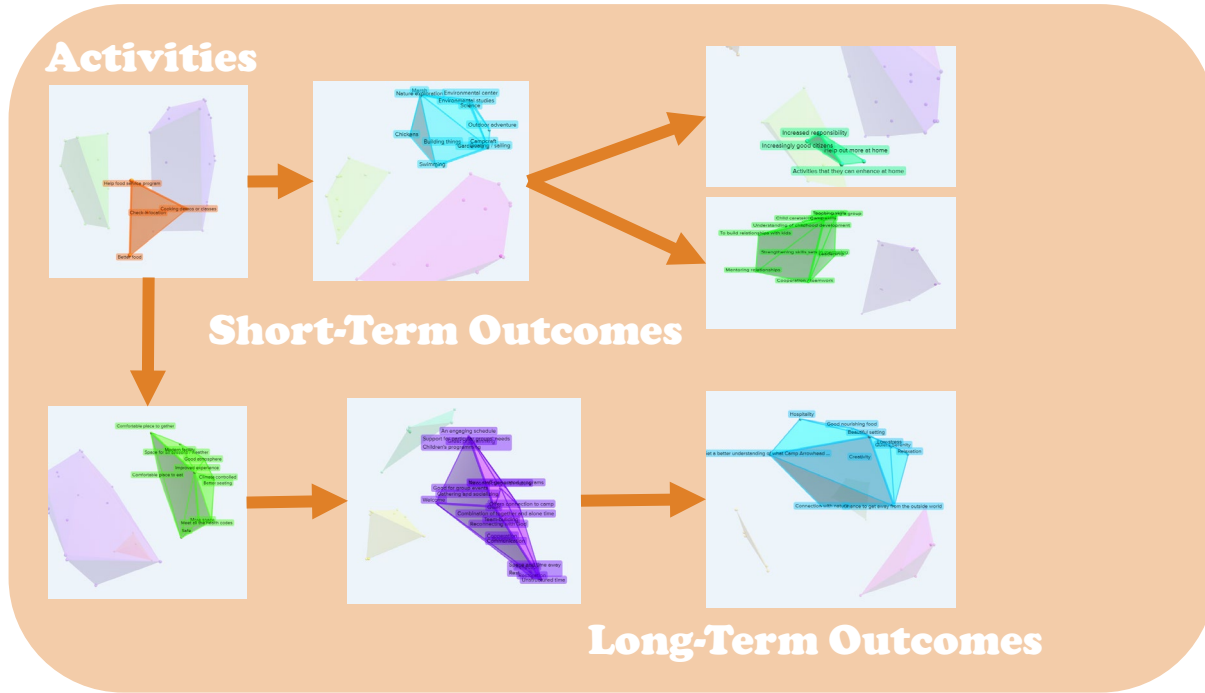
Notice
the
overlap



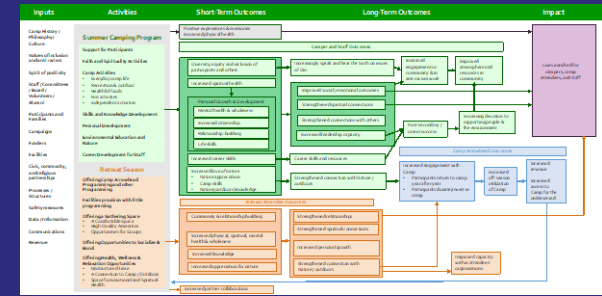
The Recipe for the Democratized Logic Model

Learnings from Concept Mapping

Initial Draft of Logic Model

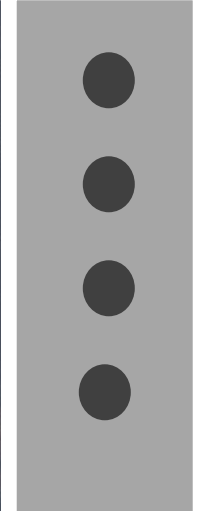


Stakeholder -Informed Logic Model





Caution



Mental models – not social science



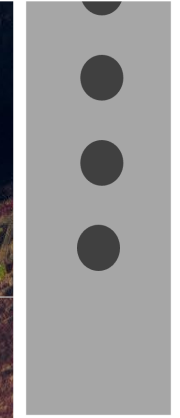
You may miss small nuances



You're setting an expectation



Time and resource intensive



Learnings

What did we learn?



Formulate **goals and purpose** of concept mapping for logic models.

Consult with funders, nonprofits, direct beneficiaries, and other stakeholders to get **360 perspectives**.

Solicit **words or statements generated** by participants to describe certain concepts.

What did we learn?

Ask participants to **rate** importance of each statement/word and **categorize** according to perceptions.

Analyze data using **multi-dimensional scaling/hierarchical clustering analysis**.



What did we learn?

Generate concept map for each group of stakeholders, comparing maps across groups / Generate combined concept map.*

Compare with **social science theories**.

Use feedback to **draft logic model(s)**, documenting what group decided to leave in and leave out.*



*Can be iterative

What did we learn?

Consult with **key stakeholders**.*

Incorporate all of this into the **final logic model**.



*Can be iterative

Today's Key Takeaways

Technology to include more voices exists and we are responsible for leveraging it.



We must look for ways to address barriers in capturing all voices.



Technology can only enhance a good process, not fix or replace a poor process.



The future holds a place for concept mapping beyond program design.

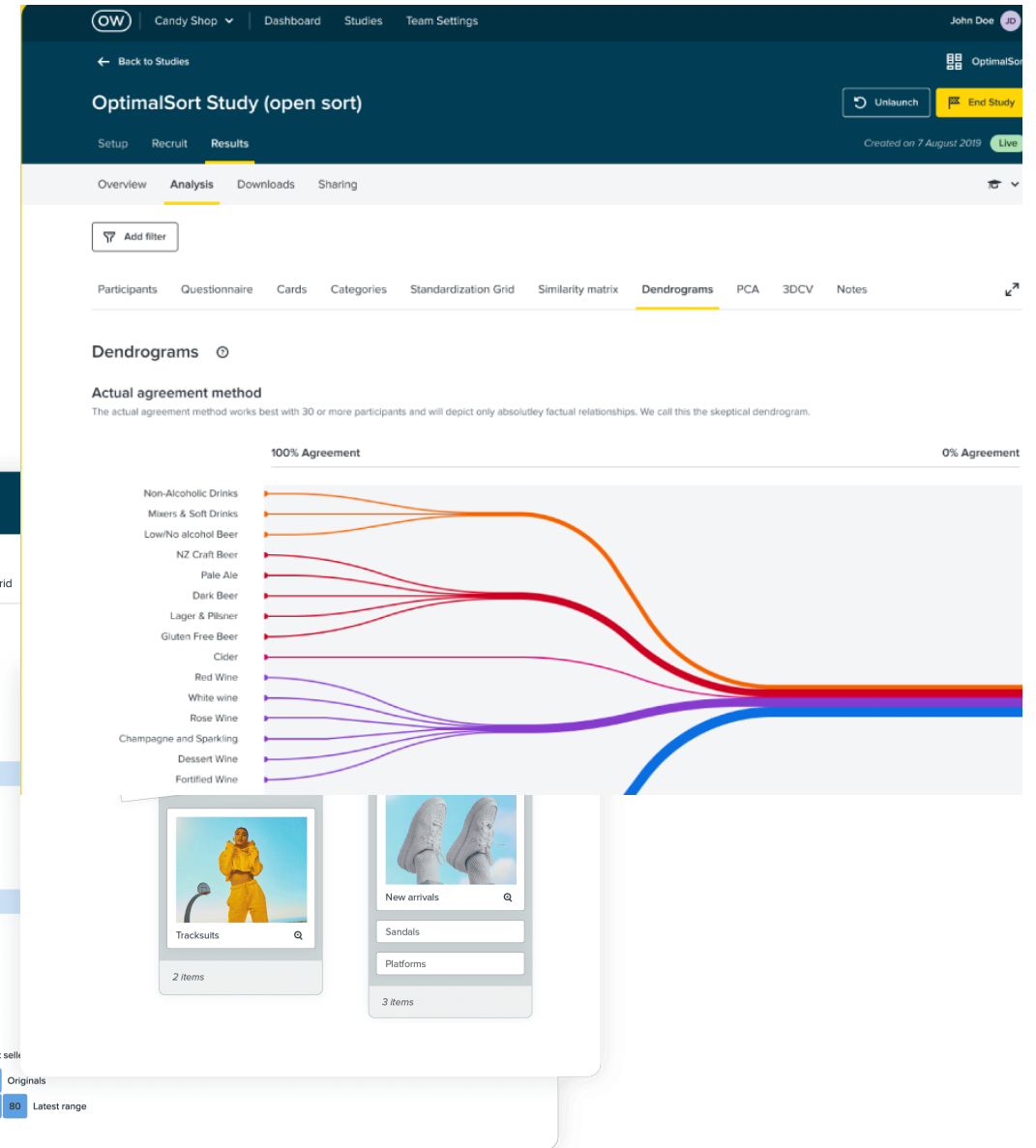
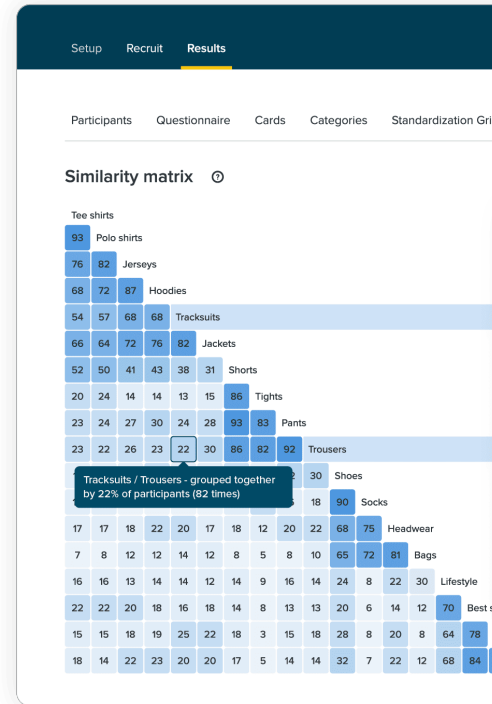


the Future of Concept Mapping

Tool Used



- Optimal Sort
 - Survey
 - Card Sorting
 - Clustering Analysis
 - Similarity Matrix
 - Dendrogram



Applications for Natural Language Processing AI

Summarize and group analysis.

Use app to visualize

**Search for social science theories
that back associations or
categorizations.**

Generate draft logic models.

Tools & Resources



Sustainability Methods

Description of concept mapping



Better Evaluation

Description of concept mapping

group.wisdom

Group Wisdom

Group Concept Mapping tool



Context Minds

AI Visual Keyword & Topic Research tool



Bill Trochim

Bill Trochim's research



U Conn, ScienceDirect, Github

Using R to Build Concept Maps

Learn More

