## Menu of Outcomes for Advocacy and Policy Work

### I. SHIFT IN SOCIAL NORMS

**Examples of outcomes**
- Changes in awareness
- Increased agreement about the definition of a problem (e.g., common language)
- Changes in beliefs
- Changes in attitudes
- Changes in values
- Changes in the salience of an issue
- Increased alignment of campaign goal with core societal values
- Changes in public behavior

**Examples of strategies**
- Framing issues
- Media campaign
- Message development (e.g., defining the problem, framing, naming)
- Development of trusted messengers and champions

### 2. STRENGTHENED ORGANIZATIONAL CAPACITY

**Examples of outcomes**
- Improved management of organizational capacity of organizations involved with advocacy and policy work
- Improved strategic abilities of organizations involved with advocacy and policy work
- Improved capacity to communicate and promote advocacy messages of organizations involved with advocacy and policy work
- Improved stability of organizations involved with advocacy and policy work

**Examples of strategies**
- Leadership development
- Organizational capacity building
- Communication skill building
- Strategic planning

### 3. STRENGTHENED ALLIANCES

**Examples of outcomes**
- Increased number of partners supporting an issue
- Increased level of collaboration (e.g., coordination)
- Improved alignment of partnership efforts (e.g., shared priorities, shared goals, common accountability system)
- Strategic alliances with important partners (e.g., stronger or more powerful relationships and alliances)
- Increased ability of coalitions working toward policy change to identify policy change process (e.g., venue of policy change, steps of policy change based on strong understanding of the issue and barriers, jurisdiction of policy change)

**Examples of strategies**
- Partnership development
- Coalition development
- Cross-sector campaigns
- Joint campaigns
- Building alliances among unlikely allies

### 4. STRENGTHENED BASE OF SUPPORT

**Examples of outcomes**
- Increased public involvement in an issue
- Increased level of actions taken by champions of an issue
- Increased voter registration
- Changes in voting behavior
- Increased breadth of partners supporting an issue (e.g., number of "unlikely allies" supporting an issue)
- Increased media coverage (e.g., quantity, prioritization, extent of coverage, variety of media "beats," message echoing)
- Increased awareness of campaign principles and messages among selected groups (e.g., policymakers, general public, opinion leaders)
- Increased visibility of the campaign message (e.g., engagement in debate, presence of campaign message in the media)
- Changes in public will

**Examples of strategies**
- Community organizing
- Media campaigns
- Outreach
- Public/grassroots engagement campaign
- Voter registration campaign
- Coalition development
- Development of trusted messengers and champions
- Policy analysis and debate
- Policy impact statements

### 5. IMPROVED POLICIES

**Examples of outcomes**
- Policy development
- Policy adoption (e.g., ordinance, ballot measure, legislation, legally binding agreements)
- Policy implementation (e.g., equity, adequate funding, other resources for implementing policy)
- Policy enforcement (e.g., holding the line on bedrock legislation)

**Examples of strategies**
- Scientific research
- Development of "white papers"
- Development of policy proposals
- Pilots/demonstration programs
- Educational briefings of legislators
- Watchdog function

### 6. CHANGES IN IMPACT

**Examples of outcomes**
- Improved social and physical conditions (e.g., poverty, habitat diversity, health, equality, democracy)

**Examples of strategies**
- Combination of direct service and systems-changing strategies

# Advocacy and Policy Change Composite Logic Model

## IMPACTS

- Improved Services and Systems
- Positive Social and Physical Conditions

## POLICY GOALS

- Policy Development
- Placement on the Policy Agenda
- Policy Adoption
- Policy Blocking
- Policy Implementation
- Policy Monitoring and Evaluation
- Policy Maintenance

## ACTIVITIES/TACTICS

### Communications and Outreach

- Electronic Outreach/Social Media
- Coalition and Network Building
- Briefings/Presentations
- Earned Media
- Grassroots Organizing and Mobilization
- Public Service Announcements
- Paid Media
- Rallies and Marches
- Polling
- Media Partnerships
- Voter Education
- Demonstration Projects or Pilots

### Politics and Policy

- Issue/Policy Analysis and Research
- Policymaker and Candidate Education
- Litigation or Legal Advocacy
- Policy Proposal Development
- Relationship Building with Decision Makers
- Lobbying

## INTERIM OUTCOMES

### Advocacy Capacity

- Organizational Capacity
- New Advocates *(including unlikely or nontraditional)*
- New Donors
- Partnerships or Alliances
- New Champions *(including policymakers)*
- More or Diversified Funding
- Collaboration and Alignment *(including messaging)*
- Organizational Visibility or Recognition

### Policy

- Awareness
- Public Will
- Media Coverage
- Salience
- Political Will
- Issue Reframing
- Attitudes or Beliefs
- Constituency or Support Base Growth

# Composite Logic Model Definitions

## Impacts

| | |
|---|---|
| **Improved Services and Systems** | Programs and services that are higher quality and more accessible, affordable, comprehensive, or coordinated. |
| **Positive Social and Physical Conditions** | Better circumstances and surroundings for people, communities, or society in general. |

## Policy Goals

| | |
|---|---|
| **Policy Development** | Creating a new policy proposal or policy guidelines. |
| **Placement on the Policy Agenda** | The appearance of an issue or policy proposal on the list of issues that policymakers give serious attention. |
| **Policy Adoption** | Successful passing of a policy proposal through an ordinance, ballot measure, legislation, or legal agreement. |
| **Policy Blocking** | Successful opposition to a policy proposal. |
| **Policy Implementation** | Proper implementation of a policy, along with the funding, resources, or quality assurance to ensure it. |
| **Policy Monitoring and Evaluation** | Tracking a policy to ensure it is implemented properly and achieves its intended impacts. |
| **Policy Maintenance** | Preventing cuts or other negative changes to a policy. |

## Advocacy Activities/Tactics

| | |
|---|---|
| **Electronic Outreach/Social Media** | Using technologies such as email, websites, blogs, podcasts, cell phones, Facebook, or Twitter to reach a large audience and enable fast communications. |
| **Earned Media** | Pitching the print, broadcast, or electronic media to get visibility for an issue with specific audiences. |
| **Paid Media** | Paying for media coverage through, for example, advertisements and "open letters." |
| **Media Partnerships** | Getting a media company to agree to promote a cause through its communications channels and programming. |
| **Coalition and Network Building** | Unifying advocacy voices by bringing together individuals, groups, or organizations who agree on a particular issue or goal. |
| **Grassroots Organizing and Mobilization** | Creating or building on a community-based groundswell of support for an issue or position, often by helping people affected by policies to advocate on their own behalf. |
| **Rallies and Marches** | Gathering a large group of people for symbolic events that arouse enthusiasm and generate visibility (particularly in the media). |
| **Voter Education** | Conveying an issue or position to specific groups of voters in advance of an election. |
| **Briefings/Presentations** | Making an advocacy case in person through one-on-one or group meetings. |
| **Public Service Announcements** | Placing a noncommercial advertisement to promote social causes. |
| **Polling** | Surveying the public via phone or online to collect data for use in advocacy messages. |
| **Demonstration Projects or Pilots** | Implementing a policy proposal on a small scale in one or several sites to show how it can work. |

## Composite Logic Model Definitions (continued)

| | |
|---|---|
| **Issue/Policy Analysis and Research** | Systematically investigating an issue or problem to better define it or identify possible solutions. |
| **Policy Proposal Development** | Developing a specific policy solution for the issue or problem being addressed. |
| **Policymaker and Candidate Education** | Telling policymakers and candidates about an issue or position, and about its broad or impassioned support. |
| **Relationship Building with Decision Makers** | Interacting with the policymakers or others who have the authority to act on the issue and put change in motion. |
| **Litigation or Legal Advocacy** | Using the judicial system to move policy by filing lawsuits, civil actions, and other advocacy tactics. |
| **Lobbying** | Attempting to influence legislation by communicating with a member or employee of a legislative body or with a government official or employee who may participate in forming legislation. |

### Interim Outcomes

| | |
|---|---|
| **Organizational Capacity** | The ability of an organization or coalition to lead, adapt, manage, and technically implement an advocacy strategy. |
| **Partnerships or Alliances** | Mutually beneficial relationships with other organizations or individuals who support or participate in an advocacy strategy. |
| **Collaboration and Alignment (including messaging)** | Individuals or groups coordinating their work and acting together. |
| **New Advocates (including unlikely or nontraditional)** | Previously unengaged individuals who take action in support of an issue or position. |
| **New Champions (including policymakers)** | High-profile individuals who adopt an issue and publicly advocate for it. |
| **New Donors** | New public or private funders or individuals who contribute funds or other resources for a cause. |
| **More or Diversified Funding** | The amount of dollars raised and variety of funding sources generated. |
| **Organizational Visibility or Recognition** | Identification of an organization or campaign as a credible source on an issue. |
| **Awareness** | Audience recognition that a problem exists or familiarity with a policy proposal. |
| **Salience** | The importance a target audience assigns an issue or policy proposal. |
| **Attitudes or Beliefs** | Target audiences' feelings or affect about an issue or policy proposal. |
| **Public Will** | Willingness of a (nonpolicymaker) target audience to act in support of an issue or policy proposal. |
| **Political Will** | Willingness of policymakers to act in support of an issue or policy proposal. |
| **Constituency or Support Base Growth** | Increase in the number of individuals who can be counted on for sustained advocacy or action on an issue. |
| **Media Coverage** | Quantity and/or quality of coverage generated in print, broadcast, or electronic media. |
| **Issue Reframing** | Changes in how an issue is presented, discussed, or perceived. |

# Summary of Unique Advocacy Evaluation Methods

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| Method (Developed by) | Synopsis | Conducted By | Type of Data Returned | Use This Method When |
|---|---|---|---|---|
| 1) **Bellwether Methodology** <br><br> (Harvard Family Research Project) | Evaluators conduct structured interviews with "bellwethers" or influential people in the public and private sectors whose positions require that they track a broad range of policy issues. At least part of the bellwether sample is "unconnected" to the policy issue of interest, and bellwethers are unaware beforehand that the interview will discuss the policy issue of interest. | External Evaluator | Qualitative | - Gauging whether an issue is on a federal, state, or local policy agenda and how it is positioned <br> - Assessing political will as an outcome <br> - Forecasting the likelihood of future policy proposals or changes <br> - Assessing the extent to which advocacy messages have "broken through" |
| 2) **Policymaker Ratings** <br><br> (Harvard Family Research Project) | Advocates (or other informed stakeholders) rate policymakers of interest on scales that assess policymakers' support for, and influence on, the issue | Advocates or External Evaluator | Quantitative | - Assessing the extent to which policymakers support a policy issue and whether that support is changing over time |
| 3) **Intense Period Debriefs** <br><br> (Innovation Network) | Evaluators engage advocates in evaluative inquiry shortly after a policy window or intense period of action occurs | External Evaluator | Qualitative | - Advocacy efforts are experiencing high-intensity levels of activity and advocates have little time to pause for data collection |
| 4) **System Mapping** | Evaluators or advocates visually map a system, identifying the parts and relationships in that system that are expected to change and how they will change, and then identifying ways of measuring or capturing whether those changes have occurred. | Advocates or External Evaluator | Qualitative | - The advocacy effort is trying to achieve systems change |