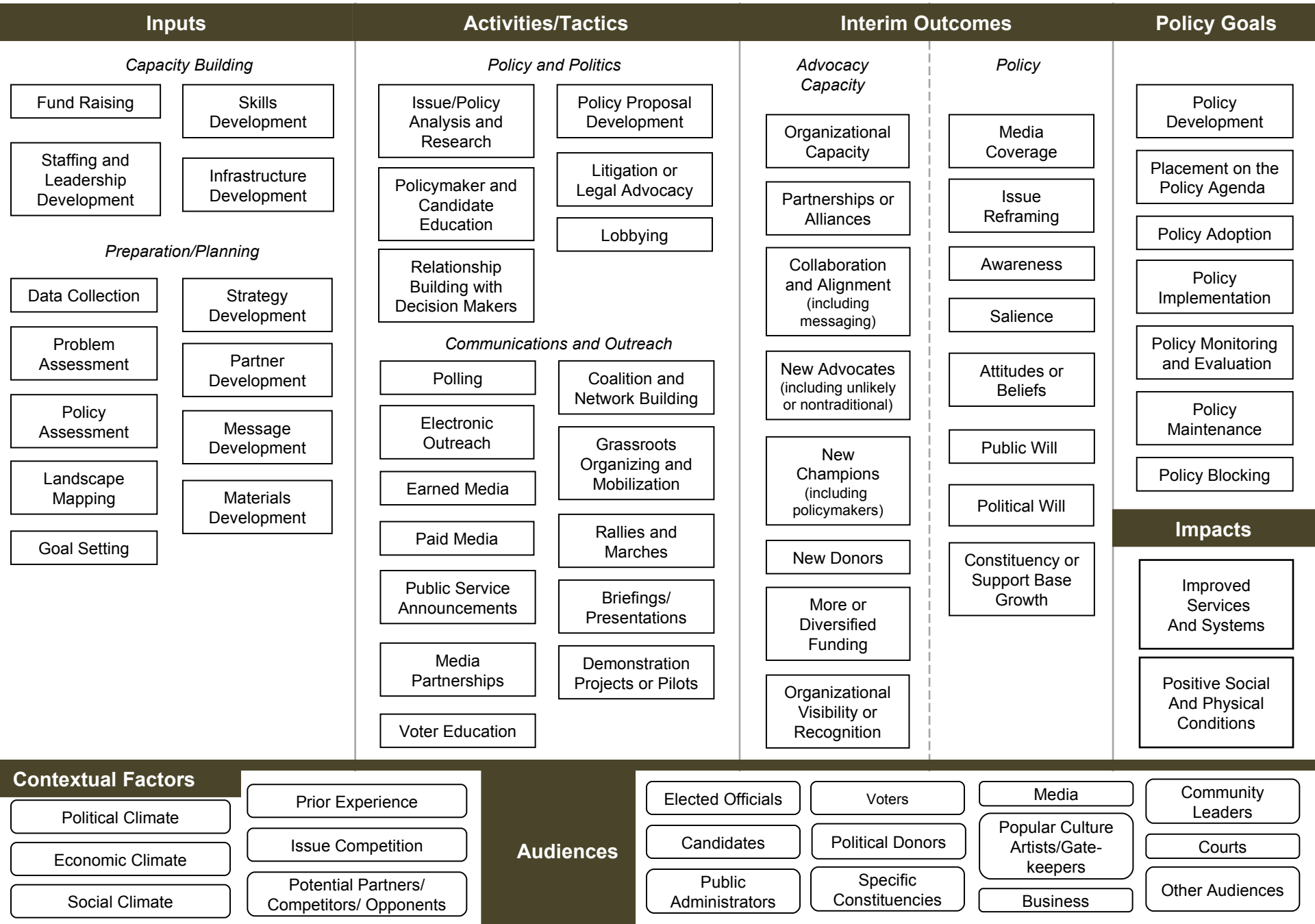


Advocacy and Policy Change Composite Logic Model



USING THE COMPOSITE LOGIC MODEL To Articulate an Advocacy Strategy or Theory of Change

The composite logic model can be used to help advocates, funders, and evaluators articulate an advocacy or policy change strategy or theory of change. The eight questions below guide users on how to use the model for that purpose. [Refer also to the accompanying PowerPoint that shows visually how to use the composite model to respond to these questions within the context of a hypothetical advocacy strategy.]

1 What is the advocacy or policy change goal?

Start by defining what, in the end, the advocacy strategy is trying to achieve. For many strategies, the goal(s) will be found in the model's last two columns—*policy goals* and *impacts* (pick boxes in each column if relevant). However, some strategies might aim for goals in the *interim outcomes* column, (e.g., the end goal is increasing the awareness or salience of a policy issue or developing a network of new advocates that can be called on to advocate when a policy window opens).

When considering this question, think about where the issue currently stands in the policy process. If it is early on, the goal may be raising awareness of the problem that needs to be addressed (an interim outcome on the model). Alternatively, the problem may already be known and the goal is developing a solution and getting that solution adopted as policy. Or, the policy may already exist and the goal is making sure it is implemented correctly and is having its intended impact.

2 Who is the audience?

The model's bottom right corner offers potential *audiences*. Select the audience(s) that the strategy needs to reach to achieve its goal(s). Think both about who needs to be part of the advocacy effort and which decision makers need to be convinced in order to achieve the strategy's goal. Most strategies will target multiple audiences.

3 What will it take to convince or move the audience?

Consider the *inputs*, *activities*, and *interim outcomes* in the composite logic model. What do those involved in the advocacy or policy change effort need to do to move the strategy's audience and achieve its goal? Select components in each column to illustrate how the strategy will achieve change. In the *inputs* column, select the steps or components that are necessary to prepare for the strategy's implementation. In the *activities* column, select the components involved in the strategy's implementation. In the *interim outcomes* category, select the outcomes that are necessary to achieve before the end goal can be accomplished. Note that

there may be an order or sequence to the interim outcomes (e.g., it may be necessary to get new advocates involved in the effort and acting as spokespersons before sufficient media coverage can be achieved).

4 What contextual factors might affect the strategy's success?

Think about the factors that are not controllable but that may impact the strategy's success and therefore are important to keep in mind. The model's bottom left corner offers potential contextual factors.

5 Where doesn't the strategy need to focus?

Consider whether there are *inputs*, *activities*, or *outcomes* on the model that are already in place and either don't have to be built (but can be leveraged), or are not relevant to the strategy. Keep in mind that some model components that are not selected may still be relevant (e.g., the strategy may result in some unanticipated outcomes). Identify components that are known to exist already or that definitely will not be a strategy focus. For example, among the interim outcomes, awareness about an issue or problem may already be high and therefore not a focus; the challenge instead will be increasing the audience's perception of its salience.

6 What will strategy collaborators do?

One advantage of the composite logic model is that it identifies a full range of possible advocacy activities and outcomes. As a result, it can be used to identify where other organizations or collaborators are positioned and how they complement the strategy. Identifying collaborators' positioning puts the strategy in context and shows where and how it will add value. It also illustrates potential points of synergy and collaboration that might not already exist.

7 What will the opposition or competition do?

Think about how the opposition is positioned. Consider whether counteractions are necessary, particularly where there is activity or outcome overlap. For example, if the opposition has a media strategy, consider potential audience reactions to competing messages and how to frame messages accordingly.

8 Is there a contingency plan?

If relevant, identify alternative paths to the end goal if the current strategy is not successful. Consider which components in the model will signal if the strategy is not working. For example, if the strategy is not successful in generating policymaker champions using one-on-one briefings with those policymakers, it may be necessary to build a larger cadre of advocates at the local level who will demonstrate demand and make a grassroots case for change.

USING THE COMPOSITE LOGIC MODEL To Guide Evaluation Decisions

The composite logic model can be used to guide decisions about the design of an advocacy and policy change evaluation. The five questions that follow facilitate strategic choices about the evaluation's focus. [*Refer also to the accompanying PowerPoint that shows visually how to use the composite logic model to respond to these questions within the context of a hypothetical advocacy strategy.*]

❶ Which components are relevant to the advocacy strategy?

Begin by selecting the components in the composite logic model that are relevant to the advocacy and policy change strategy being evaluated. Literally trace “a pathway” through the logic model, selecting relevant *inputs*, *activities*, *interim outcomes*, *policy goals*, and *impacts*. Select also the strategy's *audiences* and *contextual factors* that might impact the strategy.

While the evaluation could focus on all of the components in the composite logic model that are connected to the advocacy and policy change strategy, various factors—including the evaluation's users and how they intend to use it, evaluation timeframe, and available evaluation resources—may call for a strategic narrowing of the evaluation's focus. The remaining questions concentrate on how to use the composite logic model to help make those decisions.

❷ Given the evaluation's intended users and use, which outcomes are priorities?

Consider the evaluation's primary users, what they want or need to know about the strategy's progress or success, and how they will use that information. Given these decisions, are some logic model components more important to assess than others? For example, if the primary evaluation user is the organization leading the advocacy effort, and that organization wants to use the evaluation to get real-time data that will suggest opportunities for continuous strategy improvement, then the evaluation may want to focus on assessing the activities and interim outcomes that come earlier in the policy change process. A funder, on the other hand, may be more interested in learning about the strategy's ultimate success in achieving its policy outcome(s) (e.g., moving the issue higher on the policy agenda or ensuring that a policy is properly implemented).

3 Are there outcomes the strategy should not be directly accountable for?

For some advocacy and policy change efforts, certain outcomes or impacts related to the advocacy or policy change strategy may be so long-term or hinge on so many external or contextual factors that it may be appropriate to focus the evaluation less on them and more on the shorter-term or interim outcomes that are connected directly to the advocacy effort. Capturing the organization's unique contribution to the outcomes it is linked closest to may be more meaningful than capturing outcomes that many organizations or other factors will affect (and will help to show how the advocacy effort may have contributed to those other outcomes). Outcomes or impacts that are not prioritized will still be relevant as they will remain part of the strategy; they simply will not be the evaluation's main focus.

4 Given the evaluation timeframe, which outcomes are achievable?

Often, advocacy or policy change strategies are long-term endeavors with evaluations that run on shorter timeframes than the strategies themselves. For example, an organization with a ten-year advocacy strategy might have a three-year evaluation because the strategy's funder would like to make decisions about whether to continue funding after several years, or because the organization conducting the advocacy wants to understand early on whether it is gaining traction and momentum on the way to its policy goal. Consider what outcomes among those selected in the composite logic model are realistic to expect within the evaluation's timeframe.

5 Given the evaluation resources available, which outcomes are best pursued?

Rarely are enough evaluation resources available to collect data on every relevant component in the composite logic model. Think about available evaluation resources in terms of both staffing and dollars. If limited resources are available, where might they be most strategically focused? Where are learning needs or accountability demands the greatest?

Consider also whether the evaluation will be internal or external. Some outcomes may be well-suited for internal monitoring and tracking rather than external evaluation. Other outcomes may be better suited to the expertise or objective perspective that an external evaluator can bring (e.g., assessing advocates' influence on key audiences in the policy process (such as policymakers, the media, the business community, or voters)).

Advocacy and Policy Change Logic Model Definitions

Inputs	
Fund Raising	Generating the public or private dollars needed to carry out an advocacy strategy.
Staffing and Leadership Development	Hiring or developing the people to implement an advocacy strategy and establishing a clear understanding of who is doing what.
Skills Development	Getting the up-to-date knowledge and abilities needed to implement an advocacy strategy.
Infrastructure Development	Setting up the equipment, systems, and other nuts-and-bolts supports needed to advocate.
Data Collection	Gathering data needed upfront to plan, implement, or evaluate an advocacy strategy.
Problem Assessment	Understanding the nature and extent of the problem being addressed and how best to address it.
Policy Assessment	Assessing what about an issue or policy needs to change and where the issue is on the policy agenda or in the policy process.
Landscape Mapping	Reviewing the policy and political environment that surrounds and will affect an advocacy strategy.
Goal Setting	Developing a clear understanding of what success will be and what it will look like.
Strategy Development	Planning systematically for how to position and deciding what tactics to use to reach the goal.
Partner Development	Building formal or informal relationships with advocacy strategy collaborators and contributors.
Message Development	Determining what to say, who to say it to, how to say it, and who to deliver it.
Materials Development	Creating publications, brochures, websites, or other “communications collateral” to deliver advocacy messages.
Advocacy Activities/Tactics	
Issue/Policy Analysis and Research	Systematically investigating an issue or problem to better define it or identify possible solutions.
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.
Policy Proposal Development	Developing a specific policy solution for the issue or problem being addressed.
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.
Polling	Surveying the public via phone or online to collect data for use in advocacy messages.
Electronic Outreach	Using technologies such as email, websites, blogs, podcasts, and cell phones 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.”
Public Service Announcements	Placing a non-commercial advertisement to promote social causes.

Media Partnerships	Getting a media company to agree to promote a cause through its communications channels and programming.
Voter Education	Conveying an issue or position to specific groups of voters in advance of an election.
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).
Briefings/Presentations	Making an advocacy case in person through one-on-one or group meetings.
Demonstration Projects or Pilots	Implementing a policy proposal on a small scale in one or several sites to show how it can work.
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.
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.
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 target audience (non-policymakers) 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.
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 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.
Policy Blocking	Successful opposition to a policy proposal.
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, and the larger web of life of which we are a part.
Contextual Factors	
Political Climate	Factors about the policy process and current policy and political environment that can affect a policy proposal's success.
Economic Climate	Factors about the current or future economic environment or about the budget process that might affect the availability of funds to support a policy proposal.
Social Climate	Current events, crises, tensions, or social movements that might positively or negatively affect a policy proposal's success.
Prior Experience	An organization's previous experience with advocacy generally or with advocacy on this particular issue.
Issue Competition	Other issues that are competing for positioning on the policy agenda.
Potential Partners/Competitors/Opponents	Non-partner organizations or individuals who also are advocating on an issue, either for or against a given position.
Audiences	
Elected Officials	Individuals elected to public office.
Candidates	Individuals running for public office.
Public Administrators	Individuals in government agencies who administer, oversee, and manage public programs or funds.
Voters	Individuals who are registered to vote, or more specifically individuals with an established voting record.
Political Donors	Individuals and groups that donate to candidates, campaigns, and PACs.
Specific Constituencies	Groups of people with shared interests, characteristics, or qualities, often because of where they live or what they do.
Media	Individuals who generate news coverage for newspapers, radio, television, or websites and are in a position to include an issue in their coverage.
Popular Culture Artists and Gatekeepers	Individuals who contribute to popular culture (e.g., writers (song, screenplay, television), producers, directors, agents, and performers).
Business	Private-sector organizations or enterprises.
Community Leaders	Individuals who are influential in their communities, such as mayors, school board members, clergy, police chiefs, etc.
Courts	The local, state, or federal forums where legal disputes are adjudicated.