

## Advocacy Outcome Categories

### 1. Shift in Social Norms

Description: the knowledge, attitudes, values and behaviors that compose the normative structure of culture and society. Advocacy and policy work has become increasingly focused on the importance of aligning advocacy and policy goals with **core and enduring social values and behaviors**.

### 2. Strengthened Organizational Capacity

Description: the skill set, staffing and leadership, organizational structure and systems, finances and strategic planning among non-profit organizations and formal coalitions that plan and carry out advocacy and policy work. The development of these core capacities are critical **organizational conditions** of advocacy and policy change efforts.

### 3. Strengthened Alliances

Description: the level of coordination, collaboration and mission alignment among community and system partners, including nontraditional alliances, e.g., bipartisan alliances, unlikely allies. These **structural changes in community and institutional relationships and alliances** have become essential forces in presenting common messages, pursuing common goals, enforcing policy changes and insuring the protection of policy "wins" in the event that they are threatened.

### 4. Strengthened Base of Support

Description: the grassroots, leadership and institutional support for particular policy changes. The **breadth, depth and influence of support among the general public, interest groups and opinion leaders** for particular issues provides a major structural condition for supporting changes in policies. This outcome category spans many layers of culture and societal engagement, including increases in civic participation and activism, "allied voices" among informal and formal groups, the coalescence of dissimilar interest groups, actions of opinion leader champions and positive media attention.

### 5. Improved Policies

Description: the **stages of policy change in the public policy arena**. These stages include policy development, policy proposal, demonstration of support (e.g., co-sponsorship), adoption, funding and implementation. This outcome area has frequently been the past focus of measuring the success of advocacy and policy work. Though certainly the major focus of such work, it is rarely achieved without changes in the preconditions to policy change identified in the other outcome categories.

### 6. Changes in Impact

Description: the **ultimate changes in social and physical lives and conditions**, .i.e., changes in individuals, populations and physical environments, that motivate policy change efforts. Changes in impacts are long-term outcomes and goals. They would be important to monitor and evaluate in those funding situations in which grant makers and advocacy organizations view themselves as partners in social change. These types of changes are influenced by policy change but typically involve far more strategies - including direct interventions, community support, and personal and family behaviors - than policy change alone.

Source: *A Guide to Measuring Advocacy and Policy*, Annie E. Casey Foundation, 2007