Candidate Outcome Indicators: Advocacy Program

Implementing an outcome monitoring process enables organizations to track progress in achieving the program’s mission. With this information, program managers can better develop budgets, allocate resources and improve their services. This document includes the following suggestions for starting or improving outcome measurement efforts:

1. **Outcome sequence chart** – *Identifies key outcomes presented in the sequence that are normally expected to occur.* The chart illustrates how one outcome leads to the next and identifies specific indicators that might be used to track each outcome. Intermediate outcomes tend to be on the left, and end (or final) outcomes are on the right. The program description at the top of the chart is meant to encompass a range of similar programs.

2. **Candidate outcome indicators** – *Lists outcomes and associated indicators as a starting point for deciding which outcomes to track.* They were chosen based on a review of the program area and consultation with program experts. Only outcome indicators are included (not physical outputs, such as number of classes held; not efficiency, such as cost per counseling session; and not organization issues, such as success in fundraising or staffing). The focus is on program beneficiaries (clients, customers, citizens, participants) and what has been accomplished for them. A data source or collection procedure is suggested for each indicator.

**Suggestions and Limitations for Use of the Materials**

- Involve others in deciding which outcomes and indicators to track. Obtain input from staff, board members, and clients. As an early step, prepare your own version of an outcome sequence chart—one that you believe fits the needs of your program.

- Review the project report for additional ideas on relevant indicators and additional resources: *Building a Common Framework to Measure Nonprofit Performance.*

- Tabulate the outcome information by various categories of clients to see if outcomes are different for different clients (e.g., gender, age group, income level, handicap level, and race/ethnicity). Use that information to help better target your efforts.

- Start with a small number of the indicators, especially if you have had only very little experience with such data collection and have very limited resources. Add more outcomes and indicators to the performance measurement system later, as you find that information is likely to be useful.

- Outcome information seldom, if ever, tells **why** the outcomes have occurred. Many internal and external factors can contribute to any outcome. Instead, use the outcome data to identify **what** works well and what does not. Use the data to determine for which categories of clients your procedures and policies are working well and for which they are not working well. To the extent that the program is not working as well as expected, then attempt to find out the reasons. This investigation process leads to continuous learning and program improvement.
Advocacy Program Description
To improve the condition of the target population, specifically to help protect human, legal and civil rights, by change efforts initiated by a policy-advocacy organization or organizations that do policy advocacy as a part of their work. Programs may also include non-human issues such as animals or environment.

Outcome Sequence Chart

**OUTPUT**
Issues are identified and defined

1. **Increased visibility by policy advocacy organization on issue X**
   - Positive publicity on issue X.
   - Improved alliances in the community (community engagement).
   - Increased knowledge and support for issue X
   - Increased legislative support for issue X
   - Increased favorable litigation for issue X

2. **Improved alliances in the community (community engagement)**
   - Positive publicity on issue X.
   - Increased visibility by policy advocacy organization on issue X
   - Improved alliances in the community (community engagement).
   - Increased knowledge and support for issue X
   - Increased legislative support for issue X
   - Increased favorable litigation for issue X

3. **Improved alliances in the community (community engagement)**
   - Positive publicity on issue X.
   - Increased visibility by policy advocacy organization on issue X
   - Improved alliances in the community (community engagement).
   - Increased knowledge and support for issue X
   - Increased legislative support for issue X
   - Increased favorable litigation for issue X

4. **Increased visibility by policy advocacy organization on issue X**
   - Positive publicity on issue X.
   - Improved alliances in the community (community engagement).
   - Increased knowledge and support for issue X
   - Increased legislative support for issue X
   - Increased favorable litigation for issue X

5. **Increased knowledge and support for issue X**
   - Improved alliances in the community (community engagement).
   - Positive publicity on issue X.
   - Increased visibility by policy advocacy organization on issue X
   - Improved alliances in the community (community engagement).
   - Increased knowledge and support for issue X
   - Increased legislative support for issue X
   - Increased favorable litigation for issue X

6. **Increased legislative support for issue X**
   - Improved alliances in the community (community engagement).
   - Positive publicity on issue X.
   - Increased visibility by policy advocacy organization on issue X
   - Improved alliances in the community (community engagement).
   - Increased knowledge and support for issue X
   - Increased favorable litigation for issue X

7. **Increased favorable litigation for issue X**
   - Improved alliances in the community (community engagement).
   - Positive publicity on issue X.
   - Increased visibility by policy advocacy organization on issue X
   - Improved alliances in the community (community engagement).
   - Increased knowledge and support for issue X
   - Increased legislative support for issue X

8. **Increased favorable litigation for issue X**
   - Improved alliances in the community (community engagement).
   - Positive publicity on issue X.
   - Increased visibility by policy advocacy organization on issue X
   - Improved alliances in the community (community engagement).
   - Increased knowledge and support for issue X
   - Increased legislative support for issue X

9. **Increased favorable litigation for issue X**
   - Improved alliances in the community (community engagement).
   - Positive publicity on issue X.
   - Increased visibility by policy advocacy organization on issue X
   - Improved alliances in the community (community engagement).
   - Increased knowledge and support for issue X
   - Increased legislative support for issue X

10. **Improved favorable litigation for issue X**
    - Improved alliances in the community (community engagement).
    - Positive publicity on issue X.
    - Increased visibility by policy advocacy organization on issue X
    - Improved alliances in the community (community engagement).
    - Increased knowledge and support for issue X
    - Increased legislative support for issue X

11. **Improved favorable litigation for issue X**
    - Improved alliances in the community (community engagement).
    - Positive publicity on issue X.
    - Increased visibility by policy advocacy organization on issue X
    - Improved alliances in the community (community engagement).
    - Increased knowledge and support for issue X
    - Increased legislative support for issue X

12. **Improved favorable litigation for issue X**
    - Improved alliances in the community (community engagement).
    - Positive publicity on issue X.
    - Increased visibility by policy advocacy organization on issue X
    - Improved alliances in the community (community engagement).
    - Increased knowledge and support for issue X
    - Increased legislative support for issue X

13. **Improved favorable litigation for issue X**
    - Improved alliances in the community (community engagement).
    - Positive publicity on issue X.
    - Increased visibility by policy advocacy organization on issue X
    - Improved alliances in the community (community engagement).
    - Increased knowledge and support for issue X
    - Increased legislative support for issue X

14. **Increased favorable litigation for issue X**
    - Improved alliances in the community (community engagement).
    - Positive publicity on issue X.
    - Increased visibility by policy advocacy organization on issue X
    - Improved alliances in the community (community engagement).
    - Increased knowledge and support for issue X
    - Increased legislative support for issue X

**Indicators**

1. Number people targeted with information on issue X.
2. Number of media outlets that publish material developed by organization.
3-4. Number of organizations a) involved in coalition b) attending meetings/assemblies.
5. Number and percent of a) participants b) community residents providing funding to support the cause.
6-7. Number of elected officials who publicly support the campaign and number of legislative votes in favor of the program's position on issue X.
8. Number of litigation in favor of the program's position on issue X.
9. Number and percent of sought actions taken by a government agency.
10-11. Number of favorable legislation/reform measures passed related to program goals or development and number of regulations changed in favor of issue X.

**Resident/community satisfaction**
Satisfaction with program services is an outcome that occurs within almost every program area, yet does not necessarily have a sequential placement. The indicator may be: Number and percent of community residents satisfied with services of policy/advocacy organization.

Sources Consulted: Community Foundations, Chicago Community Organizing Capacity Building Initiative (CCBI), Woods Fund of Chicago community organizing grantees, Community Organizing Toolbox: A Funder’s Guide to Community Organizing, Alliance for Justice
**Program Description:**

To improve the condition of the target population, specifically to help protect human, legal and civil rights, by change efforts initiated by a policy-advocacy organization or organizations that do policy advocacy as a part of their work.

Programs may also include non-human issues such as animals or environment.

<table>
<thead>
<tr>
<th>Common Outcomes</th>
<th>Program Specific Outcome</th>
<th>Advocacy Indicators</th>
<th>Data Collection Strategy</th>
<th>Notes</th>
<th>Outcome Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Increased Awareness</td>
<td>Increased visibility by policy advocacy organization on issue X</td>
<td>Number of people targeted with information on issue X</td>
<td>Organizational Records</td>
<td>Note #1 &amp; #2</td>
<td>Intermediate</td>
</tr>
<tr>
<td>2 Increased Awareness</td>
<td>Positive publicity on issue X</td>
<td>Number of media outlets that publish material developed by organization</td>
<td>Organizational Records</td>
<td>Note #1 &amp; #3</td>
<td>Intermediate</td>
</tr>
<tr>
<td>3 Increase Incidence of Desirable Activity or Condition</td>
<td>Improved alliances in the community (community engagement)</td>
<td>Number of organizations attending meeting/assemblies</td>
<td>Program Records/Minutes from the meeting/Attendance Records</td>
<td></td>
<td>Intermediate</td>
</tr>
<tr>
<td>4 Increase Incidence of Desirable Activity or Condition</td>
<td>Improved alliances in the community (community engagement)</td>
<td>Number of organizations involved in coalition for issue X</td>
<td>Program Records</td>
<td></td>
<td>Intermediate</td>
</tr>
<tr>
<td>5 Build Skills/Knowledge</td>
<td>Increased knowledge and support for issue X</td>
<td>Number and percent of a)participants b)community residents providing funding to support the cause</td>
<td>Survey of participants or community residents/Organizational Records</td>
<td></td>
<td>Intermediate</td>
</tr>
<tr>
<td>6 Influence Public Policy</td>
<td>Increased legislative support for issue X</td>
<td>Number of elected officials who publicly support the campaign</td>
<td>Trained Observer/Researcher</td>
<td></td>
<td>Intermediate</td>
</tr>
<tr>
<td>7 Influence Public Policy</td>
<td>Increased legislative support for issue X</td>
<td>Number of legislative votes in favor of the program’s position on issue X</td>
<td>Review of Official Documents</td>
<td>See Note #4</td>
<td>Intermediate</td>
</tr>
<tr>
<td>8 Influence Public Policy</td>
<td>Increased favorable litigation for issue X</td>
<td>Number of litigation in favor of the program’s position on issue X</td>
<td>Review of Official Documents</td>
<td></td>
<td>Intermediate</td>
</tr>
<tr>
<td>9 Influence Public Policy</td>
<td>Change in policy</td>
<td>Number and percent of sought actions taken by the government agency</td>
<td>Review of Official Documents</td>
<td>See Note # 5</td>
<td>End</td>
</tr>
<tr>
<td>10 Positive Benefit as a Result of Program</td>
<td>Change in policy</td>
<td>Favorable legislation/reform measures passed related to program goals or development</td>
<td>Public Records</td>
<td>See Note # 5</td>
<td>End</td>
</tr>
<tr>
<td>11 Positive Benefit as a Result of Program</td>
<td>Increased regulatory process implementation for issue X</td>
<td>Number of regulations changed in favor of issue X</td>
<td>Public Records</td>
<td></td>
<td>End</td>
</tr>
<tr>
<td>12 Positive Benefit as a Result of Program</td>
<td>*Increased Equity in community</td>
<td>The specific indicators will depend on the purpose of the advocacy</td>
<td>Public Records</td>
<td>See Note #6</td>
<td>End</td>
</tr>
<tr>
<td>13 Positive Benefit as a Result of Program</td>
<td>*Implementation of changed policy</td>
<td>The specific indicators will depend on the purpose of the advocacy</td>
<td>Public Records</td>
<td>See Note #6 and #7</td>
<td>End</td>
</tr>
<tr>
<td>14 Positive Benefit as a Result of Program</td>
<td>*Improved condition of population X</td>
<td>The specific indicators will depend on the purpose of the advocacy</td>
<td>Public Records</td>
<td>See Note # 6 and #7</td>
<td>End</td>
</tr>
<tr>
<td>Resident/Community Satisfaction</td>
<td>Resident/Community Satisfaction</td>
<td>Indicators include: Number and percent of community residents satisfied with services of community organizing or policy/advocacy organization</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Note # 1: Specific to a particular ad, website, article etc, as pertains to "issue x"
General Notes:
Variations of outcome indicators may be used. For example, many of the indicators can be expressed either positively or negatively.

People may not agree with designations presented here of "intermediate" or "end" outcome stage. While these designations are generally the common order of events for this program area, some organizations may order events differently. The important issue is what should be measured and its relative significance, not how it is labeled.

Sources Consulted: Community Foundations, Chicago Community Organizing Capacity Building Initiative (CCBI), Woods Fund of Chicago community organizing grantees, Community Organizing Toolbox: A Funder's Guide to Community Organizing, Alliance for Justice

Note # 2: # published in local newspapers, # published in newspaper outside of metro area (to demonstrate reach), # of papers published in professional magazines/journals

Note # 3: Actions includes rallies, public events, call-in days, sign-on letters, testifying in front of decision-makers etc.
Note # 4: Number of bills actively supported by campaigns conducted by the program
Note # 5: The policy change may be public, private, or regulatory
Note # 6: Population types may be defined as demographic groups including but not limited to race or gender.
Note # 7: Indicators may include, but are not limited to: the amount of funding budgeted by the federal, state, or local government; the length of time devoted by citizens to the issue; the lasting success of the campaign (more than 5 years). Practitioners may seek specific program area indicators as well.