

# Choosing Outcomes and Success Markers Worksheet



New Tactics  
in Human Rights

[www.cvt.org](http://www.cvt.org)

# Choosing Outcomes and Success Markers Worksheet

This worksheet is intended as a guide for selecting Outcomes and Success Markers for a campaign's advocacy actions. This is a key step in evaluating a campaign's success. Outcomes and Success Markers should be defined before your campaign takes action for a few reasons:

Campaign	An organized, collective effort toward a particular goal of political, social or economic change.
Outcome	A planned or achieved result of an advocacy campaign's tactics or of a campaign.
Success Marker	A fixed standard of success for your selected Outcome that can be compared with what actually happens because of your tactic or campaign.

- 1 To best utilize the resources your campaign has available, you need to make sure that the actions you take connect with the results you want to achieve. Deciding on Outcomes and Success Markers together before you take action will help you to decide on how to best take action.
- 2 Your campaign should later compare what you wanted to achieve with your campaign's action to what was actually achieved by the action. This will allow you to check again if your tactics are effective, or if your campaign should invest their energy in different actions, in order to achieve the desired result.
- 3 The process of selecting Outcomes and Success Markers should be a collaborative process involving many campaign members, especially those who are most affected by the issue your campaign is addressing. Deciding on Outcomes and Success Markers together is a powerful way to establish a shared vision, and motivate your campaign to take action.

Together, use the following three steps to decide on, and document, your campaign's Outcomes and Success Markers.

## STEP 1: Choose a Limited Number of Outcomes

Choose a limited number of **Outcomes** that are important for your campaign to achieve on the way to your overall campaign's goals.

We suggest selecting one to three Outcomes to help focus your evaluation and your campaign's strategy. Your campaign can use the Outcome Title and Outcome Statement examples in the table on Page 4<sup>2</sup>, or create your own unique Outcome Title and Outcome Statement based on your campaign's objectives.

The Color Key on this page provides some Tactical Action Areas to help your campaign in choosing between the Outcome Titles and Statements on Page 4. You do not need to use the Color Key to use the table on Page 4.

### Color key: Tactical Action Areas

#### **RESEARCH:**

Outcomes in this area focus on gathering information needed for other campaign actions.

#### **INTERNAL CAPACITY BUILDING:**

Outcomes in this area focus on increasing a campaign or organization's ability to carry out advocacy including commitment, structure, mobilization, leadership and decision making.

#### **MOBILIZATION:**

Outcomes in this area focus on bringing together individuals, organizations and institutions into collective effort on an issue.

#### **ENGAGING DECISION MAKERS:**

Outcomes in this area involve influencing a person or group of people to make decisions that positively affect change on an issue.

<sup>1</sup> The identification of the four action areas outlined comes from the advocacy experience of Mr. Faisal Abu Sondos, former Executive Director of The Royal Conservation Society of Jordan (JREDS). Mr. Abu Sondos has been a New Tactics Method Trainer since 2010 and Lead Method Trainer since 2011. While using the New Tactics Strategic Effectiveness Method in his own organizations' advocacy efforts and coaching other civil society organizations in using the Method he identified these four action areas to assess progress. These action areas first appeared in publication in the [Jordanian Civic Activists Toolkit II](#), a rich selection of Jordanian advocacy campaigns from a wide range of civil society organizations initiatives that took place between 2014 and 2018 with support from the USAID Civic Initiatives Support program (CIS) (2013 – 2018).

<sup>2</sup> These Outcome Titles and Statements were created from an extensive review of the Literature about Advocacy Evaluation, combined with the experiences of activists, trainers, and evaluators connected with New Tactics in Human Rights.

## STEP 1: Choose a Limited Number of Outcomes

Table: Example Outcome Titles and Statements

OUTCOME TITLE	<b>OUTCOME STATEMENT:</b> <b>As a result of our action, we hope that</b> <b><u>A person or group of people</u><sup>3</sup> will...</b>
Information	...provide us with reliable information on our issue.
Increased understanding of issue	...have more understanding about our issue.
Stigma Reduction	...have less negative attitudes or beliefs about a group who experiences discrimination.
Policy development	...provide recommendations or text for a proposed law, regulation, or procedure.
Increased skills for advocacy	...have a greater ability to implement an advocacy strategy. (to lead, manage, evaluate, or provide technical expertise)
Civic engagement	...be more involved in our issue or other issues of public concern.
Contribution	...make a contribution of funds, social media accounts, time, or material goods towards an advocacy goal.
Participation	...decide the direction of our campaign.
Restoration	...experience restoration or restitution.
Empowerment	...have more power to influence our issue or other social, economic, and physical conditions.
Network Development	...connect with individuals, groups, and organizations in related fields.
Coalition	...engage in coordinated efforts toward a common advocacy goal.
Consensus building	...agree with proposed policy change.
Policymaker Relationships	...have a closer or better relationship with our campaign.
Policy Implementation	...implement an existing law, regulation, or procedure.
Policy Change	...change a law, regulation, or procedure.
Human rights norms	...act according to human rights principles.
Accountability	...hold perpetrators accountable for human right abuses.

<sup>3</sup> These outcomes all incorporate action or experiences of particular people. This is because we acknowledge that advocacy requires people to take action for change to occur – both in their interactions with other people, and in their interactions with the larger systems around them.

## STEP 1: Choose a Limited Number of Outcomes

**Target:** The person, or group of people, the tactic is intended to affect.

Use the table below to guide a discussion to further refine your selected Outcomes and Targets.

Repeat this table for each Outcome you have selected. See the end of this worksheet for an example completed table.

Outcome Title	Outcome Statement	Target (what person or group of people?)
	As a result of our action, we hope that a person or group of people will _____ _____ _____ _____	
Why did you select this Outcome?		
Why did you select this Target (person or group of people) for this Outcome?		
What would success for this Outcome and Target look like for your campaign? (What precisely would you like to accomplish?)		
What risks (to individuals, communities, or your campaign) do you think you will face in targeting this particular person or group of people?		

## STEP 2: Choosing Good Success Markers

A Success Marker<sup>4</sup> is a fixed standard of success for your outcome that can be compared with actual results of a tactic or campaign. The following guidelines are intended to help you think of good Success Markers for your campaign specific Outcome with its selected Target. Create at least one each of these three types of Success Markers for each Outcome with its Target, and record them on the “**Outcome and Success Marker Summary Sheet**” on page 9.



**Expect Success Marker** (should be a modest success that you believe is very realistic)  
What do you **expect** to see within your selected Outcome if a tactic is successful?



**Like Success Marker** (should be a slightly more ambitious success that you still believe is realistic)  
What would you **like** to see within your selected Outcome if a tactic is very successful?



**Love Success Marker** (should be a much more ambitious success that could happen but would be exciting and surprising if it did)  
What would you **love** to see within your selected Outcome if a tactic is extremely successful?

As you think about what to use for Success Markers, keep in mind the following guidelines:

0. ➔ **ZERO (no) ambiguity**
1. ➔ **ONE measure is described**
2. ➔ **TWO issues are considered**
3. ➔ **THREE (or more) people agree**

<sup>4</sup> The terms “Benchmarks” or “Progress Markers” are used in other evaluation materials. We chose to use “Success Marker” in order to make the term more accessible in English and Arabic, and to be less tied to traditional success/fail measures used in other evaluations.

## STEP 2: Choosing Good Success Markers

### **ZERO (no) ambiguity.**

A Success Marker should be a self-contained statement that does not need explanation, and is clearly a description of progress in your outcome area. If there are different ways to interpret your Success Marker, decide on a more precise definition.

For example, a POOR Success Marker for an outcome of a coalition would be “Coalition is built”, because there are many ways to understand a Coalition being built.

A BETTER Success Marker would be “Ally organizations met three times in the last three months to discuss shared strategy.” This Success Marker clearly defines your standard to measure and is a clear description of progress related to building a Coalition.

### **ONE measure is described by each Success Marker.**

Each Success Marker should measure just one thing. You can always separate a Success Marker with multiple components into several different Success Markers.

For example, a POOR Success Marker would be “Three ally organizations officially adopt our campaign’s position and attend at least one campaign event.” This Success Marker includes two measures in one statement. A BETTER set of Success Markers would be:

- a.** “Three ally organizations officially adopt our campaign’s position.”
- b.** “Three ally organizations attend at least one campaign event.”

These Success Markers each measure one thing.

## STEP 2: Choosing Good Success Markers

### **TWO issues for collecting information are considered.**

To compare your Success Marker with your actual campaign's results, you must make sure that measuring the Success Marker is possible:

#### **a. WITH the resources you have available (money, time, expertise, connections).**

For example, "Percent of community members who expressed agreement with the campaign position on a community poll" might be a great Success Marker if you have the expertise, time, and finances to survey the entire community population (or a representative sample) about their position. However, for most campaigns this is not realistic.

#### **b. WITHOUT causing harm (to the campaign, communities or individuals).**

For example, "Number of government officials who expressed support for your campaign in conversation with campaign members" might be a great Success Marker if talking to government officials will not put your campaign members at risk. However, the safety of campaign members, as well as other community members, should be a high priority when deciding on Success Markers.

**THREE different people (or more!) agree** that this Success Marker would be able to show success within this Outcome, related to this Target. It is important that a variety of perspectives are included in reviewing your Success Markers: those from within your campaign, those from the community most affected by the human rights violation your campaign is addressing, and those from outside your organization. A good Success Marker should be developed collaboratively and understood by multiple audiences, including allies, funders, and community members with little knowledge of the campaign.

## Table: Outcome and Success Marker Summary Sheet

Use this summary table for each selected Outcome. Use additional copies of this page as needed. See the next page for an example completed Summary Sheet.

Campaign:	Date this worksheet completed:
Outcome Title:	
<b>Outcome Statement (incorporate your specific Target and Outcome into one statement):</b>	
<b>Success Markers:</b> Record at least one of each type of Success Marker for your selected Outcome with its selected Target.	
	<b>Expect Success Marker</b> (should be a modest success that you believe is very realistic)  What do you <b>expect</b> to see within your selected Outcome if a tactic is successful?
	<b>Like Success Marker</b> (should be a slightly more ambitious success that you still believe is realistic)  What would you <b>like</b> to see within your selected Outcome if a tactic is very successful?
	<b>Love Success Marker</b> (should be a much more ambitious success that could happen but would be exciting and surprising if it did)  What would you <b>love</b> to see within your selected Outcome if a tactic is extremely successful?

## Example Completed Tables

### Table: Refining Outcomes

Outcome Title	Outcome Statement	Target (what person or group of people?)
Coalition	As a result of our action, we hope that a person or group of people will engage in coordinated efforts toward a common advocacy goal.	Other organizations in support of girls' education in Yemen.
<b>Why did you select this Outcome?</b> Our campaign is small and needs the support of additional organizations to maximize our visibility and impact. We believe that building a coalition will increase the reach of our campaign, which will ultimately lead to the education of more girls in Yemen.		
<b>Why did you select this Target (person or group of people) for this Outcome?</b> Other organizations in support of girls' education are most likely easy allies for a coalition like this. Our campaign already knows of six additional organizations in Yemen who work on this issue in some way.		
<b>What would success for this Outcome and Target look like for your campaign?</b> (What precisely would you like to accomplish?) Some of the other organizations in our country are interested in working with us, but more importantly, they are actually taking action with us. Not everyone who says they want to work together actually wants to take action together.		
<b>What risks (to individuals, communities, or your campaign) do you think you will face in targeting this particular person or group of people?</b> Sharing our campaign's plans with others outside of the campaign (in order to organize efforts together) might put our campaign or planned action at risk of attack by opponents, if others do not use or protect that information well.		

## Table: Outcome and Success Marker Summary Sheet

Campaign: Girls' Right to Education	Date this worksheet completed: 10 May, 2018
Outcome Title: Coalition	
<b>Outcome Statement (incorporate your specific Target and Outcome into one statement):</b>	
As a result of our action, we hope that other organizations in support of girls' education in Yemen will engage in coordinated efforts with our campaign toward a common advocacy goal of increasing girls' access to education.	
<b>Success Markers:</b> Record at least one of each type of Success Marker for your selected Outcome with its selected Target.	
	<b>Expect Success Marker</b> (should be a modest success that you believe is very realistic)  What do you <b>expect</b> to see within your selected Outcome if a tactic is successful?  Two or more organizations have expressed interest in taking action with our campaign to address our campaign's issue.
	<b>Like Success Marker</b> (should be a slightly more ambitious success that you still believe is realistic)  What would you <b>like</b> to see within your selected Outcome if a tactic is very successful?  Two or more organizations have taken action with our campaign on our issue.
	<b>Love Success Marker</b> (should be a much more ambitious success that could happen but would be exciting and surprising if it did)  What would you <b>love</b> to see within your selected Outcome if a tactic is extremely successful?  Our campaign, along with two or more other organizations, have taken action together more than once to address our campaign issue.

