



The Urban Institute
2100 M Street, NW
Washington, D.C. 20037
(202) 833-7200



The Center for What Works
3074 West Palmer Boulevard
Chicago, Illinois 60647
(773) 398-8858

Candidate Outcome Indicators: Community Organizing 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.

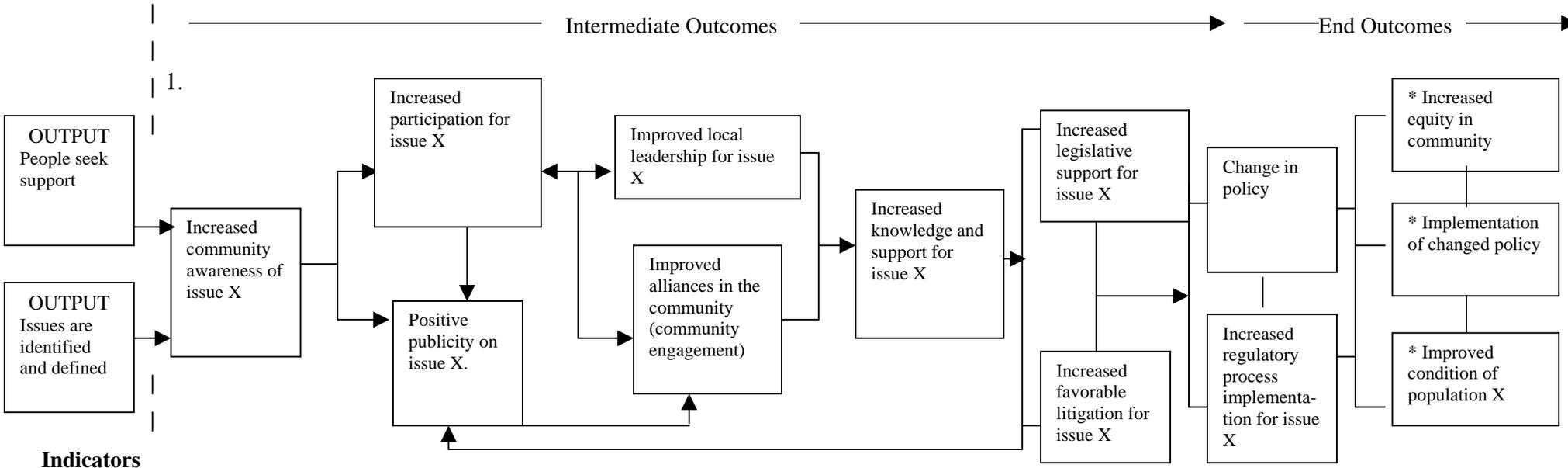
Suggestions and Limitations for the Use of the Materials

- 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.

Community Organizing Program Description

To improve the condition of the target population, specifically to help protect human, legal and civil rights, by programs and organizing initiated by a community (grass roots) organization. Programs may also include non-human issues such as animals or environment.

Outcome Sequence Chart



1-2. Number of community members seeking information on issue X through a) website hits, b) calls to hotline.

3. Number of people targeted with information on issue X.

4-5 # of individuals taking part in the actions and # of people increasing participation overtime (rallies, public events, call-in days, etc).

6. Number of media outlets that publish material developed by organization.

7-8. Number of new leaders trained and recruited, number of volunteers and new leaders taking part in the campaign for issue X.

9-10. Number of organizations a) involved in coalition b) attending meetings/ assemblies.

11-12. Number and percent of participants reporting greater understanding of issue X and articulating/speaking about the issue.

13. Number and percent of a) participants b) community residents providing funding to support the cause.

14-15. Number of elected officials who publicly support the campaign and number of legislative votes in favor of the program's position on issue X..

16. Number of litigation in favor of the program's position on issue X.

17. Number and percent of sought actions taken by a government agency.

18-19. Favorable legislation/reform measures passed related to program goals or development and Number of regulations changed in favor of issue X.

* 20-22. The specific indicators will depend on the purpose of the advocacy. *

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 community organizing organization.

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

COMMUNITY ORGANIZING**Program Description:**

To improve the condition of the target population, specifically to help protect human, legal and civil rights, by programs and organizing initiated by a community (grass roots) organization. Programs may also include non-human issues such as animals or environment.

	Common Outcome	Program Specific Outcome	Community Organizing Indicators	Data Collection Strategy	Notes	Outcome Stage
1	Increased Awareness	Increased community awareness of issue X	Number of community members seeking information on issue X through website hits	Organizational records	See Note # 1	Intermediate
2	Increased Awareness	Increased community awareness of issue X	Number of community members seeking information on issue X through calls to hotline	Organizational records	See Note # 2	Intermediate
3	Increased Awareness	Increased visibility by policy advocacy organization on issue X	Number of people targeted with information on issue X	Organizational Records	Note #1 & #2	Intermediate
4	Increased Participation	Increased participation for issue X	Number of individuals taking part in the actions	Organizational records	See Note # 3	Intermediate
5	Increased Participation	Increased participation for issue X	Number of people increasing participation in the actions overtime	Organizational records	See Note # 3	Intermediate
6	Increased Awareness	Positive publicity on issue X	Number of media outlets that publish material developed by organization	Organizational Records	Note #1 & #3	Intermediate
7	Expose New Talents/Ideas	Improved local leadership for issue X	Number of new leaders a) trained and b) recruited	Organizational records	See Note #4	Intermediate
8	Expose New Talents/Ideas	Improved local leadership for issue X	Number of new leaders and volunteers taking part in the campaign for issue X	Organizational/Campaign Records	See Note #4	Intermediate
9	Increase Incidence of Desirable Activity or Condition	Improved alliances in the community (community engagement)	Number of organizations attending meeting/assemblies	Program Records/Minutes from the meeting/Attendance Records		Intermediate
10	Increase Incidence of Desirable Activity or Condition	Improved alliances in the community (community engagement)	Number of organizations involved in coalition for issue X	Program Records		Intermediate
11	Build Skills/Knowledge	Increased knowledge and support for issue X	Number and percent of participants reporting greater understanding of issue X	Survey of general public or targeted audience after an advocacy campaign		Intermediate
12	Build Skills/Knowledge	Increased knowledge and support for issue X	Number and percent of participants articulating/speaking about the issue	Survey of general public after an advocacy campaign		Intermediate
13	Build Skills/Knowledge	Increased knowledge and support for issue X	Percent of a)participants b)community residents providing funding to support the cause	Survey of participants or community residents/Organizational Records		Intermediate
14	Influence Public Policy	Increased legislative support for issue X	Number of elected officials who publicly support the campaign	Trained Observer/ Researcher		Intermediate
15	Influence Public Policy	Increased legislative support for issue X	Number of legislative votes in favor of the program's position on issue X	Review of Official Documents	See Note #5	Intermediate
16	Influence Public Policy	Increased favorable litigation for issue X	Number of litigation in favor of the program's position on issue X	Review of Official Documents		Intermediate
17	Influence Public Policy	Change in policy	Number and percent of sought actions taken by the government agency	Review of Official Documents	See Note # 6	End

COMMUNITY ORGANIZING

Program Description: To improve the condition of the target population, specifically to help protect human, legal and civil rights, by programs and organizing initiated by a community (grass roots) organization. Programs may also include non-human issues such as animals or environment.

	Common Outcome	Program Specific Outcome	Community Organizing Indicators	Data Collection Strategy	Notes	Outcome Stage
18	Positive Benefit as a Result of Program	Change in policy	Favorable legislation/reform measures passed related to program goals or development	Public Records	See Note # 6	End
19	Positive Benefit as a Result of Program	Increased regulatory process implementation for issue X	Number of regulations changed in favor of issue X	Public Records		End
20	Positive Benefit as a Result of Program	*Increased Equity in community	The specific indicators will depend on the purpose of the advocacy	Public Records	See Note #7	End
21	Positive Benefit as a Result of Program	*Implementation of changed policy	The specific indicators will depend on the purpose of the advocacy	Public Records	See Note #7 and #8	End
22	Positive Benefit as a Result of Program	*Improved condition of population X	The specific indicators will depend on the purpose of the advocacy	Public Records	See Note # 7 and #8	End
	Resident/Community Satisfaction	Resident/Community Satisfaction	Indicators include: Number and percent of community residents satisfied with services of community organizing or policy/advocacy organization			

Note # 1: Specific to a particular ad, website, article etc, as pertains to "issue x"

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: Leaders can be defined as members of the community who choose to be the champion of an issue

Note # 5: Number of bills actively supported by campaigns conducted by the program

Note # 6: The policy change may be public, private, or regulatory

Note # 7: Population types may be defined as demographic groups including but not limited to race or gender.

Note #8: 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.

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: 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