

# Choosing Outcomes and Success Markers



**New Tactics**  
in Human Rights

[newtactics.org](http://newtactics.org)

# Choosing Outcomes and Success Markers

This tool is 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:

- 1 | Deciding on Outcomes and Success Markers together before you take action will help you to decide on how to best take action.
- 2 | This will allow you to check again if your tactics are effective or if your campaign should invest its energy in different actions in order to achieve the desired result.
- 3 | Deciding on Outcomes and Success Markers as a group is a powerful way to establish a shared vision and take action to move your campaign forward.

## STEP 1: Identify Outcome Areas

Choose a limited number of outcomes that are important for your campaign to achieve on the way to your overall campaign goals.

We suggest selecting **one to three outcomes** to help focus your evaluation and your campaign's strategy.

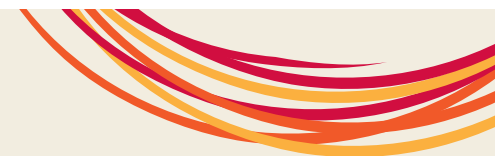
Your campaign can use the **Outcome Title** and **Outcome Statement** examples in the table on the next page, or create your own unique outcome title and outcome statement based on your campaign's objectives.

An **outcome** is “a planned or achieved result of an advocacy campaign’s tactics.”

In addition to traditional advocacy outcomes, we recommend you consider principles-focused evaluation outcomes.

Check out this **Principles-Focused Evaluation resource** and this **step-by-step worksheet**.

# STEP 1: Identify Outcome Areas



Use these examples, or create your own unique **Outcome Title** and **Outcome Statements**.

Outcome Areas	Outcome Title	Outcome Statement
<b>RESEARCH</b>	Information	... provide us with reliable information on our issue.
	Increased understanding	... have more understanding about our issue.
	Stigma reduction	... have fewer negative attitudes or beliefs about a group who experiences discrimination.
	Policy development	... provide recommendations or text for a proposed law, regulation, or procedure.
Outcomes in this area focus on gathering information needed for other campaign actions.		
<b>INTERNAL CAPACITY BUILDING</b>	Increased skills to lead	... have a greater ability to lead advocacy efforts such as conceptualizing a campaign or mobilizing the appropriate targets.
	Increased skills to manage	... have a greater ability to manage staff and advocacy efforts from a human-rights based approach such as transparent decision making and inclusive structures.
	Increased skills to evaluate	... have a greater ability to evaluate advocacy efforts such as creating goals, success markers, and tracking targets.
	Increased issue area expertise	... have a greater ability to provide information, training, or assistance on the area of expertise.
<b>MOBILIZATION</b>	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.
	Power building	... 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.
	Collaboration	... working together with two or more people or organizations to advance an advocacy goal.
<b>ENGAGING DECISION MAKERS</b>	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 rights abuses.
	Restoration	... provide restoration of rights to victims of human rights abuses.
Outcomes in this area involve influencing a person or group of people to make decisions that positively affect change on an issue.		

# STEP 1: Identify Outcome Areas



## Refining Outcomes Table



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.

<b>Outcome Title</b>	<b>Outcome Statement</b>	<b>Target</b> <i>What person or group of people?</i>
	As a result of our action, we hope [target] will...	
Why did you select this Outcome?		
Why did you select this Target (person or group of people) for this Outcome?		
What would you consider success for this outcome and target in 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?		

Here are additional blank tables for each Outcome you have selected. On the following page, you can find an example of a completed Refining Outcomes table.

# STEP 1: Identify Outcome Areas



## Refining Outcomes Table



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.

<b>Outcome Title</b>	<b>Outcome Statement</b>	<b>Target</b> <i>What person or group of people?</i>
<i>Coalition</i>	<i>As a result of our action, we hope that other organizations in support of girls' education in Yemen will engage in coordinated efforts toward a common advocacy goal.</i>	<i>Other organizations in support of girls' education in Yemen</i>
<p><b>Why did you select this Outcome?</b></p> <p><i>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.</i></p>		
<p><b>Why did you select this Target (person or group of people) for this Outcome?</b></p> <p><i>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.</i></p>		
<p><b>What would you consider success for this outcome and target in your campaign?</b> (What precisely would you like to accomplish?)</p> <p><i>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.</i></p>		
<p><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></p> <p><i>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.</i></p>		

Here are additional blank tables for each Outcome you have selected.

## STEP 2: Choose Good Success Markers

A **Success Marker**<sup>1</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 will help you design Success Markers for your campaign. Each outcome area will have three success marker types:

### Success Marker 1

is a modest success that is very realistic.

### Success Marker 2


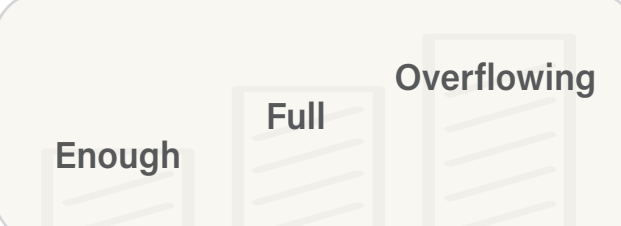

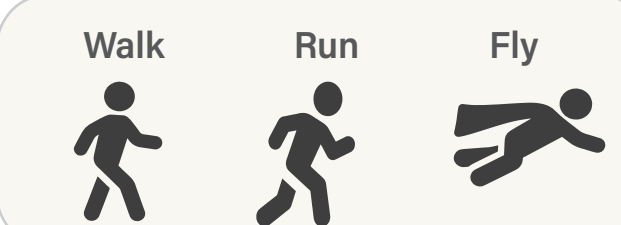
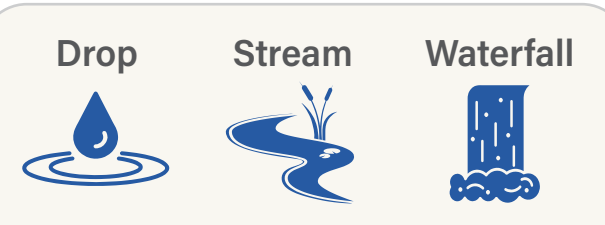
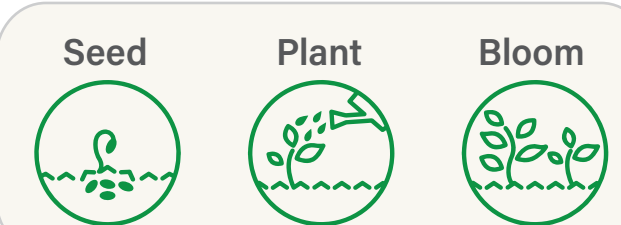
is a slightly more ambitious success that is realistic.

### Success Marker 3

is a much more ambitious success that could happen but would be exciting and surprising if it did.

Let's start with the design option for your success markers. Choose one box below that will help you and your team mark and evaluate your success. Each box describes the same concepts, but there are multiple options for you to choose from. **Click on the box with the description or images that best help you imagine your campaign success.**

If you want to design your own success markers, you can use the blank worksheet on the following page to which you can add your design and / or language of choice. See a completed example on p. 7.

<p>Modest      Slightly more ambitious      Much more ambitious</p> 	<p>Enough      Full      Overflowing</p> 
<p>Expect      Like      Love</p> 	<p>Walk      Run      Fly</p> 
<p>Drop      Stream      Waterfall</p> 	<p>Seed      Plant      Bloom</p> 

<sup>1</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: Choose Good Success Markers



### “Design Your Own” Success Markers Worksheet



You can add your own unique words or images on the lines below to describe your success markers.

#### Outcome Area:

(Choose one from the Outcome Titles or create your own)

#### Outcome Statement:

As a result of our action, we hope [target] will... [change or act in what way?]

#### Success Markers:

How will you know you achieved this outcome? (pick one or more success markers)

NOTE: Choose success markers for your target group for the selected outcome. Each outcome statement in your advocacy campaign has three different success markers.

#### Success Marker 1

(a modest success for your outcome that you believe is very realistic)

---

#### Success Marker 2

(a slightly more ambitious success for your outcome that you still believe is realistic)

---

#### Success Marker 3

(a much more ambitious success for your outcome that could happen but would be exciting and surprising if it did)

---

## STEP 2: Choose Good Success Markers



### “Modest to Ambitious” Success Markers Worksheet



#### Outcome Area:

(Choose one from the Outcome Titles or create your own)

*Coalition*

#### Outcome Statement:

As a result of our action, we hope [target] will... [change or act in what way?]

*As a result of our action, we hope that other organizations in support of girls' education in Yemen will engage in coordinated efforts toward a common advocacy goal of increasing girls' access to education..*

#### Success Markers:

How will you know you achieved this outcome? (pick one or more success markers)

NOTE: Choose success markers for your target group for the selected outcome. Each outcome statement in your advocacy campaign has three different success markers.

#### “Modest” Success Marker

(a modest success for your outcome that you believe is very realistic)

*Two or more organizations have expressed interest in taking action with our campaign to address our campaign's issue.*

#### “Slightly more ambitious” Success Marker

(a slightly more ambitious success for your outcome that you still believe is realistic)

*Two or more organizations have taken action with our campaign on our issue.*

#### “Much more ambitious” Success Marker

(a much more ambitious success for your outcome that could happen but would be exciting and surprising if it did)

*Our campaign, along with two or more other organizations, have taken action together more than once to address our campaign issue.*



## STEP 3: Track Success Markers



Use the following worksheets to document the campaign actions you have completed, the information you have collected, and changes you have observed. This process is important to complete after your campaign has taken action(s) because it provides you with information about the success of the tactics and will help you make decisions about future campaign actions and planning.

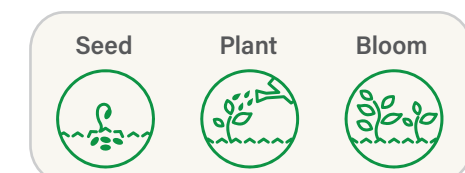
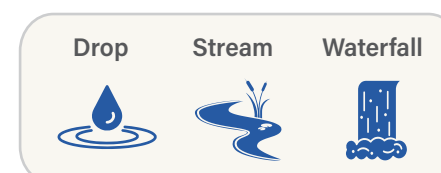
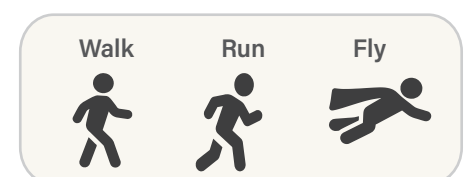
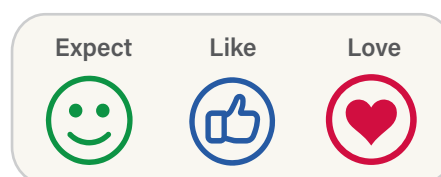
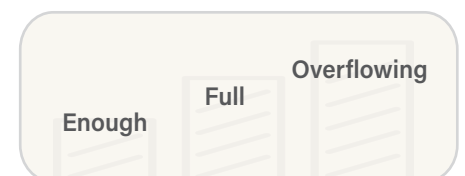
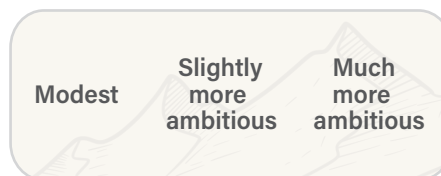
You can also use the information gathered in this process to report to others outside of your campaign. Consider the people and groups who might want to know about what your campaign has accomplished and learned.

### To complete this process, you will need the following information:

- 1 Your campaign's **Choosing Outcomes and Success Markers** worksheet that you completed before taking action
- 2 Data or Information you have collected for your Success Markers
- 3 Any records of your Campaign Activities / Actions

If you have designed your own Success Markers, you can find a **blank Tracking Success Markers worksheet** for each of your Outcome Statements on the following page. You can find an example of a completed Tracking Success Markers worksheet on p. 10.

Click on the box with the description or images that match the Success Markers you chose.



## STEP 3: Track Success Markers



### “Design Your Own” Tracking Worksheet



<b>Campaign:</b>		<b>Date:</b>	
What was the action taken?			
<b>Outcome:</b>		<b>Outcome Statement:</b> As a result of our action, we hope [target] will...	
<b>Success Marker 1</b>	<b>Success Marker 2</b>	<b>Success Marker 3</b>	
<input type="checkbox"/> Not achieved <input type="checkbox"/> Achieved <input type="checkbox"/> Exceeded	<input type="checkbox"/> Not achieved <input type="checkbox"/> Achieved <input type="checkbox"/> Exceeded	<input type="checkbox"/> Not achieved <input type="checkbox"/> Achieved <input type="checkbox"/> Exceeded	
How do you know you have not achieved, achieved, or exceeded this Success Marker?			
↓	↓	↓	

## STEP 3: Track Success Markers



### “Modest to Ambitious” Tracking Worksheet



<b>Campaign:</b> <i>Girls right to education</i>		<b>Date:</b> <i>29 May 2021</i>	
<p>What was the action taken?</p> <p><i>MOBILIZATION: setting up meetings with other organizations working on girls' access to education where we invite them to join campaign actions.</i></p>			
<b>Outcome:</b> <i>Coalition</i>		<b>Outcome Statement:</b> <i>As a result of our action, we hope that other organizations in support of girls' education in Yemen will engage in coordinated efforts toward a common advocacy goal of increasing girls' access</i>	
<p><b>“Modest” Success Marker</b></p> <p><i>Two or more organizations have expressed interest in taking action with our campaign to address our campaign's issue.</i></p> <p> <input type="checkbox"/> Not achieved  <input type="checkbox"/> Achieved  <input checked="" type="checkbox"/> Exceeded         </p>	<p><b>“Slightly more ambitious” Success Marker</b></p> <p><i>Two or more organizations have taken action with our campaign on our issue.</i></p> <p> <input type="checkbox"/> Not achieved  <input checked="" type="checkbox"/> Achieved  <input type="checkbox"/> Exceeded         </p>	<p><b>“Much more ambitious” Success Marker</b></p> <p><i>Our campaign, along with two or more other organizations, have taken action together more than once to address our campaign issue.</i></p> <p> <input checked="" type="checkbox"/> Not achieved  <input type="checkbox"/> Achieved  <input type="checkbox"/> Exceeded         </p>	
<p>How do you know you have not achieved, achieved, or exceeded this Success Marker?</p>			
<p>↓</p> <p><i>Three organizations (ABC organization, Community Power, and United Community Engagement) have expressed interest in taking action with our campaign.</i></p>	<p>↓</p> <p><i>Two organizations (ABC Organization and United Community Engagement) have both taken action with our campaign on our issue. ABC has attended community events and posted information about our campaign. UCE has joined our campaign in meeting with policy makers to discuss our issue.</i></p>	<p>↓</p> <p><i>Our campaign has not taken any action with two or more organizations, together, to address our campaign issue.</i></p>	

## STEP 4: Hold a “Pause and Reflect” Discussion

As a group, pause and reflect on the tactical action or campaign, what successes were achieved, what successes weren't realized, how the target(s) moved or didn't move, and what you learned. Use this information to strategically inform your next tactical action and your campaign. Take time to celebrate victories!

- Hold a brief meeting after you take action.
- Invite and gather a range of campaign members and allies. Consider inviting some allies and friends from outside of your activity or campaign to provide another perspective on your actions.
- Designate a facilitator to ask the questions.
- Designate a note taker to record the answers.

For a full discussion guide, see the [Pause and Reflect Discussion Guide](#).