Advocacy Logframe Template

This logframe template was developed to support the measurement and tracking of advocacy initiatives. This is a sample template in an effort to offer a systematic process for monitoring performance toward a policy goal over time. As a sample, this template can and should be adapted to best fit your context and MEL needs. A good MEL system can be extremely useful as a tool that holds us accountable and tracks our progress. It helps focus attention on achieving outcomes that are important to the organization and its stakeholder, and it establishes clear goals and objectives that contribute to these outcomes. It also provides teams with crucial information on whether the strategy guiding the advocacy initiative is appropriate, correct, and adequate to the changes being sought through the initiative.

The results column refers to the different levels of results: goals, objectives, (short term) outcomes and activities. These are the components that are necessary in order to achieve success.

- **The Goal** should be broad and will be broken down further into achievable objectives and outcomes. Advocacy initiatives often have one overall policy goal.
- Next are the **objectives**, tangible targets that are more focused and must be achieved in order to reach the policy goal.
- Objectives are further broken down into **outcomes** (oftentimes short term outcomes) and are considered the milestones that demonstrate incremental progress toward objectives. Outcomes are often behavioral changes that result from activities and are usually written as something that is increased, decreased, enhanced, improved, or maintained. Outcomes can include sub-outcomes to identify smaller pieces that are necessary to reach the outcome.
- Finally, **outputs** identify what must be done to achieve the outcome. Tracking outputs allows for the team to account for the efforts of their activities and develop an understanding of the effort needed to achieve the policy goal.

For each level of results, there is a column for indicators, baseline, targets, means of verification, and risks/assumptions.

- **Indicators** identify what measures will be used that are related to achieving the goal, objectives, outcomes and activities.
- **Baseline** refers to where the indicator is now. Identifying the baseline and a target provides points for comparison and therefore helps measure progress, as relevant. Note: a baseline number is not always relevant.
- **Targets** look to how far we want to move the indicator. Establish targets for the indicators in order to measure progress towards your goals at different points of the initiative and for accountability.
- The **means of verification** identifies the sources of information to collect the indicator data.
- Finally, the **risks and assumptions** column is used to reflect on the risks that challenge your advocacy goals as well as the assumptions that your advocacy goal is based on.

On the next page, you will find the logframe template for your advocacy initiative.

**Note:** additional objectives, outcomes, and activates may be included to accurately capture progress to your policy goal.
<table>
<thead>
<tr>
<th>Results</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Means of Verification</th>
<th>Risks/Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal:</strong> What is the overall policy goal? The goal should be broad. It will be broken down further into achievable objectives and outcomes.</td>
<td>What key indicators are related to the overall objective?</td>
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<tr>
<td><strong>Objective 1:</strong> The objectives break down the goal. Identify the specific objectives that the initiative is intended to achieve. Objectives must be achieved to reach ultimate goal.</td>
<td>Identify indicators that clearly show that the specific objectives of the project have been achieved</td>
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<td>Which factors are necessary to achieve the specific objectives? Which risks should be taken into consideration?</td>
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<tr>
<td><strong>Objective 2:</strong></td>
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<td><strong>Objective 3:</strong></td>
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<tr>
<td><strong>Outcome 1:</strong> What outcomes/milestones demonstrate incremental progress toward objectives?</td>
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<tr>
<td><strong>Outcome 2:</strong></td>
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<td><strong>Outcome 3:</strong></td>
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<tr>
<td><strong>Output:</strong> What activities must be done to achieve the outcomes?</td>
<td>What measures will indicate success on the activity?</td>
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</tbody>
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Guidance for Advocacy Indicators:

The following pages includes examples of indicators for measuring advocacy initiatives. This list is a starting point and is not exhaustive. Feel free to add or remove indicators as you see fit.

The indicators are broken down into three general categories: **output indicators, outcomes indicators, and goal indicators**. The breakdown is based on specificity of the indicators. Please note you can use indicators where you see fit. For example, indicators in the outcome sheet are not limited to outcomes, but can be used to reflect activities if relevant.

**Output indicators** help us identify the various efforts put into an advocacy initiative and allows the team to account for these efforts. Keeping track of what you hope your activities will achieve allows teams to identify which advocacy activities are most successful and provides important feedback for your overall strategy.

**Outcome indicators** measure outcomes that may be more of a behavior change than an output (or activity). They have been identified as short term outcomes, as a way to measure progress toward the objectives. Outcome indicators can be based on activity indicators since some outcomes are activity-based. For example, policymaker engagement or raising awareness with the general public on GBV can be an outcome towards the bigger policy goal.

**Goal indicators** identify what key measures are necessary to reach our overall goal. They are broad and usually cannot be tracked or measured until progress has been made on the advocacy initiative. Often these indicators refer to policy change and implementation, focusing on what the advocacy initiative hopes to achieve in the end.

**CARE International’s (CI) Global Indicators** are included for reference. This list of 25 indicators includes outcome and impact indicators as well as indicators to measure CARE’s approach and CARE’s roles. Further guidance on the CI global indicators can be found on the CI global MEL wikpage here.

Indicators from this list have been adapted from different advocacy toolkits including:


*Enabling Environment for Advocacy Indicators: Ros David & Barry Coates Draft Article on Monitoring Advocacy, 2000*

*How to develop indicators guidance here: [http://www.thehealthcompass.org/how-to-guides/how-develop-indicators](http://www.thehealthcompass.org/how-to-guides/how-develop-indicators)*
### Examples of Output Indicators

<table>
<thead>
<tr>
<th>OUTPUTS</th>
<th>DESCRIPTION</th>
<th>INDICATORS</th>
</tr>
</thead>
</table>
| Digital or Internet-based media/ social media | Using technologies such as email, websites, blogs, podcasts, text messages, Facebook or Twitter to reach a large audience and enable fast communication | • A new website or web pages developed  
• Number and frequency of e-mails sent  
• Performance rate of e-mails sent |
| Earned media                 | Pitching the print, broadcast or digital media to get visibility for an issue with specific audiences | • Number of list subscribers  
• Number of press releases developed and distributed  
• Number of audience reached  
• Number of articles published |
| Media partnerships           | Getting a media company to agree to promote a cause through its communications channels and programming | • Number and types of media partnerships developed  
• Number and types of distribution outlets accessed through media partnerships |
| Coalition and network building | Unifying advocacy voices by bringing together individuals, groups or organizations that agree on a particular issue or goal | • Number of coalition members  
• Types of constituencies represented in the coalition  
• Number of coalition activities and events  
• Number of coalition meetings held and attendance |
| Grass-roots organizing and mobilization | Creating or building on a community-based groundswell of support for an issue or position, often by helping people affected by policies to advocate on their own behalf | • Number and geographical location of people (and communities) where organizing efforts take place  
• Number of petitions  
• Number of petition signatures collected  
• Number of community events or trainings held and attendance |
| Rallies and marches          | Gathering a large group of people for symbolic events that arouse enthusiasm and generate visibility, particularly in the media | • Number of rallies or marches held and attendance  
• Participation of high-profile speakers or participants |
| Briefings/ presentations     | Making an advocacy case in person through one-on-one or group meetings      | • Number of briefings or presentations held  
• Types of audiences reached through briefings or presentations  
• Number of individuals attending briefings and presentations |
<table>
<thead>
<tr>
<th>OUTPUTS</th>
<th>DESCRIPTION</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public service announcements</td>
<td>Placing a non-commercial advertisement to promote social causes</td>
<td>• Number of print, radio or online ads developed</td>
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<td></td>
<td></td>
<td>• Number of people and communities reached</td>
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<tr>
<td></td>
<td></td>
<td>• Number and types of distribution outlets for ads</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Number of people and communities reached</td>
</tr>
<tr>
<td>Demonstration projects or pilots</td>
<td>Implementing a policy proposal on a small scale in one or several sites to show how it can work.</td>
<td>• Number of demonstration project or pilot sites</td>
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<tr>
<td></td>
<td></td>
<td>• Funding secured for demonstration projects or pilots</td>
</tr>
<tr>
<td>Issue/policy analysis and research</td>
<td>Systematically investigating an issue or problem to better define it or identify possible solutions</td>
<td>• Number of research or policy analysis products developed, e.g., reports, briefs</td>
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<tr>
<td></td>
<td></td>
<td>• Number and types of distribution outlets for products</td>
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<td></td>
<td></td>
<td>• Number of policymakers reached by distributed</td>
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<tr>
<td>Policy proposal development</td>
<td>Developing a specific policy solution for the issue or problem being addressed</td>
<td>• Policy guidelines or proposals developed</td>
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<td></td>
<td></td>
<td>• Number of policymakers supporting policy suggestions</td>
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<tr>
<td>Policymaker and candidate education</td>
<td>Telling policymakers and candidates about an issue or position, and about its broad or impassioned support.</td>
<td>• Number of meetings or briefings held with policymakers or candidates</td>
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<tr>
<td></td>
<td></td>
<td>• Number of policymakers or candidates reached</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Types of policymakers or candidates reached</td>
</tr>
<tr>
<td>Relationship building with decision-makers</td>
<td>Interacting with policymakers or others who have authority to act on the issue.</td>
<td>• Number of meetings held with decision-makers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Number of policymakers or candidates reached</td>
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<td></td>
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</tbody>
</table>
### Examples of Short Term Outcomes Indicators

<table>
<thead>
<tr>
<th>OUTCOMES</th>
<th>DESCRIPTION</th>
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</table>
| **Organizational advocacy capacity** | The ability of an organization (CARE) to lead, adapt, manage and implement an advocacy strategy. Measures the increase or percent change for organizational advocacy capacity | • Change in knowledge about advocacy, mobilizing or organizing tactics  
• Media skills and contacts  
• Ability to get and use data  
• Number of CARE offices actively engaged in advocacy |
| **Partnerships or alliances**     | Mutually beneficial relationships with other organizations or individuals who support or participate in an advocacy strategy                                      | • New or stronger organizational relationships developed  
• New relationships with unlikely partners  
• New organizations signing on as collaborators  
• Policy agenda alignment between collaborators  
• Collaborative actions taken between organizations |
| **Constituency or support-base growth** | Previously unengaged individuals who take action in support of an issue or position. The number of individuals who can be counted on for sustained advocacy or action on an issue | • New advocates recruited  
• New constituencies represented among advocates  
• New advocate actions to support issue  
• Website activity for portions of website with advocacy related information  
• Number of followers who show continued support (i.e. repeat actors)  
• Number of fans, group members or followers on social media websites |
| **New champions**                 | High-profile individuals who adopt an issue and publicly advocate for it                                                                     | • New champions or stakeholders recruited  
• New constituencies represented among champions  
• Champion actions, e.g., speaking out or signing on, to support the issue or position |
| **Organizational/ issue visibility or recognition** | Identification of an organization or campaign as a credible source on an issue                                                             | • Number of requests for advocate products or information, including downloads or page views of online material  
• Number and types of invitations for advocates to speak as experts |
| **Awareness**                     | Audience recognition that a problem exists or familiarity with a policy proposal                                                            | • Percentage of audience members with knowledge of an issue  
• Online activity for portions of website with advocacy related information |
| **Attitudes/ Salience**           | The importance a target audience assigns an issue or policy proposal. Target audiences’ thoughts, feelings or judgements about an issue or policy proposal | • Percentage of audience members saying issue is important to them  
• Percentage of audience members with favorable attitudes towards the issue or interest |
### Examples of Short Term Outcomes Indicators continued

<table>
<thead>
<tr>
<th>OUTCOMES</th>
<th>DESCRIPTION</th>
<th>INDICATORS</th>
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</thead>
</table>
| Public will                     | Willingness of a (non-policymaker) target audience to act in support of an issue or policy proposal | • Percentage of audience members willing to take action on behalf of a specific issue  
• Attendance at advocacy events, e.g., public forums, marches, rallies |
| Political will                  | Willingness of policymakers to act in support of an issue or policy proposal. | • Number of citations of advocate products or ideas in policy deliberations/policies  
• Number of government officials who publicly support the advocacy effort  
• Number of issue mentions in policymaker speeches  
• Number and party representation of policy sponsors and co-sponsors  
• Number of votes for or against specific policies |
| Media coverage                  | Quantity and/or quality of coverage generated in print, broadcast or electronic media | • Number of media citations of advocate research or products  
• Number of stories successfully placed in the media  
• Number of advocate or trained spokesperson citations in the media |
| Issue reframing                 | Changes in how an issue is presented, discussed or perceived                   | • Number of media articles reflecting preferred issue framing |
| Supporting people to advocate   | Example: citizens’ groups to advocate for themselves                          | • Awareness of individual rights and the power systems that withhold rights  
• Change in citizens’ skills, capacity and knowledge to mobilize and advocate on their own behalves  
• Recognition of rights by decision-makers |
| Developing capacity for advocacy| Working with various groups such as NGOs, movements/networks, trades unions, community based organizations, popular organizations, partner organizations, local journalists, academic organizations, etc. | • Change in individual members’ skills, capacity, knowledge  
• Change synergy of aims/activities in networks/movements  
• Change in collaboration, trust or unity of civil society groups  
• Change in freedom of expression  
• Change in acceptance/recognition of civil groups  
• Legitimacy of civil society groups  
• Number of civil society groups |
### Examples of Goal Indicators

<table>
<thead>
<tr>
<th>GOALS</th>
<th>DESCRIPTION</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy development</td>
<td>Creating a new policy proposal or policy guidelines</td>
<td>• New proposals or guiding principles developed</td>
</tr>
</tbody>
</table>
| Placement on the policy agenda | Appearance of an issue or policy proposal on the list of issues that policymakers give serious attention | • Policies formally introduced  
• Policies included on agenda for key global meetings |
| Policy adoption              | Successful passing of a policy proposal through an ordinance, ballot measure, legislation or legal agreement | • Policies formally established                                            |
| Policy blocking              | Successful opposition to a policy proposal                                   | • Policies formally blocked                                                |
| Policy implementation        | Proper implementation of a policy, along with the funding, resources or quality assurance to ensure it | • Policies implemented or administered in accordance with requirements  
• Number of districts policy is implemented |
| Policy M&E                   | Tracking a policy to ensure it is implemented properly and achieves its intended impacts | • Funding established to formally monitor or evaluate policies              |
| Policy maintenance           | Preventing cuts or other negative changes to a policy or increasing funding for a policy or sector | • Funding levels sustained for policies or programmes  
• Percent change in funding levels for policies or programmes  
• New funding commitments (i.e. bilateral or national commitment to fund) |
## CARE 2020 Indicators

### POVERTY AND SOCIAL INJUSTICE

1. Proportion of the population below the international poverty line
2. Proportion of the population living below the national poverty line
3. Proportion of the population living in households with access to basic services

### HUMANITARIAN ASSISTANCE

4. # and % of disaster/crisis-affected people supported through/by CARE who:
   4.1 obtained adequate emergency shelter and/or recovered adequate housing
   4.2 had access to safe drinking water and adequate sanitation facilities and/or used adequate hygiene practices
   4.3 obtained adequate food quantities and quality, and/or adopted adequate nutritional practices
   4.4 had access to at least one SRH service (especially women of reproductive age and adolescent girls)
   4.5 recovered household goods, assets, and/or income opportunities
5. % of disaster/crisis affected people in areas of CARE responses who report satisfaction with regards to relevance, timeliness and accountability of humanitarian interventions

### SEXUAL, REPRODUCTIVE & MATERNAL HEALTH AND RIGHTS

6. Demand satisfied for modern contraceptives among women aged 15-49 (SDG indicator 3.7.1)
7. Proportion of births attended by skilled health personnel (SDG indicator 3.1.2)
8. Adolescent birth rate (disaggregated by 10-14; 15-19 years) per 1,000 women in each age group (SDG indicator 3.7.2). Proxy indicator: Age at first delivery.
9. Proportion of women aged 15-49 who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care (SDG indicator 5.6.1)

### THE RIGHT TO A LIFE FREE FROM VIOLENCE

10. % of people who reject intimate partner violence
11. % of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner, in the last 12 months (SDG indicator 5.2.1)
12. % of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner, in the last 12 months (SDG indicator 5.2.2)

### FOOD AND NUTRITION SECURITY AND CLIMATE CHANGE RESILIENCE

13. Prevalence of population with moderate or severe food insecurity, based on the Food Insecurity Experience Scale (FIES) (SDG indicator 2.1.2)
14. Prevalence of stunting among girls and boys under the age of five (SDG indicator 2.2.1)
15. Numbers of people better able to build resilience to the effects of climate change and variability

### WOMEN’S ECONOMIC EMPOWERMENT

16. # and % of women who are active users of financial services (disaggregated by informal and formal services) (related to SDG indicator 8.10.2)
17. % of women who (report they) are able to equally participate in household financial decision-making
18. # and % of women with union, women’s group or cooperative membership through which they can voice their labor rights
### CARE 2020 Indicators continued

<table>
<thead>
<tr>
<th>THE CARE APPROACH</th>
</tr>
</thead>
<tbody>
<tr>
<td>19  # and % of people of all genders who have meaningfully participated in formal (government-led) and informal (civil society-led, private sector-led) decision-making spaces</td>
</tr>
<tr>
<td>20  # of new or amended policies, legislation, public programs, and/or budgets responsive to the rights, needs and demands of people of all genders</td>
</tr>
<tr>
<td>21  # and % of people implementing practices/actions that reduce vulnerability and increase resilience, disaggregated by climate-related, economic, social or environmental events</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CARE Roles</th>
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</thead>
<tbody>
<tr>
<td>HUMANITARIAN ACTION</td>
</tr>
<tr>
<td>22  # and % of CARE’s humanitarian initiatives complying with gender marker requirements</td>
</tr>
<tr>
<td>PROMOTING LASTING CHANGE AND INNOVATIVE SOLUTIONS</td>
</tr>
<tr>
<td>23  # and % of projects/programs that developed innovations for fighting poverty and inequality</td>
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<tr>
<td>MULTIPLYING IMPACT</td>
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<tr>
<td>24  # and % of projects/programs that influenced policy change</td>
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<tr>
<td>25  # and % of projects/programs that linked or worked with strategic alliances and partners to take tested and effective solutions to scale</td>
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