

Pro Bono Sector Impact Toolkit

A PRACTICAL GUIDE FOR MEASURING THE IMPACT
OF YOUR ORGANISATION'S LEGAL PRO BONO WORK

THE **NATIONAL**
PROBONO CENTRE

NC^{VO}





Model 2: Client work for organisations

This model is intended for an organisation which primarily supports charities, social enterprises or community groups with matters including legal advice, casework and governance.

— OUTCOMES AND INDICATORS

ACTIVITY INDICATORS

EXAMPLE SURVEY

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LEGAL PRO BONO ACTIVITIES

Legal pro bono support to organisations, i.e. community groups and charities:

- Legal advice
- Legal casework, representation and litigation
- Referrals and signposting to other legal services and support

ENABLING ACTIVITIES ↑

- Community outreach to increase engagement with legal pro bono
- Brokerage, matching services and signposting to potential delivery partners

MEDIUM-TERM OUTCOMES

6. **Community groups and charities feel increasingly valued as imbalances of power are reduced through access to legal professionals**
7. Community groups and charities are more empowered to advocate for their rights and interests
8. Community groups and charities increasingly pursue their rights
9. Community groups and charities are more able to deal with legal issues
10. Community groups and charities have increased trust in lawyers and the legal system

SHORT-TERM OUTCOMES

1. **Community groups and charities have increased access to legal support which may otherwise be unavailable to them**
2. **Community groups and charities have access to legal support which meets their needs which may otherwise be unavailable to them**
3. **People working in community groups and charities have improved knowledge, e.g. of rights, the legal system and processes, and the role of the law in day-to-day life**
4. **People working with community groups and charities have more understanding of how to access the legal support they need**
5. **People working with community groups and charities have more confidence to access the legal support their organisation needs**

LONGER-TERM OUTCOMES

11. **More community groups and charities achieve resolutions for their legal issues**
12. **Community groups and charities have improved capacity and/or capability**
13. **Community groups and charities work more effectively in line with their mission**
14. Community groups and charities have increased security and economic resilience

LONG-TERM OUTCOMES

- L1. People and communities have improved quality of life
- L2. People and communities have improved wellbeing
- L3. The law and its application are more equitable, fair and consistent
- L4. The public have increased trust in the justice system
- L5. Civil society is more resilient

IMPACT ↓

Society is more just, equal and inclusive

Bold text indicates an outcome which is created by legal pro bono as distinct from other forms of free legal support

ADD YOUR ASSUMPTIONS HERE

Access this chart via [Canva](#) and adapt it to your own needs by copying it to your own document.



Outcomes and indicators

As touched upon in our toolkit overview, you should measure progress towards the outcomes set out in your theory of change by using through **indicators** and an appropriate method of **data collection**.

In the following table, we include examples of indicators you can use to measure progress towards the outcomes included in this model, as well as suggestions of different potential options for collecting data.

You can use as many or as few of these as you like. You can adapt them to fit your service and capacity, or you can develop your own from scratch.

ToC ref.	Outcome	Indicator(s)	Potential data collection tools and activities
2	Community groups and charities have increased access to legal support, which may otherwise be unavailable to them	Number of organisations accessing legal support (where they could not access before)	Registration or data from spreadsheets or databases
3	People working in community groups and charities have improved knowledge, e.g., of rights, the legal system and processes, and the role of the law in day-to-day life	Extent to which people working for communities and charities believe their knowledge has improved in the areas of: <ul style="list-style-type: none"> rights legal system legal processes (delete as appropriate)	Surveys or interviews
11	More individuals, community groups and charities achieve resolutions for their legal issues	Number or % of individuals, community groups and charities achieving resolutions (regardless of outcome) <hr/> Examples of resolution, e.g. case concluded; client decided not to pursue, no of appeals submitted, etc.	<ul style="list-style-type: none"> Spreadsheets or databases Case notes <hr/> <ul style="list-style-type: none"> Case notes Surveys or interviews

ToC ref.	Outcome	Indicator(s)	Potential data collection tools and activities
12	Community groups and charities have improved capacity and/ or capability	Whether or not the client improved their capacity	Surveys or interviews
		What the people working in the community group or charity say about improvements to their capability	Surveys or interviews
		What the people working in the community group or charity say about improvements to organisational capability	Surveys or interviews
13	Community groups and charities work more effectively in line with their mission	Whether or not people working in community groups and charities feel the organisation is better able to achieve outcomes and impact in line with their mission	Surveys or interviews

Activity indicators

You can also use indicators to measure your activities as well as outcomes. The table below identifies activity indicators and suggests different methods to support data collection. As above, these are examples. Feel free to use as many or as few as you like and to adapt them to fit your service and capacity.

Activity	Indicator(s)	Data collection tools/ methods
Legal support activities, including: <ul style="list-style-type: none"> Advice Casework Brokerage and matching services 	<ul style="list-style-type: none"> Profile of community group/ charity seeking support, or profile of learners Profile of lawyer(s) or non-lawyers providing the service 	<ul style="list-style-type: none"> Spreadsheets or databases Surveys or interviews
Legal advice and casework	<ul style="list-style-type: none"> Number of community groups/ charities using the service and how often Type of service, e.g., advice clinic/ legal consultation/ casework/ representation, etc. Length of engagement with client Method of delivery (e.g., face-to-face/ online) Number of legal sector partners, e.g., legal professionals, law firms and chambers Number of non-lawyer specialist partners, e.g., legal professionals, law firms and chambers 	Spreadsheets or databases
	Legal issue presented by community group/ charity	<ul style="list-style-type: none"> Spreadsheets or databases Surveys or interviews
Referrals/ signposting to other legal services and support	<ul style="list-style-type: none"> Number of referrals/ service users signposted Profile of organisations/ services referred/ signposted to 	Spreadsheets or databases
Community outreach to increase engagement with legal pro bono	Type of outreach	Spreadsheets or databases
Legal education for the public (e.g., legal literacy projects or workshops, citizenship work)	<ul style="list-style-type: none"> Topic of legal education Number of times delivered, length of training Method of delivery (e.g., face-to-face/ online) Number of learners Number and type of resources shared and produced 	Spreadsheets or databases
Client feedback: helping you to understand client satisfaction with different aspects of service delivery and quality	Level of client satisfaction	Surveys or interviews

Example survey: Client work for organisations

To collect data, you could ask clients a short set of questions focusing on satisfaction and outcomes. We have included some example questions below.

You can find more general advice on writing surveys – in particular introductions and profile questions (which may not be relevant for organisations) – in a dedicated part of this toolkit.

Section 1: Introduction

Section 2: Your experience of the service

You should include a limited number of questions on satisfaction. Here are three examples of what they might include.

1. How satisfied or dissatisfied were you with the following aspects of our work?

Response options:

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied
- Not applicable

Statements:

- The staff member who supported you
- The advice or support you received
- How accessible the service was (e.g., timing, format, communication)

2. How likely are you to recommend our legal services to someone who needs legal help or advice?

Use the same satisfaction scale as above OR 0 to 10, where 0 is not at all likely and 10 is extremely likely (this is the [net promoter score](#), widely used for this type of question)

3. Is there more that you would like to share about your responses to this section?

[Comment box]

Section 3: What has changed as a result of the support

What difference, if any, did the legal support make to your organisation?

Response options:

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree
- Not applicable

Statements:

- We saved money.
- We saved staff time.
- Our staff stress levels were reduced.
- We were more able to focus on making a difference/ our operations.

Section 3: What has changed as a result of the support (cont'd.)

FOR CHARITY STAFF: Please tell us about the difference working with pro bono partners has made to your knowledge in different areas of your work

- Statements:
- I know more about the rights of clients.
 - I know more about legal processes.
 - I know more about the legal options available to clients.
 - I know more about other sources of support available to clients.

Please tell us about the difference working with pro bono partners has made to your skills and experience.

- Statements:
- I gained skills and experience in an area of law which was new to me.
 - I gained skills and experience in an area of law I want to pursue in my future career.
 - I gained skills and experience in an area of law I was less familiar with.
 - I gained skills and experience in working with clients.

How, if at all, has working with our pro bono partners affected your confidence to deal with the legal issues of our clients?

- Response options:
- Much more confident
 - No change
 - Much less confident
 - More confident
 - Less confident
 - I don't know/ prefer not to say

Statements related to organisational confidence and capability:

- Our organisation has a clearer understanding of its legal position as a result of the support.
- Our organisation feels more confident dealing with similar legal issues in the future.
- The legal support helped us make more informed decisions.

Statements related to organisational resilience:

- The legal support helped our organisation better manage or reduce legal risks.
- Our organisation feels better prepared to respond to legal challenges in the

Statements related to organisational sustainability:

- The pro bono support helped our organisation remain stable and focused on its mission.
- Access to pro bono support helped prevent issues from escalating into more serious problems.

If relevant, please tell us more about how the pro bono support affected your organisation. [Comment box]

Section 4: Final reflections and improvement

What, if anything, made the biggest difference to you? [Comment box]

Do you have any suggestions for how we could improve our service, or any other comments? [Comment box]

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www.nationalprobonocentre.org.uk | admin@nationalprobonocentre.org.uk

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