

Appendix: AAC's ICAPs metric

About ICAPs

ICAPs are a simplified metric that doesn't fully account for indirect effects, uncertainties, and other complexities. However, its interpretation is fairly intuitive: one ICAP represents the impact of AAC in bringing a top candidate from seemingly nowhere to secure an average role in a high-impact animal advocacy nonprofit

We view AAC's primary impact as bringing skilled individuals into the animal advocacy movement, particularly for hard-to-fill roles that benefit the movement. In 2021, we updated our measurement and evaluation approach from simply tracking career changes to using a metric called ICAPs, which, while not perfect, aims to capture this impact better by adjusting career changes to the counterfactual value they add to the movement. We have found this particularly helpful to cross-compare programmes.

ICAPs is our attempt to measure our impact by assessing three factors: 1) the number of people who change careers after engaging with our services, 2) the likelihood that those individuals would have entered the movement without AAC's support, and 3) the value they contribute to the animal advocacy sector. We then compare this figure to the cost of running AAC financially and in terms of full-time staff which gives us ICAPs per FTE.

We found that using ICAPs to compare programs was an effective way to understand which initiatives were helping us fill the hardest-to-hire roles—such as executive directors, heads of operations, and directors of development—versus those programmes that were engaging with larger groups of junior program associates, volunteers, and program officers who were already thinking about changing their careers to help animals

How are they calculated: updated details from 2025 are now available [here](#)