

# *A Framework for Understanding and Assessing Advocacy Capacity*

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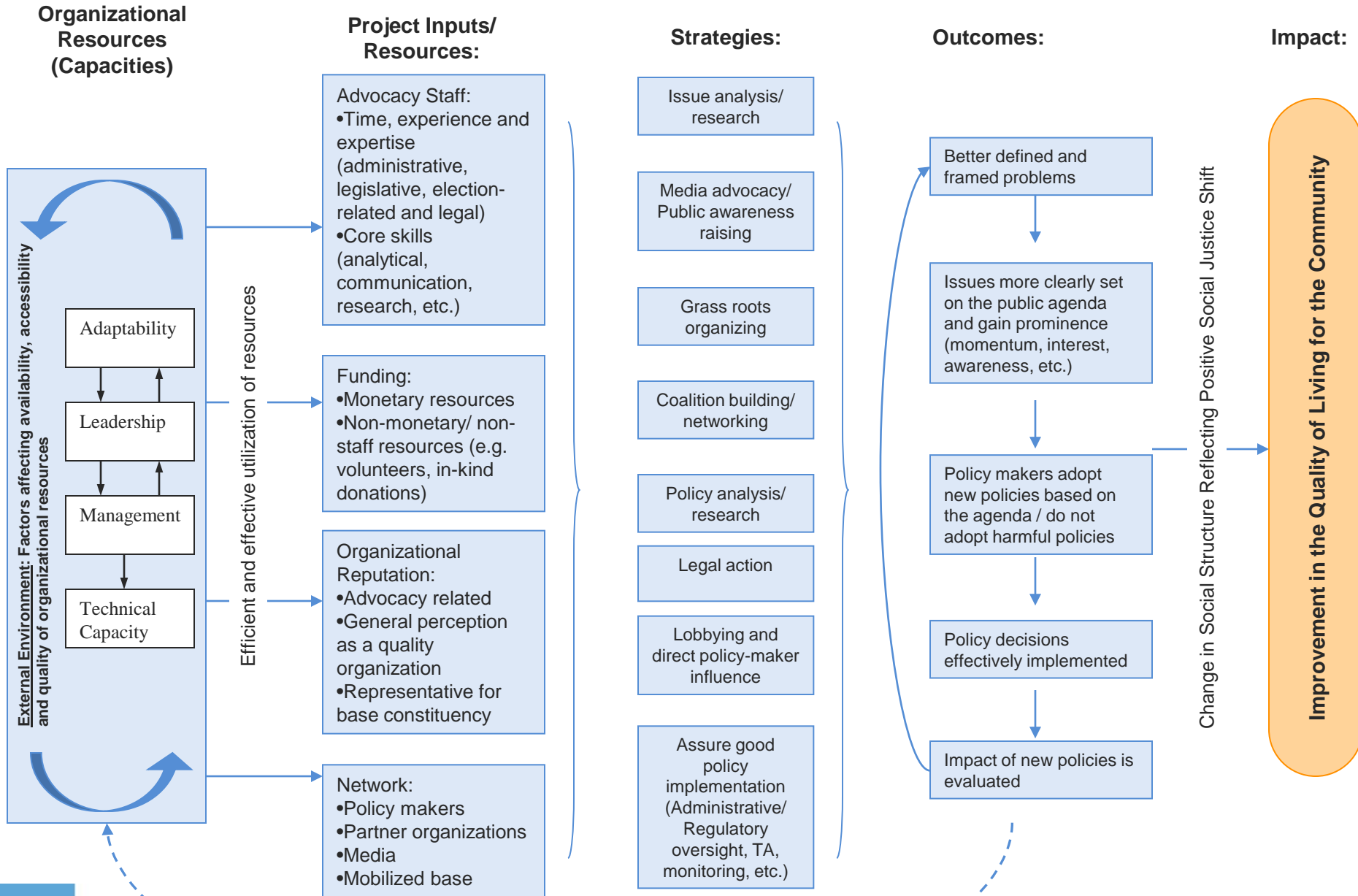
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# *Context for Advocacy Work*

- High levels of uncertainty
- Rapidly changing environments
- Visibility
- Funding
- Intuitive leaders
- Professionalization of the advocacy field
- Low need for replication

# *Capacity: A Short-term Indicator for Success*

# Logic Model: Advocacy Initiatives

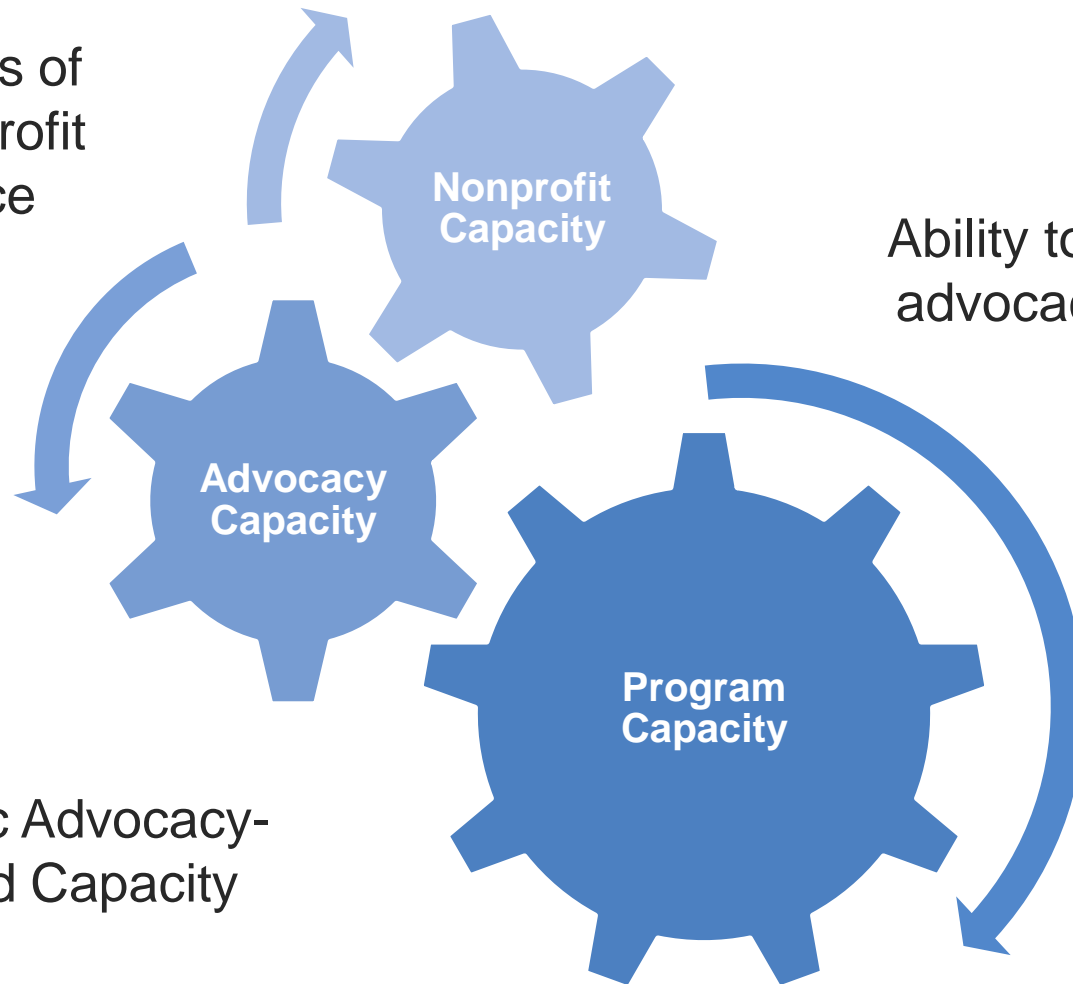


# *What Does Capacity Tell Us?*

- Clarity on where the organization thinks it is going
- Relevance of an organization's advocacy objectives
- Positioning for success
- Wise stewards of resources
- Ability to keep pulse on the environment
- Ability to act—skills and resources

# Advocacy Capacity Defined

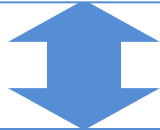
Best practices of  
general nonprofit  
performance



Ability to implement  
advocacy activities

Specific Advocacy-  
related Capacity

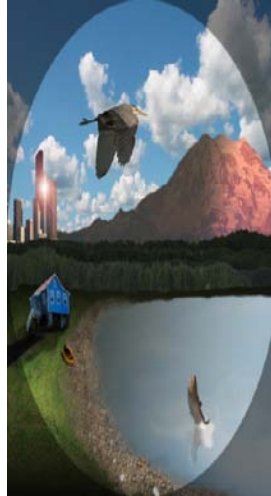
**Leadership:**



**Adaptability:**



**Management:**



**Technical:**



**Access window of opportunity/ threat:**

- Offense
- Defense

Org. Culture

Issue analysis/ research

Media advocacy/ Public awareness raising

Grass roots organizing

Coalition building/ networking

Policy analysis/ research

Legal action

Lobbying and direct policy-maker influence

Administrative/ Regulatory implementation influence

Improvement in the Quality of Living for the Community

# *Leadership Capacity*

- Motivation and persuasion
- Board leadership
- Strategic vision
- Leadership sharing



# *Adaptive Capacity*

- Strategic partnerships
- Strategic positioning
- Resource flexibility
- Monitoring and measuring progress

# *Management Capacity*

- Non-staff resource management
- Staff coordination
- External relationship management
- Human resources
- Financial management

# *Technical Capacity*

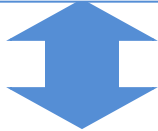
- Strategic communication skills
- Policy issues and Processes
- Interpersonal skills
- Finance and fundraising skills
- Legal knowledge
- Facilities and equipment

# The Critical Organizational Capacities for Advocacy Initiatives: The Logic Model “Inputs”

# Initiative Logic Model

## Leadership:

- Ability to motivate and persuade
  - Authentic organizational commitment to advocacy
  - Ability to relate to constituencies
  - Strong relationships with community leaders
- Board leadership
  - Engaged and committed to advocacy work
  - Diligence with respect to monitoring short-term and long-term objectives
- Strategic visioning
  - Comprehensive advocacy approach
  - Clear and consistent communication of project goals and objectives
  - Long-term goal orientation
- Leadership distribution



## Adaptability:

- Strategic partnerships
- Strategic positioning
  - Community needs and asset assessment
  - Assessing feasibility of opportunities
  - Monitoring and assessment of progress
- Resource flexibility
- Monitoring and measuring progress
  - Short-term metrics
  - Focus on behavior change
  - Flexible objectives
  - Plan for reflection

## Management:

- Non-staff resource management
  - Internal knowledge management
  - External knowledge sharing
- Staff coordination
  - Deliberate communication systems
  - Internal team building
- Staff role clarity and human resource development
- Financial management
- Relationship management



<b>Access window of opportunity/ threat:</b>	
<b>• Offense</b>	<b>• Defense</b>

## Technical:

- Legal knowledge of policy and advocacy work
- External communication skills/information dissemination (including media)
- Policy issue and theory knowledge
  - Policy change process knowledge
  - Substantive issue expertise
  - Political knowledge and skills
  - Specific advocacy strategy skills (e.g. mobilization, policy analysis, litigation, etc.)
- Finance and fundraising skills
- Interpersonal skills
- Facilities/equipment



## **Org. Culture**

Shared language; Team work; Celebrate success;  
Embrace constituency; Risk tolerance

# *Assessing and Building Advocacy Capacity*

# *How do I Assess Advocacy Capacity?*

- Determine a framework
- Collect data
- Data analysis
- Integrate into the work

# *Tools for Measuring Advocacy Capacity*

- Advocacy Capacity Assessment Tool from Alliance for Justice
- Advocacy Core Capacity Assessment Tool (A-CCAT) from TCC Group

# *TCC's Advocacy Core Capacity Assessment Tool Scales*

## ***Leadership***

- Advocacy Board Leadership
- Leadership Persuasiveness
- Community Credibility
- External Credibility
- Leadership Strategic Vision
- Leadership Distribution

## ***Management***

- Advocacy Staff Roles and Management
- Advocacy Management Systems
- Staff Coordination
- Advocacy Resource Management

## ***Adaptive***

- Strategic Partnerships
- Measuring Advocacy Progress
- Strategic Positioning
- Funding Flexibility

## ***Technical***

- Strategic communication skills
- Policy issues and Processes
- Interpersonal skills
- Finance and fundraising skills
- Legal knowledge
- Facilities and equipment



# *How do I Build Advocacy Capacity?*

- Determine a framework
- Do an assessment
- Develop a Plan
- Determine the best approach
- Assess your efforts

# *The Final Word*

Do you have a clearly articulated objective?

Can you sell the  
relevance of the work?

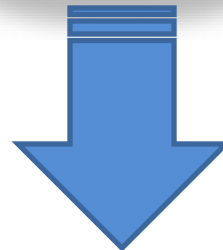
Have you articulated a clear  
anticipated pathway to change?

Can you demonstrate  
leadership capacity?

Can you demonstrate  
adaptive capacity?

Can you demonstrate  
management capacity?

Can you demonstrate you  
have the skills to do the work?



Likelihood of Advocacy  
Success

# Resources

- **Innovation Network:** <http://www.innonet.org/>

A Practical Guide to Advocacy Evaluation (2009)

- **Alliance for Justice:** <http://www.advocacyevaluation.org/>

Build Your Advocacy Grantmaking: Advocacy Evaluation Tool  
& Advocacy Capacity Assessment Tool (2007)

- **Annie E. Casey Foundation:** <http://www.aecf.org>

A Guide to Measuring Advocacy and Policy

- **TCC Group:** [www.tccgrp.com](http://www.tccgrp.com)

What Makes an Effective Advocacy Organization? A  
Framework for Determining Advocacy Capacity (2009)  
Evaluating Coalitions (*August 2010*)

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