

Tools, Models, and Approaches for Advocacy and Organizational Development Capacity Strengthening

Published by Catalysts for Change and commissioned by the William and Flora Hewlett Foundation as a supplement to the report, *Strengthening country-based advocacy for maximum impact: What will it take?*

The resources listed below were provided by the 90 key stakeholders interviewed for the report *Strengthening country-based advocacy for maximum impact: What will it take?* published by **Catalysts for Change**. Interviewees were asked to share advocacy and organizational development capacity strengthening tools, models, and approaches that they had developed or found useful to their work. To read the full report or for further information on these and other resources for advocacy capacity strengthening, visit www.AdvocacyAccelerator.org.



INDIVIDUAL KNOWLEDGE AND SKILLS

Advocacy Communications

Media Advocacy for Contraceptive Security: A Tool for Strategy Development

USAID

Tool supports development of media relations strategies to increase coverage of health issues related to contraceptive security.

Spitfire SMART Chart

Spitfire Strategies

Planning tool helps nonprofits make smart choices to develop high-impact communications strategies.

Advocacy Strategy Development

Advocacy Process Planner

Aspen Institute

Online “logic model builder” helps advocates plan, evaluate, and clarify the elements of their campaign.

Advocacy-to-Action Generating Political Change

International Planned Parenthood Federation

Stories highlight essential components of advocacy and demonstrate how advocacy needs to be adapted to specific contexts and issues.

Advocacy Toolkit: A guide to influencing decisions that improve children’s lives

UNICEF

Toolkit provides detailed steps, guidance, and tools for developing and implementing an advocacy strategy, including outlining eight foundational areas for strong advocacy.

Advocacy Strategy Development (continued)

[AFP: Implement a Plan](#)

Advance Family Planning

Two-part tool that provides an overview of how to conduct a landscape assessment (Part 1) and how to develop evidence-informed briefs (Part 2).

[AFP SMART: A Guide to Quick Wins](#)

Advance Family Planning

Tool outlines a step-by-step approach to develop a focused, collaborative advocacy strategy that prioritizes “quick wins” tied to larger advocacy goals and intended impact. AFP SMART evolved from Spitfire SMART Chart to include advocacy and family planning policy change. To learn more about the approach, see AFP [case studies](#).

[EMPowerment for ADvocacy: The EMPAD Policy Framework for national advocacy by and with key populations](#)

International HIV/AIDS Alliance

Tool supports the design of new HIV-related advocacy efforts and campaigns, development of advocacy-related funding proposals, and communication of advocacy work around key populations.

[HIV Alliance Advocacy in Action Toolkit](#)

International HIV/AIDS Alliance

Toolkit supports NGOs and community-based organizations (CBOs) in developing countries to plan and implement effective advocacy work around HIV/AIDS.

[Policy Advocacy for Health: A Workshop on Policy Advocacy Strategy Development](#)

[Available in several languages]

PATH

Workshop curriculum guides participants through a [ten-part framework](#) to develop a strategic advocacy agenda and a [Facilitator's Guide](#) is available to support groups to conduct workshops.

[Policy and Advocacy Interventions Health Policy Project](#)

Suite of eight tools that help strengthen the capacity of key stakeholders to engage in and monitor health policy development and advocacy interventions.

[Straight to the Point Advocacy Tools](#)

[Available in French and Portuguese]

Pathfinder International

Tools support organizations to include in-country advocacy and public policy work in their programmatic strategies.

[Young people as advocates: Your action for change toolkit](#)

Parenthood Federation

Step-by-step guide to help plan, implement, or improve advocacy initiatives focused on young people's sexual and reproductive health and rights.

Building Advocacy Champions

[Global Advocacy for HIV Prevention Advocacy Fellows Program](#)

AVAC

Fellowship model supports emerging and midcareer advocates to design and implement advocacy projects focused on biomedical HIV prevention research and implementation in their countries.

Evidence-based Advocacy

[DemDiv Model](#)

Health Policy Project

Evidence-based tool to inform policymakers in high-fertility countries of the economic growth potential gained by population changes (i.e., the Demographic Dividend).

[Resources for the Awareness of Population Impacts on Development \(RAPID\)](#)

Health Policy Project

Computer model designed to illustrate the socio-economic impacts of high fertility and rapid population growth, using local, context-specific data. It projects the consequences of rapid population growth for other sectors and can be used as an advocacy tool.

Evidence-based Advocacy (continued)

[Supporting the Use of Research Evidence \(SURE\) for Policy in African Health Systems](#)

World Health Organization

Collaborative project that works to strengthen, support, and evaluate the [Evidence-Informed Policy Network \(EVIPNet\)](#) in Africa and the [Region of East Africa Community Health \(REACH\) Policy Initiative](#). Initial results and potential applications are included on the website.

[2015 World Population Interactive Map](#)

Population Reference Bureau

Digital visualization of data on population, vital statistics, life expectancy, family planning, income, and gender gaps searchable by region and country.

Implementation and Accountability

[Accelerating Progress in Family Planning: Options for Strengthening Civil Society-led Monitoring and Accountability](#)

Results for Development

Study identifies options to support stronger monitoring and accountability, particularly social accountability, around Family Planning 2020 and family planning more broadly.

[Citizen Report Card Learning Toolkit: Improving Local Governance and Pro-Poor Service Delivery](#)

Pathfinder International

Tool provides public agencies with systematic feedback from users on the quality and adequacy of public services, providing a rigorous basis and a proactive agenda for communities, CSOs, or local governments to engage in a dialogue with service providers to improve service delivery. To learn more about the approach, see a [case study from Tanzania](#).

[Citizen Voice and Action](#)

World Vision International

Social accountability methodology to improve dialogue and relationships between communities, service providers, and governments to improve critical services. To learn more, see [case studies](#) documenting the approach.

[Community Score Card: A generic guide for implementing CARE's CSC process to improve quality of services](#)

CARE

Social accountability methodology to facilitate good governance through promotion of participation, transparency, accountability, and informed decision-making. CARE Malawi has established a [local consulting group](#) to provide technical assistance on use of CARE's Community Score Card.

[Nigeria Independent Accountability Mechanism \(NIAM\) for Maternal, Newborn, and Child Health](#)

Evidence for Action, White Ribbon Alliance Nigeria

An independent mechanism that facilitates transparency and accountability and tracks progress on Nigeria's Roadmap for the Health of Women and Children. For more information, see the [NIAM case study \(page 41\)](#).

[Social Accountability Atlas](#)

Results for Development

Online platform provides information to identify and learn about civil society-led social accountability projects, and connect them with the people leading them.

Monitoring and Evaluation

[AFP Results Cascade](#)

[Available in French]

Advance Family Planning

Tool provides a systematic process to document, monitor, refine, and demonstrate the results of family planning advocacy strategies.

[Continuous Progress Planner](#)

Aspen Institute

Web-based tools to help donors and advocates plan, evaluate, learn from, and improve their global policy advocacy efforts.

Monitoring and Evaluation (continued)

Measuring up: HIV-related advocacy evaluation training pack

[Available in [French](#) and [Vietnamese](#)]

International HIV/AIDS Alliance

Guides to increase the capacity of advocates and monitoring and evaluation staff to evaluate progress and results of advocacy efforts.

Outcome Harvesting

Ford Foundation

Monitoring and evaluation method that enables users to identify, formulate, verify, and make sense of outcomes by working backward to determine whether and how the project or intervention contributed to the change.

Outcome Mapping

International Development Resource Center

Monitoring and evaluation method that assesses the contributions development programs make to the achievement of outcomes (rather than impacts). It is described as having a “learning-based and use-driven view of evaluation...”

Policy Processes and Tactics

Expenditure Tracking

International Budget Project

Tool for civil society organizations (CSOs) to ensure that government budgets are being executed on the ground as intended and that scarce public resources are being used effectively. For more information, including case studies, see [Our money, Our responsibility: A Citizen's Guide to Monitoring Government Expenditures](#).

Handbook for Budget Analysis and Tracking in Advocacy Projects

International Planned Parenthood Federation

Handbook builds capacity of organizations to incorporate public budget analysis and monitoring into their advocacy projects.

Handbook for Political Analysis and Mapping

International Planned Parenthood Federation

Handbook builds capacity of organizations to design effective advocacy projects that advance sexual and reproductive rights.

Health Sector Budget Advocacy:

A Guide for Civil Society Organizations

Save the Children

Guide focuses on the importance of health budget advocacy and provides tools to help organizations get started.

Holding Governments to Account:

Public Expenditure Analysis for Advocacy

Save the Children

Report introduces issues and approaches related to public expenditure analysis and advocacy.

Technical Assistance Hubs

Friends Africa Technical Assistance Hub

Friends Africa

Platform provides technical assistance to Country Coordinating Mechanisms and CSOs in Africa to strengthen their capacity to submit quality proposals to the Global Fund and other funders. Created a database of over 150 indigenous consultants with expertise in specific areas to facilitate the provision of TA.

Regional Support Hubs

International HIV/AIDS Alliance

Hubs that provide technical support in specialist programmatic areas, the Global Fund, and organizational development to organizations and agencies working to address AIDS.



ORGANIZATIONAL STRENGTH AND PRACTICE

Organizational Assessments

[FANIKISHA Organizational Capacity Assessment Tool \(OCAT\)](#)

Management Sciences for Health, USAID

Self-assessment tool uses a participatory, consensus-driven process to assist national CSOs in Kenya to identify the areas where they require institutional support. It evaluates an institution against international standards in 10 technical areas.

[International Advocacy Capacity Tool](#)

Bolder Advocacy, Alliance for Justice

Tool used by organizations to assess their readiness to engage in advocacy. Questions relate to an organization's skills, knowledge, practices, and resources.

[Organizational Mapping Tool](#)

[Available in Spanish and Swahili]

Wellspring Advisors

Tool helps an organization's staff and board reflect on its strengths, identify priority areas for improvement and capacity strengthening, and build organization-wide consensus to take action.

[ProCapacity Index™ \(or ProCap\)](#)

Abt Associates

Metrics-driven quantitative tool that assesses factors that contribute to an organization's capacity and sustainability. Planned Parenthood Global has worked with Abt Associates to adapt the tool to specifically measure the sustainability of advocacy organizations.

Organizational Capacity Strengthening

[Designing Development Programs to Build Capacity: Emerging Experience from the Results for Development Institute](#)

Results for Development

Discussion paper provides experience implementing initiatives that combine capacity-building goals with other objectives. The three initiatives include: [The Joint Learning Network for Universal Health Coverage](#), the [Ministerial Leadership Initiative for Global Health](#), and the [Transparency and Accountability Program](#).

[InsideNGO](#)

InsideNGO

Courses to help strengthen the operational and management capacity of organizations in the global NGO community.

[Making the Difference: An Intensive Model for Strengthening Civil Society Capacity in Mozambique](#)

Pathfinder International

Technical briefing describing an intensive, tailored, CSO-driven model grounded in mutual respect to improve the technical expertise, functionality, and sustainability of an organization.

[Targeted Capacity Support](#)

Segal Family Foundation

Intensive six-month capacity building program that provides assessments, grants, and customized strategy development and support. Includes a two-day facilitated process that uses a participatory tool to rank an organization across seven areas of institutional capacity, culminating in an analysis of the priorities for organizational growth.



INTER-INSTITUTIONAL COLLABORATION AND ALIGNMENT

Knowledge Exchange Analysis and Methodology

[A New Look at Practitioner Learning in International Development](#)

Results for Development

Review provides comprehensive analysis of the best ways to support learning among development practitioners (e.g., Communities of practice).

[The Art of Knowledge Exchange Guide](#)

World Bank

Planning guide to design, implement, and measure a results-oriented knowledge exchange initiative focused on connecting and facilitating engagement between knowledge seekers and providers.

[Evolution of Facebook groups: Informal e-learning among medical laboratory scientists in Nigeria](#)

K4Health

Brief on the use of a Facebook groups for knowledge dissemination and peer-to-peer learning among Nigerian Medical Laboratory Scientists.

[Online collaboration: Scientists and the social network](#)

Nature—International weekly journal of science

Survey explores why scientists are using academic social networks to support their activities. In particular, it discusses the growth of [ResearchGate](#), an online network connecting scientists and researchers to share and access scientific output, knowledge, and expertise (i.e., a “scholarly version of Facebook or LinkedIn.”)

[Results Stories](#)

World Bank

Website provides examples of South-South knowledge exchange, including descriptions of how they were built, the outcomes and long term impacts, and lists of organizations that have experience with knowledge exchange practices.

Knowledge Exchange Platforms

[Community of Practitioners on Accountability and Social Action in Health](#)

Open Society Foundation

Platform for practitioners interested in community monitoring for accountability in health to interact and share experiences, lessons learned, resources, capacities, and methods.

[Demographic Dividend](#)

Gates Institute, Population Reference Bureau

Website hosts resource materials available from a number of organizations engaged in research, advocacy, and policy work related to the demographic dividend.

[Global Partnership for Social Accountability \(GPSA\) Knowledge Platform](#)

GPSA, Fundar

Platform supports learning, networking, and knowledge exchange of GPSA grantees and other CSOs working on social accountability in the Global South. The managers of the Platform have documented and shared their [lessons learned](#) so others can benefit from their experience.

[Kenya Civil Society Portal for Health](#)

USAID, PEPFAR, FANIKISHA, NGO Coordination Bureau

Website gathers information on capacity building and enhancing health outcomes in Kenya from Kenyan health-focused CSOs, professional service providers, donors, and government agencies. It also includes a consultant database.

Knowledge Exchange Platforms (continued)

K4Health

USAID

Platform shares knowledge and tools to strengthen family planning and other public health efforts. The [Family Planning Advocacy Toolkit](#) and the [Youth Policy Toolkit](#) are online libraries of select resources to support advocates working on these issues.

Knowledge Gateway

WHO/RHR

Online communication platform connects people working in health and development through virtual networks and online discussions to facilitate knowledge sharing and exchange.

Mwanaharakati Campaign

Centre for Advocacy and Empowerment

Platform for Tanzanian civil society and partners to exchange ideas and share learning around advocacy. Social media platforms (e.g., Facebook and WhatsApp) are used as platforms for posting questions and promoting dialogue.

Pelican Initiative: Platform for Evidence-based Learning & Communication for Social Change

Dgroups

Online platform connects development practitioners, specialists, and policy makers interested in learning and communications for social change. Users share knowledge, experience, and ideas, and can pose questions to the group.

Networking and Coalition-Building

Networking and Coalition Building for Health Advocacy: Advancing Country Ownership

USAID, PEPFAR, Health Policy Project

Brief provides CSOs with guidance on working within networks and coalitions to advocate for improved family planning, HIV care and treatment, and maternal health policies and programs.



ADVOCACY ECOSYSTEM

Innovative Funding Models

Amplify Change Granting Models

Amplify Change

Fund provides a series of grants to CSOs that advocate on sexual reproductive health and rights, including:

- Network Grants: Support organizations and coalitions working at regional or national levels or as part of global consortia active in one or more of the priority thematic areas and eligible countries
- Opportunity Grants: Smaller grants focused on trying or implementing new approaches and ideas in new contexts
- Strengthening Grants: For building and supporting CSO projects
- Strategic Grants: Support INGOs to advocate on priority themes

Organizational Effectiveness Program

Packard Foundation

Fund for grantees to build core strengths in individual and team leadership, organizational planning, development, and network development.

Opportunity Fund for FP2020

PAI, Advance Family Planning

Flexible source of financial and technical assistance for family planning advocacy in the Global South to secure policy and funding decisions aimed at achieving FP2020 and Ouagadougou Partnership commitments.

Strategic Philanthropy for a Complex World

Stanford Social Innovation Review

Article recommending a shift from current funding models to an emergent strategy model which supports evolving solutions to respond to the time, place, and participants involved, thus enabling funders to adapt their activities to meet needs.

Urgent Action Fund

Urgent Action Fund for Women's Human Rights

Global women's fund that provides resources to protect, strengthen, and sustain women and transgender human rights defenders at critical moments.

Power Dynamics and Accountability

Funder Feedback Tool

Peery Foundation

Tool enables organizations to gather and review anonymous feedback and recommendations from grantees on a quarterly basis.