

# Justice Begins at Home

*Strengthening Social Justice Advocacy  
in the U.S.*

Prepared by the  
ADVOCACY INSTITUTE

# *About the Advocacy Institute*

---

The Advocacy Institute is dedicated to strengthening the capacity of social and economic justice advocates, both within the U.S. and internationally, to influence and change public policy.

A behind-the-front lines organization, the Advocacy Institute brings together seasoned advocates and community-based leaders to help build their capacity to advocate for just and civil societies. Skills are enhanced, ideas are nurtured into cohesive strategies, and advocates gain greater maturity and skill as movement leaders.

Our mission is carried out through the following core activities designed to enable movements and organizations to set public agendas:

- **Designing and conducting Fellows Programs**, intensive one- to four-week justice advocacy leadership development programs, based on extensive needs assessments.
- **Movement building among tobacco control and public health advocates** in the U.S. and abroad.
- **Convening potential allies** for relationship building, strategy exchange and joint action planning.
- **Providing strategic guidance and support.**
- **Networking** among over 400 Advocacy Institute alumni in 27 countries.
- **Documenting and disseminating** advocacy lessons drawn from our networks.

The Advocacy Institute is a non-profit, tax-exempt organization under Section 501 (c)(3) of the Internal Revenue Service Code. Donations are tax-deductible to the fullest extent allowed by law. For more information about *Justice Begins at Home*, this initiative, or the Advocacy Institute, please contact us at:

Advocacy Institute  
1629 K St., NW Suite 200  
Washington, DC 20006-1629

Phone: (202) 777-7575  
Fax: (202) 777-7577  
Email: [partners@advocacy.org](mailto:partners@advocacy.org)

Visit our website at [www.advocacy.org](http://www.advocacy.org)

Please share *Justice Begins at Home* as widely as you find useful. Additional copies are available for US\$10, including shipping and handling.

*Justice Begins at Home: Strengthening Social Justice Advocacy in the U.S.*  
Copyright © 2000 Advocacy Institute.

# Foreword

---

In September 1999, with support from the Ford Foundation, the Advocacy Institute initiated a program to help shift the culture of the U.S. social justice nonprofit sector to embrace advocacy as a critical tool for social change. The Advocacy Institute launched the program by inviting a diverse group of social justice leaders to become members of a Strategic Advisory Committee.

## Selection of Strategic Advisory Committee

Together with the Ford Foundation, the Advocacy Institute identified 30 diverse and deeply experienced social justice leaders, mostly working at the grassroots level. These individuals were invited to become members of a Strategic Advisory Committee (SAC).

## Strategic Analysis

The Advocacy Institute convened the Strategic Advisory Committee in September 1999 to conduct a strategic analysis of the social justice nonprofit sector. This analysis was organized around advantages and challenges internal to the social and economic justice nonprofit sector, and challenges around and threats to social and economic justice advocacy in the external environment. The group also brainstormed recommendations for future actions for different audiences (i.e., advocates, advocacy capacity builders, the philanthropic community and the public).

Part I of this report, the Strategic Analysis, captures the discussions that took place in September about the state of and barriers to social justice advocacy. Five core themes emerged from the analysis:

- Lack of strategic coherence among social justice advocates in advocating for a common vision.
- Fears about the legality of advocacy and/or negative consequences of advocacy related work (e.g. reputation, funding, relations with government).
- Gaps in skills and knowledge among social justice advocates.
- Philanthropic unresponsiveness.
- Changing paradigms and contexts (e.g. globalization, increasing corporate control of the media, strategic coherence of the politically conservative).

## Recommendations and Action Plans

In March 2000, the Strategic Advisory Committee, together with additional leaders in the nonprofit sector, re-convened. Its goals were to:

- Categorize the many recommendations brainstormed in September.
- Prioritize the categories of recommendations.
- Based on the highest priorities determined by the participants, identify strategic next steps to be recommended to audiences already identified: advocates, advocacy capacity builders, the philanthropic community and the public.

Because reality dictates limited resources to implement the recommendations, participants were asked to strategically prioritize the categories of recommendations. The participants felt that all of the recommendations were important, however, and should be captured in this report.

Part II of this report, Recommendations, captures the recommendations made in September and March. These recommendations were categorized by the participants and appear in descending order of priority.

In Part III, Strategic Next Steps, participants identified the most strategic next steps to be taken to implement each of the six top priorities as identified by the group. The participants based their work on the analyses done in September, the many brainstormed recommendations from both meetings, and the categorization of the recommendations that had taken place earlier in the day. (Note: participants did not develop strategic next steps for the public, as this audience did not remain as a top priority.)

## Methodology

During the first meeting, the Advocacy Institute utilized structured formats for participation, mainly small group discussions and “go-arounds,” where each person would speak in turn to a particular topic. For the March meeting, the Advocacy Institute invited consultant Vicky Foxworth to guide the Committee through a process unfamiliar to the participants in the meeting, though increasingly used by the business community. This process is used to categorize and prioritize where limited resources demand decisions about which activities will move a group most strategically towards its goals.

## The Report

This report is an attempt to initiate dialogue and reflection about social justice movement strengthening, about building a movement across issues and borders, and about the role of advocacy in furthering that vision. Members of the Committee wish to express that the recommendations made are neither exhaustive nor conclusive. The issues raised are intended as starting points for further discussion. They are intended to initiate and inform strategic coherence among the sector and guide/shape future actions. In addition, members have felt a compelling need to hold discussions at the regional level to allow for more social justice advocates to participate and contribute to the analysis and action plan. With Advocacy Institute taking the lead, steps are currently underway to organize meetings at the regional level.

## Acknowledgements

The Advocacy Institute wishes to thank Program Associate Farah Nazarali-Stranieri who produced the initial report based on her notes of the meetings. We would also like to thank Diana Autin, Gary Bass, Kelly Butler, Oscar Chacon, Lisa Diehl, Pablo Eisenberg, Steven Johnson, Eun-Sook Lee, and Bob Smucker, each of whom provided invaluable and insightful feedback in ensuring the report accurately reflected the voices of the participants.

# Table of Contents

---

## **Part I: Strategic Analysis** ..... 8

### **Internal Advantages** ..... 8

- *Untapped Resources*
- *Greater Resources for Advocacy*
- *Technology*
- *Allies Outside the Sector*
- *Diversity Within the Sector*

### **Internal Challenges** ..... 9

- *Leadership challenges, including but not limited to:*
  - *Development*
  - *Sustenance*
  - *Succession*
  - *Accountability*
  - *Co-optation*
  - *Knowledge/fear of advocacy*
  - *“Bridging” leadership*
  - *“Walking the Talk”*
- *Lack of Coherence, Cohesion, Common Vision*
- *Reframing Morality*
- *Gaps in Advocacy Skills and Knowledge*
- *Unequal Relationships with Funders*
- *Accountability to Constituents*
- *Funder-Driven Work*
- *Integrating Volunteerism and Advocacy*
- *Modeling the Values and Practices of Inclusiveness, Diversity, and Community*
- *Channeling Powerlessness into Empowerment*

### **External Threats** ..... 11

- *Philanthropic Community Unresponsiveness*
  - *Lack of resources for general support and capacity building*
  - *Pre-fixed program areas determine funding agendas*
  - *Misunderstanding and fear of advocacy*
  - *Funding cycles do not correspond to cycles of change*
  - *Lack of priority attention to social justice*
  - *Funders' demands for quantifiable results*
  - *Philanthropic accountability*

- *The Impact of Neo-liberalism*
  - *Privatization*
  - *Devolution*
  - *Educating the Public*
  - *Erosion of Public Goods*
- *Media Coverage*
  - *Increasing corporate control of media*
  - *Syndicated columnists' domination of opinion and editorial pages*
  - *Lack of resources for media advocacy*
  - *Episodic nature of coverage*
  - *Decline of serious reporting*
  - *Alternative media not strong enough*
- *Strategic Coherence of Political Conservatives, Religious Fundamentalists, and Economic Libertarians*
  - *Overarching, multi-issue unity of conservatives*
  - *More resources devoted to media advocacy by conservatives*
- *Corruption in Politics*
- *Public Feelings of Powerlessness*
- *Ascendance of Libertarian Values*

## **External Opportunities ..... 13**

- *Devolution*
- *Cultivating Allies and Devising Strategies to Work with Them*
- *Increasing Audiences for Advocacy*
  - *Acknowledgement of relationship between advocacy and democracy*
  - *Increased opportunities to collaborate on capacity strengthening activities*
- *Identification of "Best Practices"*

## **Part II: Recommendations ..... 15**

### **Philanthropic Community ..... 15**

- *Social change nuts and bolts*
- *Fund leadership development to build networks and communities of social justice advocates*
- *Embrace bolder, clearer definition of advocacy*
- *Be respectful and don't act like a colonial power*
- *Invest in developing youth leaders for social justice as a viable career path*
- *Lead as advocates for advocacy within philanthropic community*
- *Involve advocates in developing evaluations*
- *Pay attention to issues of equity*
- *Look outward and inward to learn*

## Advocacy Capacity Builders ..... 17

- *Strengthen mutual support and collaborative efforts*
- *Focus on youth*
- *Target philanthropy attitude and practice*
- *Broaden, deepen, and demystify advocacy and social justice*
- *Seek knowledge and experience of oppressed peoples*
- *Expanding the tent*
- *Instigation/interest building*
- *Internet and technology resources*
- *Training audiences*
- *Strengthening content of training*
- *Support research and evaluation of nonprofit advocacy*
- *Support media advocacy and popularize social justice advocacy*
- *Enlarge the tent by defining more broadly*

## Social Justice Advocates ..... 21

- *Engage in cross-issue collaboration*
- *Youth as leaders*
- *Recruitment/inclusion of youth*
- *Overcome internal barriers such as racism, co-optation, etc*
- *Understand legal restrictions on advocacy*
- *Support democratic values in our organizations*
- *Prioritize advocacy and broaden the definition of advocacy*
- *Recognize, measure, and correct our weaknesses*
- *Improve quality of life in our organizations to avoid burnout and improve recruiting*
- *Define who we are*
- *Leverage the media (more effectively) for public relations and public agenda setting*
- *Use technological tools*
- *Be bolder with the philanthropic community re: advocacy*
- *Funding: how to and for what*
- *Skills building*
- *Address generational tensions in organizations and strategize*
- *Develop intellectual ammunition for our activism*

<b>Public</b> .....	<b>24</b>
• <i>Engage in cross-issue collaboration</i>	
• <i>Diverse, non-English speaking communities</i>	
• <i>Institutions</i>	
• <i>Workforce</i>	
• <i>Youth</i>	
• <i>Media</i>	
• <i>Tools and resources</i>	
<b>Part III: Strategic Next Steps</b> .....	<b>26</b>
<b>Philanthropic Community</b> .....	<b>26</b>
• <i>Social change nuts and bolts</i>	
• <i>Fund leadership development to build networks of social advocates</i>	
• <i>Embrace a bolder, clearer understanding of advocacy that includes the legitimacy of lobbying</i>	
<b>Advocacy Capacity Builders</b> .....	<b>27</b>
• <i>Advocacy capacity builders should strengthen mutual support and collaborative efforts</i>	
• <i>Advocacy capacity builders should focus on youth</i>	
<b>Advocates</b> .....	<b>28</b>
• <i>Advocates should engage in cross-issue collaboration</i>	
<b>Appendix—List of Participants</b> .....	<b>29</b>

# Part I: Strategic Analysis

---

## Internal Advantages

As identified by participants, the internal advantages of the social justice nonprofit sector include:

- Untapped resources
- Greater resources for advocacy
- Technology
- Allies outside the sector
- Diversity within the sector

## Untapped Resources

- **Communities of color.** While significant social change work is taking place in communities of color, there is potential to significantly increase that work. Tapping into ethnic radio, newspaper, and other community outlets may require additional capacity, such as language skills; but the potential for involvement in social change efforts is great.
- **Immigrant communities.** Immigrants may be the fastest growing sector of the population. These communities have been utilizing such tools as research, education, and organizing to further social change, such as partially restoring SSI and food stamp benefits. Many immigrant communities include people involved in social change movements in their home countries. These individuals bring skills and, in particular, a “southern” perspective of advocacy, i.e., ideas about advocacy from developing nations of the world.
- **Rural communities.** Social justice advocates can become more effective in breaking the cycle of exclusion that disempowers rural people who may question the value of their involvement in advocacy. This sense of exclusion results from rural communities being included but ineffectively served by programs designed for urban areas.

- **Faith-based organizations.** There continues to be significant potential to increase the connections with people largely influenced by a faith-based perspective, as well as increasing identification and cultivation of allies within the progressive religious community.
- **Youth.** Young people could be brought into all social justice efforts. Young people often have the education and skills to contribute meaningfully to an organization and its social change work. Youth also have important insights about the impact of current policies on their lives.
- **Seniors.** In many ethnic and religious communities, senior citizens are already involved in social service and youth work. Seniors could be mobilized to extend their involvement to wider social justice efforts as well.

## Greater Resources for Advocacy

- **Growing audiences for advocacy** have increased the availability of and access to advocacy models, resources for training, and advocacy networks. In addition, more nonprofits are engaging in advocacy. The growing interest in advocacy is an opportunity to “swell the ranks.” See “Opportunities”, page 13.

## Technology

- **Electronic communication.** Dissemination of information across borders is now easy and inexpensive. Advocates can share knowledge and take advantage of information technology, (i.e. e-mail, listserves, Internet) to reach the broadest audiences possible. It is important to note that certain communities have less access to technology and advocates must work towards equalizing access to technology and its benefits.

## *Allies Outside the Sector*

- **Identifying and cultivating allies.** There are many additional allies to the sector yet to be identified and cultivated. These allies can be found, among other places, in the philanthropic community, media, multi-national corporations, and government. Social justice advocates can develop strategies to work with these allies on specific issues and campaigns in furthering social change.

## *Diversity Within the Sector*

- **Celebrating and re-creating diversity.** The diversity of the social justice movement allows it to access a broad range of perspectives. Advocates have the opportunity to build and strengthen diversity within organizations and among constituents. Creating inclusive and safe environments is an integral part of celebrating and maintaining diversity.

## **Internal Challenges**

The participants' identification of internal challenges of the social justice nonprofit sector included:

- Leadership challenges, including but not limited to:
  - Development
  - Sustenance
  - Succession
  - Accountability
  - Co-optation
  - Knowledge/fear of advocacy
  - “Bridging” leadership
  - “Walking the Talk”
- Lack of coherence, cohesion, common vision
- Reframing morality
- Gaps in skills and knowledge
- Unequal relationships with funders
- Accountability to constituencies
- Funder-driven work
- Integrating volunteerism and advocacy
- Modeling the values and practices of diversity and inclusivity
- Channeling powerlessness into empowerment

## *Leadership*

- **Developing leadership.** Leadership skill development is critical for advocates to be more effective and strategic in their work. However, there are very few opportunities for developing leadership skills within the social and economic justice advocacy community. The skills needed to lead social justice efforts and organizations can be learned and supported.
- **Sustenance.** Working on social justice issues is often exhausting, draining, and isolating. Many social justice leaders experience burnout and either are significantly less effective than they could be or leave their work altogether. This challenge can be addressed by connecting leaders with each other and giving them the opportunity to reflect and rejuvenate.
- **Succession.** Leaders are often too busy to nurture the next generation of leaders or may have fears of being eclipsed by a younger generation of leaders. Relying too heavily on the leadership skills of one specific person can be devastating to an organization, issue, or movement. The wisdom of social justice leaders is valuable only to the extent that it is shared.
- **Accountability.** Tensions arise when leaders move forward without regular, consistent consultations with their constituents. These consultations should address broader, systemic issues beyond the initial interests of the constituents. Leadership accountability includes questioning the status quo and proposing solutions that go beyond the short term or the immediately logical.
- **Co-optation.** Many advocates recognize the need to bring together “inside” and “outside” advocates for successful advocacy efforts. However, leaders who work on an “inside” strategy run the risk of being co-opted by the institution in which they are working to bring about change.
- **Lack of knowledge about and fear of advocacy.** Many nonprofit boards of directors do not support any advocacy efforts out of a lack of understanding of the legality of lobbying. Others do not support advocacy because it is controversial, fearing that it may lead to loss of funding. Leaders may also fear retaliation and retribution, of a personal or an organizational nature, in response to advocacy efforts.

- **Scarcity of “bridging” leadership in the social justice community.** There is an expressed need for collegial leadership in bringing social justice advocates together and working collectively towards a common vision for equality, justice, participatory democracy, etc.
- **“Walking the Talk”.** Too few social justice leaders practice leadership that is participatory, democratic, people-centered, cooperative, caring, transparent, and accountable. Advocates face a significant challenge in working to make a vision of a just society real for their organizations and in their relationships with others.

### *Lack of Cohesion, Coherence, Common Vision*

- **Issue divisiveness.** The social justice movement tends to compartmentalize issues. There are few opportunities to connect with advocates outside of their issue; to think “outside the box;” to think in different ways; to broaden audiences; and to work collectively towards a common vision.
- **Turf battles and competition for funds.** A lack of trusting relationships among social change leaders results in turf battles and competition for a larger piece of the pie. Some solutions are to bring together allies, plan strategically, and divide labor to avoid overlap and competition.
- **Lack of common vision or strategic coherence.** A challenge for social change leaders is to see the mosaic of issues collectively and to see how each piece can strengthen other pieces and incrementally move towards a larger vision. Developing strategic coherence or a common vision requires building relationships of trust across issues.
- **Lack of long-term, systemic approaches.** The solution of the problems plaguing society involves developing a vision that addresses immediate as well as broader, systemic issues and proposing long-term solutions.

### *Reframing Morality*

- **Our morality vs. the morality of the social Darwinists, economic libertarians, and the Christian coalition.** Social justice advocates believe that values and morality are on their side. However, the public perceives that others—political conservatives, religious funda-

mentalists, and economic libertarians—hold the moral high ground in addressing current social issues. Social and economic justice advocates have not succeeded in framing for the public how their work is rooted in a value system that emphasizes equity, compassion and justice.

### *Gaps in Advocacy Skills and Knowledge*

- **Leveling the playing field for advocates and would-be advocates.** There are significant gaps in advocacy skills and knowledge. The challenge is to educate social justice activists to further systemic change and to provide opportunities for further skill development in increasing and deepening the understanding of advocacy. In many contexts, advocacy continues to be understood intellectually but not practically.

### *Unequal Relationships with Funders*

- **Recognize ourselves as “partners not beggars.”** Although the philanthropic community and advocates share the same goals, many in the philanthropic community work in ways that suggest otherwise. Advocates do not yet see themselves as partners with the philanthropic community. Both advocates and funders need to work together as equal partners in furthering their work to address social problems.

### *Accountability to Constituents*

- **Both funders and advocates are accountable to constituents.** Leaders—whether funders or advocates— are accountable to their constituents. Accountability and the development of mechanisms to ensure accountability to constituents is a priority.

### *Funder-Driven Work*

- **Nonprofit activities must be mission-driven, not funder-driven.** The work of too many nonprofit organizations is driven by the program priorities of funders rather than the organizational mission. Organizations significantly reduce their effectiveness when their programs are not consistent and integrated with their organizational mission and program priorities.

## *Integrating Volunteerism and Advocacy*

- **Developing volunteers into citizen advocates.** Volunteers are often not asked or trained to engage in advocacy despite the fact that volunteers participate highly in civic life. Organizations that use volunteers need to develop ways to integrate advocacy into volunteer involvement and training.

## *Modeling the Values and the Practices of Inclusiveness, Diversity, and Community*

- **Advocates need to “walk the talk”** and not fall into the trap of “deceptive descriptive representation,” the practice of ensuring physical representation of diverse people without fully including their voices in decision making and programming. Creating diverse, inclusive communities involves overcoming various “isms” - sexism, heterosexism, racism, classism and ageism. However, too much emphasis on democratic processes may lead to paralysis.
- **Bridging political, racial, cultural and economic boundaries to create inclusive communities.** Bridging differences means broadening scope and integrating audiences that reflect the current and growing diversity of this country.

## *Channeling Powerlessness into Empowerment*

- **The ability to tap into “indigenous resources.”** Grievances about injustices can be transformed into energetic and skilled work for social change. Developing a sense of efficacy among constituents involves a specific set of skills such as: active listening; motivating through visioning; and facilitation that allows people to own the process of analysis and to develop solutions. These skills need to be developed and sustained. Overcoming powerlessness involves giving power to and sharing power with historically marginalized peoples and making space for their voices to be heard.

## *External Threats*

Participants’ identification of external threats included:

- Philanthropic unresponsiveness
- Impact of neo-liberalism
- Media coverage
- Strategic coherence of political conservatives, religious fundamentalists, and economic libertarians
- Corruption in politics
- Public feelings for powerlessness
- The ascendancy of libertarian values

## *Philanthropic Community Unresponsiveness*

- **Lack of resources for general support and capacity building.** Funders are reluctant to give money where it is needed the most—operating budgets and capacity building. General operating funds are a critical and integral part of institution building, and ultimately social justice movement building.
- **Pre-fixed program areas determine funding agendas.** The often rigid program areas of funders reinforce the compartmentalization of issues within social justice advocacy. Rigid priority areas limit the extent to which social justice advocates can embrace wider, cross-cutting issues. It is rare to find support for efforts to nurture cross-fertilization and bring together diverse social justice groups with different agenda.
- **Misunderstanding and fear of advocacy.** The misunderstanding and fear of advocacy prevalent in the philanthropic community is made evident by the common use of language in grant giving that discourages or prohibits lobbying. Educating the philanthropic community about the legality and importance of advocacy is of paramount importance.
- **Funding cycles do not correspond to cycles of change.** The short-term funding cycles of many foundations usually result in short-term grants. A three-year grant is highly unusual. Short-term funding of specific projects undermines long-term, strategic efforts at public problem solving. Series of unconnected projects do not result in sustainable or long-term change. Funding cycles need to be modified to correspond more closely with the reality of initiating and supporting long-term change.

- **Lack of priority attention to social justice.**

- **Funders' demands for quantifiable results.**

Empowerment efforts and efforts to create a conscious citizenry are essential to the proper functioning of a participatory democracy. Measures to evaluate these efforts have not yet been developed. The philanthropic community needs to articulate an appreciation and understanding of the complexities and long-term nature of social change, and to support efforts to develop the means to measure the effectiveness of these efforts.

- **Philanthropic accountability.** The need for accountability shows flow in both directions; that is, members of the philanthropic community should be accountable to those whom they fund. Few funders are.

### *The Impact of Neo-Liberalism*

- **Privatization** requires new modes of analysis. Social justice advocates differ in the extent to and reasoning for which they oppose privatization. However, the shift from government to private sector in the provision of social services means increased need for mechanisms of corporate accountability, and ways to meet increased demands created by the further redistribution of wealth upwards.
- **Devolution** of federal programming to state and local programming, coupled with a general lack of advocacy skills, knowledge and effectiveness, increases the critical need to build the advocacy capacity of local and state groups to enable them to do advocacy strategically and effectively on a local and state level.
- **Educating the public.** Social justice advocates are playing catch up with free traders and economic libertarians in educating/informing the public about the adverse effects of globalization.
- **Erosion of public goods (e.g., quality education, health care, pensions).** People must work longer and harder in order to maintain their well-being. The erosion of public goods has also meant that many advocacy organizations have shifted their focus to service delivery rather than advocacy.

### *Media Coverage*

Effective media advocacy results in setting a public agenda and framing the public debate about that agenda. Without effective public interest media advocacy, proposed policy solutions are unlikely to include those supported by the social and economic justice advocacy community. Social and economic justice advocates have always been disadvantaged (compared to moneyed interests) by their limited capacities, including funding and skills. The following circumstances were identified as threats to media coverage:

- **Increasing corporate control of media.**
- **Syndicated columnists' domination of opinion and editorial pages** makes it difficult to get certain issues covered. The full range of social justice issues receives limited and insufficient attention
- **Lack of resources for media advocacy.** Advocates and funders alike don't devote enough resources for media advocacy.
- **Episodic nature of coverage.** Television and print news stories usually do not point to the themes underlying the news event that they cover, and therefore do not address the root causes and potential solutions of social problems.
- **Decline of serious reporting.** Public issues agendas are largely determined by television news stories and how those stories are told. Television news is increasingly dominated by stories designed simply to hold the viewers' attention, usually through entertainment or sensationalism.
- **Alternative media not strong enough.** Alternative sources of news continue to remain on the fringes of the mainstream and serve only a fraction of their potential audiences.

## *Strategic Coherence of Political Conservatives, Religious Fundamentalists, and Economic Libertarians*

- **Overreaching, multi-issue unity of conservatives.** The organization and funding of political conservatives, religious fundamentalists, and economic libertarians frustrate and worry many social justice advocates. Conservative groups have united across issues and sectors and have mounted a sustained attack on many social justice gains (affirmative action, welfare policy, efforts to fight hunger and homelessness, etc.). This overarching, multi-issue unity presents a formidable challenge, as it diverts energy and resources into maintaining hard fought victories and/or service delivery rather than long-term change.
- **More resources devoted to media advocacy by conservatives,** especially over the radio.

## *Corruption in Politics*

- **The influence of money on politics** presents a formidable obstacle to encouraging active citizen involvement in public policy. Ironically, the work done to highlight government corruption, coupled with the failure of Congress to enact comprehensive campaign finance reform legislation, has contributed towards the disillusionment of the citizenry with government and elected officials

## *Public Feeling of Powerlessness*

- **The public suffers from information saturation** and feels powerless and overwhelmed by the seemingly endless list of abuses of power and inequities. Social justice advocates must have opportunities to learn how to celebrate and share victories with the public in order to balance the picture and avoid the public from “burning-out.”

## *Ascendance of Libertarian Values*

- **Individualism and consumerism** continue to characterize society-at-large. Both undermine solutions that address social problems. Consumerism, like individualism, moves people away from an interest in and understanding of issues affecting other individuals and groups not their own. Citizens rarely get involved in

issues that are not perceived as directly affecting their own interest.

## *External Opportunities*

Participants identified external opportunities, which include:

- Devolution
- Allies outside the sector
- Increasing audiences for advocacy

## *Devolution*

- **Dynamism of local/community organizing.** The changing orientation of government has shifted the focus of activity from the federal level to the state and local levels. This provides an exciting window of opportunity to develop and nurture grassroots advocacy by strengthening the capacity of local organizations to engage in advocacy. Local organizing also allows for more local control and ownership, which often translates into greater levels of efficacy and participation.

## *Cultivating Allies and Devising Strategies to Work with Them*

- **Cultivating allies in the philanthropic community, media, and government.** Social change leaders have the opportunity to work with allies outside the nonprofit sector in complementary ways.
- **Cultivating “strategic” corporate partnerships.** The issue of corporate partnerships is highly controversial. Many social justice advocates express reservations about cultivating corporate allies and accepting money from certain corporations, e.g., tobacco companies. While cultivating corporate allies may not work across all issues, it has been used successfully by the gay, lesbian, and HIV communities to further their agenda regarding healthcare, as well as by environmental issue organizers in the Northwest.

### *Increasing Audiences for Advocacy*

- **Acknowledgement of relationship between advocacy and democracy.** The importance of a vibrant civil society engaged in public policy advocacy has been recognized for some time in new and fragile democracies around the world. The U.S. philanthropic community is beginning to move toward support of programs to strengthen the U.S. nonprofit sector as a whole.
- **Increased opportunities to collaborate on capacity-strengthening activities.** As a result of increased interest and support, there is more activity to strengthen the sector than ever before. One advantage of increased activity is further opportunities for inter-organizational collaboration around capacity-strengthening activities.

### *Identification of “Best Practices”*

- **Successful advocacy efforts** can take advantage of knowledge and “best practices” that have been identified by front-line advocates. Knowledge of the factors that strengthen advocacy capacity is a tremendous advantage when working to address the challenges and threats to the advocacy capacity of the nonprofit sector.

## Part II: Recommendations

---

### Philanthropic Community

#### *Social change nuts and bolts*

- Ask grantees to contribute to pension savings of employees.
- Allocate funds for on-going staff development, e.g., technical training on information technology and telecommunications.
- Provide capacity building support, especially for small, emerging social justice organizations.
- Provide resources to advocacy capacity builders.
- Fund grassroots advocacy.
- Provide more long-term grants.
- Give a much greater proportion of funds to public policy, organizing, and advocacy.
- Advocate for more general operating support and multi-year grants with others in funding community.
- Fund advocacy organizations for general support to allow nonprofits to plan from mission, i.e., fund institutions not just projects.
- Fund long-term leadership and advocacy capacity building programs—not just short-term trainings.
- Support visioning among advocates across issues; recognize the value of looking ahead.
- Increase funding for general support by at least 50%.
- Move from viewing infrastructure as operations support to advocacy support, i.e., support for staff to train volunteer advocates is program support, not operations support.
- Need to directly fund front-line advocacy and organizing groups at the local, state, and regional levels.

#### *Fund leadership development to build networks and communities of social justice advocates*

- Support the existing efforts of communities to organize and build networks/alliances.
- Build networks and communities.
- Fund leadership development for often unrecognized local leaders rooted in the community.
- Broaden definitions of “infrastructure” groups that foundations are funding.
- Fund coalitions within the sector to reduce territoriality and unify otherwise fragmented advocacy.
- Provide matching grants to local foundations for advocacy building at local level.

#### *Embrace bolder, clearer definition of advocacy*

- Funding to educate the public about importance of advocacy.
- Drop the “no lobbying” caveat in general support grants and in grant agreement letters.
- Recognize various types of advocacy (e.g., legislative/policy advocacy to civil disobedience).
- Need clearer definition of and commitment to social justice, i.e., economic, political, and social equality.
- Fund new, bold, innovative, conflict-generating projects.
- Help educate advocates and lawmakers about the limitations and responsibilities of advocates.
- Become spokespersons on the importance of nonprofit advocacy.
- Support efforts to expand popular understanding and appreciation of advocacy as legitimate and essential to public interest.
- Use board members’ access to legislators to provide “entrée” and/or legitimacy for advocates.

- Make it clear to grant recipients that funds can be used in accordance with the lobbying permitted by Section 501 (c) (3) of the Internal Revenue Code.
- Condition social service grants on recognizing advocacy as an essential function (i.e. require advocacy positions within social justice organizations or require some work to focus on advocacy).
- Support/create progressive news media (particularly Internet and radio).
- Provide funds for media development and communications within nonprofit advocacy organizations (few organizations have funds to do full media and communications campaign even though we all recognize the importance).
- Fund initiatives that can bring together academics and practitioners into joint efforts to champion advocacy.
- Incorporate “advocacy” funding as part of written guidelines.
- Fund research about advocacy.

### *Be respectful and don't act like a colonial power*

- Publish information on process for deciding on advocacy grants (e.g., are there special issues that do not get applied to other grants).
- Find avenues to educate new program officers on “advocacy.” Make this a continued learning opportunity for foundation staff.
- Enter the grantee-grantor relationship with greater recognition of the value each brings.
- Respect.
- Don't impose relationships on grantees (don't make groups work together just to get the grant).
- Recruit foundation staff who recognize the value of social justice advocacy.
- Fund it and get out of the way.
- Change their perception of who and what is a “national infrastructure” group.
- Expose “bad” philanthropic behaviors and publicly acknowledge “good” philanthropic behaviors.
- Get involved in advocacy project and activities.
- Convene funders to address what advocacy includes (may not be responsive to advocacy because of their misunderstanding of advocacy).

- Shrink the gap between funders and grassroots trenchworkers.
- Send US advocates abroad to learn from other social movements.

### *Invest in developing youth leaders for social justice as a viable career path*

- Finance opening level jobs in nurturing social action organizations for promising young people committed to social and economic justice.
- Fund one or two year intern positions at adequate salaries in 50 nonprofit organizations (in training for lobbying/advocacy). Increase reach to 200 organizations over time.
- Encourage social justice and advocacy training in college and high school.
- Invest in developing youth.

### *Lead as advocates for advocacy within philanthropic community*

- Fund a social justice think tank that is a hybrid of national, state, and local.
- New public space for social justice advocacy.
- Facilitate introductions with funders for social justice community.
- Serve as broker between nonprofits and government (i.e. privatization).
- Encourage government to fund social justice issues.
- Regular consultations with donee groups on leading public policy issues.
- Create popular think tanks to develop visions and alternatives for society and public policy.
- Organize funders willing to fund advocacy at the national, state, and local levels and to fund advocacy staff positions.
- Become “advocates for advocacy” within philanthropy. Develop a strategic campaign to raise awareness and legitimacy of funding advocacy capacity building separate from project funding.

- Ask Ford to convene several meetings of funders to discuss the report and how philanthropy can respond.
- Organize funders' briefings.
- Support visioning among advocates across issues.
- Fund advocacy networking, development of successful advocacy case studies, user-friendly guides, and leadership training that builds on successful models.
- Talk to one another.
- Model effective advocacy funding.
- Fund collaborative advocacy efforts.
- Support neutral forums that convene groups that are both pro- and anti-advocacy.
- Fund coalitions within the sector to reduce territoriality and unify otherwise fragmented advocacy.

### *Involve advocates in developing evaluations*

- Engage social entrepreneurs in discussions/activities around program development, assessment and evaluation, and development of innovative approaches to advocacy.
- Develop effective evaluation tools in collaboration with grantees that they can use.
- Involve grassroots in developing evaluation measures. Let them determine what constitutes success.
- Teach advocates how to measure and evaluate advocacy.
- Open up evaluation of grants so that outcomes are less narrow and broaden where process is valued.

### *Pay attention to issues of equity*

- Confront distributive justice questions.
- Identify critical equality and justice issues not being politically addressed.
- Pay attention to issues of racial equity. Fund racial justice.
- Fund organizations that advocate for and by people with disabilities.
- Fund affirmative action.
- Make racial justice a priority (not miscellaneous).
- Low-interest loan program for technology in rural, low-income and poor areas.

- Increase focus/outreach to rural and poor communities.
- Recognize risk takers—people confronting lawless threats.

### *Look outward and inward to learn*

- Identify and organize individual donors with “new wealth.”
- Longer-term commitments to nonprofit sector.
- Evaluate philanthropic efforts and track trends and practices over time.
- Bring “new wealth” into discussions of social justice and advocacy.
- Research on effective advocacy.

### *Miscellaneous*

- Help social justice organizations increase internally generated income. Grants can be a form of dependency. Need long-term financial viability and know-how.
- Publicize evaluations of projects.

### *Advocacy Capacity Builders*

#### *Strengthen mutual support and collaborative efforts*

- Collaborate/network/alliance building/mutual support.
- Instead of “selling” advocacy to service providers, help them come to understand its importance through critical examination of their own experience.
- Mutual support and info exchange.
- Talent scout for organizers.
- Create venues for collaboration that do not require joint project work but that support existing work.
- Disseminate collectively developed info on resources and models.
- Collectively identify gaps; figure out ways to address them.

- Long-term relationships between technical assistance providers and recipients (resource intensive).
- Collectively identify resources.
- Connect like-minded groups.
- Help build alliances, locally and nationally, with other constituents and nonprofits.
- Collectively take inventory of multiple advocacy models.
- Organize coalitions of advocacy capacity builders to address common issues and conduct training around a common vision.
- Work together: seek funding to support the efforts of capacity building to provide training and/or facilitation and back-up technical assistance for advocates.
- Get over turf battles and work together, i.e. on collaborative projects that are collaboratively funded.
- Facilitate collaboration among infrastructure who support/work on advocacy.

### *Focus on youth*

- Do a better job in hiring young, promising people in opening level jobs.
- Incorporate youth into training and curriculum.
- Help bring young people to the table through training.
- Training young people about social justice.

### *Target philanthropy attitude and practice*

- Convene other funders to build support for systemic advocacy change.
- Lobby the philanthropic community to increase its support and understanding.
- Publicly champion philanthropic reform and do not be afraid to criticize foundations.

### *Broaden, deepen, and demystify advocacy and social justice*

- Demystify advocacy/put it in plain English.
- Identify various definitions, conceptual frameworks of advocacy and social justice to better capture their meanings and manifestations.
- Define and commit to concrete conception of “social justice” i.e., social, political, economic and racial justice.
- Answer the question: what is advocacy?
- Understand history.
- Define social justice broadly, to include welfare, health, education, environmental, and international organizations.
- Work to understand, support and use cultural forms of advocacy.
- Learn how to name advocacy better so it is understandable to diverse communities.
- Address the -isms affecting nonprofit/advocates’ work.
- Support broadening definitions of infrastructure.

### *Seek knowledge and experience of oppressed peoples*

- Target groups within and controlled by communities of color.
- Learn from international movements.
- Develop a truly inclusive approach of capacity building from around the world, especially from those in developing countries and from those that reflect an ever more diverse immigrant population.
- Learn from a southern hemisphere perspective.
- Work towards including cultural and ethnic resources and translate resource materials into other languages.

### *Expanding the tent*

- Identify new audiences (health, education, etc).
- Enlarge the tent of “social justice” by defining that term more broadly to include issues such as health, environment, drugs, and addiction.
- Work towards including cultural and ethnic resources and translate resource materials into other languages.
- Work together.
- Develop truly inclusive approach.
- Learn from international movements.

### *Instigation/interest building*

- Larger events with several good workshops available in successive sessions (will attract some people to workshops they did not realize they needed).
- Hold a large national conference on why and how the law relates to charity advocacy and lobbying.
- Spaces/new spaces.
- Form “public policy cabinets” at the state level for mutual support and info exchange.

### *Internet and technology resources*

- Link clients more to Internet tools and resources.
- Provide continuing education, training and networking opportunities for veteran advocates, especially around technology.
- Create a one-stop web page for progressive advocates including best practices, tools, etc.
- Don't give up the ship! Keep up the good work.
- Publish a directory of advocacy capacity building organizations.

### *Training audiences*

- Target “fear of advocacy” head on.
- Message: advocacy = democracy.
- Educate those in government about what they could gain from advocates.

- Strengthen the awareness of nonprofit boards about advocacy and lobbying rights and responsibilities.
- Need better tools and technical assistance around fund development at local level.
- Help advocates value and evaluate their work in measurable terms.
- Develop initiatives and alliances with educational institutions for: classes (in high schools and colleges); internships; fellowships; mentoring; and nonprofit management programs.
- Support/educate/train nonprofit management support organizations and professionals (those who provide technical assistance to nonprofits).
- Listen to frontline action groups and provide assistance around their needs.

### *Strengthening content of training*

- Training content.
- Nonprofit boards regarding advocacy and lobbying rights and responsibilities.
- Focus on leadership support and development.
- Help advocates to develop a multi-issue approach to advocacy.
- Enhance state and local advocacy skill building and include direct lobbying and media advocacy in trainings.
- Technology trainings for social action.
- Training on lobby rules for grants, tax etc.
- Provide trainings for advocacy along with financial stipends to free up advocates from managerial tasks and allow them to study and do research (i.e., MacArthur-type awards for advocates).
- Recognize the existence of and/or take an active role in discovering successful capacity building projects at the local level.
- Devise ways to train nonprofits to use “corporate tools” without becoming “corporatized.”
- Do advocacy training with non-professionals, e.g., constituents, homeless, elderly, and youth.
- More systemic advocacy training at all levels, both in and outside an organization (executive director, staff, board, constituents) on national, state, and local levels.

- Train on advocacy and lobbying.
- Aggressively disseminate information and guidelines about the legitimacy of lobbying.
- Mentor or provide peer counseling to other advocates.
- Provide hands-on skills and discussion time to local advocates (personal balance, priority setting, peer support).

### *Support research and evaluation of nonprofit advocacy*

- Conduct research on why nonprofits do or do not engage in public policy.
- Support research efforts to learn more about “best practices” in capacity building for advocacy.
- Help advocates learn to evaluate their work in measurable terms.
- Institute a process for evaluating the effectiveness of capacity building programs by talking to trainees.
- Develop standards for what qualifies as high quality capacity building for advocacy.
- Scorecard on advocating for constituent issues (other than own funding).

### *Support media advocacy and popularize social justice advocacy*

- Media work/drawing attention.
- Write articles for the media about the value of advocacy champion advocacy everywhere.
- Call national attention to advocacy and lobbying.
- “Mainstream” progressive messages.
- Focus on media advocacy.
- Create the space for joint media work and joint strategy framing beyond messaging.
- Focus on media training for advocacy groups-priority.
- Provide technical assistance to help grassroots advocates reframe and develop media messages.
- Reach out more to non-traditional, non-mainstream media, i.e., alternative, ethnic and community-based media in disseminating advocacy strategies.

- Work with current journalists (not just new) through professional development on covering and including advocacy voice.
- Train new journalists.
- Take lead in organizing media campaigns.
- Organize a national advertising campaign in support of advocacy in the public interest.
- Have a media advocacy strategy to publicize their efforts/successes.

### *Enlarge the tent by defining more broadly*

- Help develop peer strategizing across communities.
- Develop ways of bridging gaps between advocacy and community members.
- Help incubate new grassroots organizations.
- Pay attention to small groups.
- Get more nonprofits engaged in public policy, particularly service delivery groups.
- Build relationships among, recruit and cultivate organizers who work on disability issues.
- Be certain to include people with disabilities in activities and movement planning.
- Advocacy groups should extend outreach efforts to lesser-known groups. Increase marketing via community based (local level) organizations that seldom can afford training, media access, etc.
- Organize and support local and regional networks of advocates across issues.
- Advocacy train non-professional constituents, i.e., homeless, elderly, youth.
- Talent scouts for organizers.
- Support groups currently involved in social justice advocacy before expanding to other groups.
- Focus on existing local advocacy groups—ACORN, NOA, etc.
- Support the building of advocacy capacity within organizations working with people of color in other capacities/areas.
- Listen to frontline action groups and provide assistance around their needs.

## *Miscellaneous*

- Provide tools to broaden advocacy community, e.g., women's shelters on welfare policy.
- Bring together groups of advocates/nonprofits to discuss value-based "What motivates us?" questions.
- Convene and link advocates and advocacy capacity builders.
- Learn from a southern hemisphere perspective.
- Insist on transparency, equity, and diversity.
- Create prizes or honoraria to recognize and publicize advocates on an annual basis. These would illustrate importance of advocacy to public.

## **Social Justice Advocates**

### *Engage in cross-issue collaboration*

- Make time for participation in related, but non-core issues, e.g., gay/lesbian/bisexual/transgender group in racial justice coalition.
- Get over the turf battles and work together more to develop a united strategy.
- Understanding that relationships with others may not transcend all issues. It's OK to work on some issues together and not on others.
- Take people out of their local context to learn and build advocacy allies.
- Work on issues of trust and undisclosed gaps that exist within the sector.
- Find common ground, common threads, and define common agendas across organizations to unify the sector and build an action plan to accomplish something quicker.
- Stay informed on issues and changes to communities that you may not be working on. Don't limit your information gathering to your issues of focus.
- Work on, start and/or join advocacy campaigns that further their mission and target their constituents or members.
- Strategically merge nonprofits, thus allowing resources for advocacy to be doubled or tripled.

- Define differences between advocacy and activism and responsiveness of one to the other.
- Seek broad, cross issue, and inclusive perspectives in their work.
- Recognize that organizing for public policy is sometimes different than organizing for collective work.
- How issues interact with one another.
- Develop broader agendas than the narrow concerns of your own group and be willing to coalesce with others.
- Concretely support one another when requested.
- Seek out new ways to do advocacy and create new partnerships with business and government in accomplishing advocacy initiatives.
- Broaden their vision and include support for issues beyond their own, i.e., campaign financing, etc.
- Build cross-issue advocacy teams.

### *Youth as leaders*

- Listen and learn from younger advocates and activists. Publicize their successes and models to broad audience.
- Think about succession. Cultivate new blood for leadership.

### *Recruitment/inclusion of youth*

- Understand and plan around the fact that this work is a multi-generational movement, not a short-term initiative.
- Invest time and money in youth: give them responsibilities, take them to important meetings, allow them to contribute, pay them, and encourage other nonprofits to do the same.
- Support changing loan policies to encourage advocacy as a career for young people.
- Understand youth are not just to be trained. A number are already leading and should be treated as allies, not as mentees.
- Give greater priority in developing young people as leaders, both in their own organization and in the sector as a whole.
- Recruit young people to the advocacy world through outreach, better pay, and full benefits.

### *Overcome internal barriers such as racism, co-optation, etc*

- Hold onto the anger that drives commitment to social justice to retain sense of urgency.
- Don't be afraid to explicitly address issues of race and poverty.
- Maintain open-mindedness on differences.
- Still need a lot of help re: issues of race and class. Perhaps promote "ground rules" that foster safety and allow for vulnerability.
- Internal diversity and accountability within an organization.
- Learn to use language that motivates and avoid speech that wounds.
- Support those in the sector who are taking risks by meeting with the "enemy." Don't assume that they have been co-opted.

### *Understand legal restrictions on advocacy*

- Fully use the lobbying opportunities that are allowed under the law.
- Collectively champion greater accountability in the nonprofit sector, including new enforceable regulations by IRS.

### *Support democratic values in our organizations*

- Believe in those we serve and in self-empowering efforts on their part (clients).
- Advocates must understand their roles and relay this role effectively to their audiences (i.e., community-based organizations, clients, or those for whom they advocate).
- Ensure input of the community in strategies and decision-making.

### *Prioritize advocacy and broaden the definition of advocacy*

- Enlarge the definition of an "advocate" and let others in to learn.

- Recognize that advocacy is a skill but also an act that all community members can participate in.
- Seek support (money, time, etc.) from volunteers to engage in advocacy.
- Spend time organizing part of the year.
- Give time to engage in community-based advocacy on "work time."
- New spaces/umbrella for gathering and strategizing at national level.
- Integrate organizing with advocacy work.
- Help constituencies, partners, etc. understand:
  - The importance of advocacy in a comprehensive approach to issues.
  - How issues intersect with each other.
  - How to engage in advocacy.
- Build the capacity of organizations (staff, board, and clients) to do advocacy (i.e. the value and role of advocacy).
- Create a national network of social justice advocates.
- Support action strategies of those working on systemic change.
- Make time for advocacy/public policy work addressing long-term as well as short-term issues.
- Find ways to hook up U.S. advocates with international community.
- Find ways to engage public at large in public policy issues without undermining the government system, i.e., counteract voter apathy.
- Set aside a certain percentage of time to focus on advocacy efforts.
- Learn from a southern hemisphere perspective.
- Engage in advocacy in their communities on a micro level, not just a macro level.
- Watchdog Congress and lobby against laws that inhibit social justice advocacy.
- Build the capacity of an organization's volunteers, especially in direct service organizations, e.g., sorting at a local food bank coupled with how to lobby legislature.
- Analyze their efforts (whether service, education, etc.) against an advocacy template to ensure their own staff has an "advocacy tilt."

### *Recognize, measure, and correct our weaknesses*

- Develop standards for advocates to lead to better measures of progress.
- Recognize weaknesses, inefficiencies, and areas for improvement. Compare impact with groups proven to be effective, e.g., National Rifle Association.
- Work to develop methods for evaluating their work.
- Develop advocacy goals, tasks, and outcome measures with timeline and use as part of program/staff evaluation.

### *Improve quality of life in our organizations to avoid burnout and improve recruiting*

- Give time to engage in community-based advocacy on work time.
- Pay a living wage and full benefits.

### *Define who we are*

- Local maps or directories of advocates.
- Reach out to colleges/career centers and speak to students about potential careers in social justice advocacy.
- Each social justice organization should publish a directory of its grassroots advocates and circulate to media and news directors.
- Map and identify gaps within advocacy sector.

### *Leverage the media (more effectively) for public relations and public agenda setting*

- Write letters to the editor, lobby legislators, and build relationships with the media.
- Develop personal relationships with local journalists.
- Improve media advocacy efforts in: training authentic voices, using progressive media outlets, meeting with media gatekeepers, conducting research, and disseminating reports to gain media coverage.
- Develop and maintain a crack unit of public communicators from an advocacy perspective.
- Write articles and tell stories.

- Collaborative media framing and “echo” to move from individual responsibility frame to institutional accountability.
- Find a way of defining their work that makes it attractive to the general public.

### *Use technological tools*

- Challenge their resistance to technology and assume more exposure to issues via Internet, media, etc.
- Share technology and technology know-how with others in the sector, e.g., “virtual offices” on the Internet, free e-mail, voice mail, fax, etc.
- Avail themselves of free web space, e-mail, etc., so we can find each other on the Internet.
- Proactively and aggressively engage technology developers to involve advocacy and social justice organizations in creation of resources to meet identified needs.
- Demand support to create equitable access to use low-cost interactive technologies.

### *Be bolder with the philanthropic community re: advocacy*

- Collectively pressure foundations and other funders to provide much greater money for general support, capacity building, coalition building and public policy, organizing and advocacy.
- Be willing to critique and attack funders on the record, even if this presents a risk.

### *Funding: how to and for what*

- Raise unrestricted funding.
- Be strategic in fundraising for advocacy.
- Be creative in seeking alternative methods to raise money.
- Create advocacy capacity building foundations.
- Teach advocates how to raise money and that it's OK.

## *Skills building*

- Create public policy circuit riders (technical assistance re: public policy).
- Issue candidate report cards based on support for or opposition to applying human rights standards in the U.S.
- Take advantage of major public opinion research on public's disdain of corporations and exploit for common good.
- Provide trainings for local communities on globalization.
- Develop "get started" kits — easy-to-use concrete tools for social change that have local application.
- Seek actively the counsel and feedback of legislators as to effective strategies in advocacy.
- Create advocacy capacity building foundations.
- Provide practical training and opportunities for revitalization when needed.
- Facilitation strengthening.

## *Address generational tensions in organization and strategize*

- Paradigm shift needed for our advocacy work around servant-leadership concepts, internal democracy and accountability.
- Help identify and address out-moded advocacy as a part of the problem. Some old allies may now be barriers.
- Recognize that some thirty-year old modes of advocacy may no longer be so effective. Be innovative for new times and audiences.

## *Develop intellectual ammunition for our activism*

- Connect with researchers who can contribute to the efforts of advocates.
- Link with progressive academicians to leverage their research to support and provide bases for initiatives.
- Link up with progressive scholars, planners and media persons.
- Write and tell stories.

- Understand history.
- Create popular think tanks to develop new visions and public policy alternatives.
- Don't divide "academics" and "practitioners" but encourage our own folks to do more thinking and writing.

## *Public*

### *Diverse, non-English speaking communities*

- Include non-English speaking communities.
- Educate about common, shared goals and the advantages of alliances and coalitions.
- Fit progressive ideas into mainstream values.
- Present advocacy as empowerment.
- Get people/public hooked on power to change the world.
- Community people ready to engage in advocacy.
- Public needs to be educated about what advocacy is (after this they can be asked to support it).
- Build strong alliances with other constituencies.
- Education!
- Third sector is best place for individuals to find a voice.
- Share systemic analysis with public (i.e., what is the issue?, whom does it affect?, who is responsible?, why is it an issue?, how should the issue be addressed?).
- Take advantage of lobbying rights.
- Help connect self-interest to community interest and then to corporate interest/action.

## *Institutions*

- Promote advocacy/social justice through nonprofit portals.
- Organize teach-ins at colleges and universities across the nation on the role of social justice advocacy.
- Offer graduate fellowships for advocacy.
- Work with universities and colleges to become community partners and advocacy for social/economic justice issues.

- Write in active voice.
- Socially-minded education professionals.

### *Workforce*

- Engage socially-minded health professionals.
- Engage socially-minded technology workers.
- Engage the public via new technology. Educate, outreach, and outrage about social injustice.
- Involve retired and older people.

### *Youth*

- Invest in youth. They must be positioned to engage in social activism.
- Identify new blood and help train youth for advocacy leadership roles in their local communities.
- Engage student groups and single mothers.
- Create avenues to teach advocacy to today's youth.

### *Media*

- Write more articles, commentaries, analyses, and state-of-the-art papers for the print media. Stop being just oral historians.
- Use media effectively, not as public relations but as news to set the public agenda (news not coverage of us).
- Develop better media strategies to persuade the media to give wide coverage of nonprofits.
- Don't be afraid to "dumb down" social justice messages.
- Build alliances with the media and the democratic movement.
- Tell good stories.
- Monitor corporate actions with more vigilance.
- Use local media (e.g., ethnic radio stations) to facilitate discussions on critical issues.
- Create avenues (media messages) for advocacy to reach potential allies.
- Write letters to the editor.
- Use newer media outlets (e.g., Internet, radio) to reach the public.

- Hold info. sessions/briefings with editors and columnists both in and outside the beltway to teach them how to cover social justice issues.
- Focus on writers in major media that have "philanthropic" beat. Educate them on lobbying and advocacy.

### *Tools and resources*

- Leverage social movement theory to give people concrete things to do to make a difference.
- Provide money to community tech centers.
- Cultivate legacy-minded older people with disposable income.
- Maintain long-term relationships with advocacy organizations.
- Identify specific publics.
- The public is organized. Advocacy strategies must be tailored to reach them in the ways they are organized.
- Legacy-minded older people with disposable income.
- Fund general/public media campaign urging people to use their voice in changing their/our world.
- Rebuild the public safety net of advocacy.
- Organize for responsive philanthropy.
- Contribute time and money to nonprofit advocacy efforts.
- Provide money to advocacy capacity builders.
- Help educate and provide support (including funds for advocacy work).
- Link authentic voices to advocacy capacity builders.
- Actively support nonprofit advocacy.
- Use tools that exist, e.g., volunteering and voting.
- Provide money/donations for advocacy.
- Demand more accountability and more equitable funding from foundations and other grant makers.

## Part III: Strategic Next Steps

---

### Philanthropic Community

#### *Social change nuts and bolts*

- More general support.
- More long-term funding.
- More support for advocacy change agenda.
  - Research, writing, and dissemination that acknowledges “good practices” and critiques “bad” ones.
  - Awards for good funders.
  - Other articles and critiques on funding practices.
  - Bi-annual scorecard report (NCRP doing this).
  - Produce a directory of Advocacy Funders.
- Develop advocacy resources to advocate within funder community.
  - Find champions inside the funding community.
  - Media strategy to legitimize our agenda. Articles in NYT, on NPR, PBS, Chronicle of Philanthropy, Foundation News, Giving Times, Salon, The Nation, etc.
  - Link with other groups doing advocacy within funder community, e.g., hire full-time person to do advocacy within funder community.
- Professional development for funders (new and existing staff).
  - Develop a training.
  - Convene trainings.
  - Convene discussions to expand knowledge, forge agreements, and build support.
  - Create database of openings in funding world and get advocates to circulate this so that new positions are filled by people with advocacy tilt.

#### *Fund leadership development to build networks of social advocates*

- Fund coalitions and networks.
  - Identify coalitions nationally and locally.
  - Broaden funding for “infrastructure groups.”
  - Provide multi-year, general support grants.
  - Network activists.
  - Provide program support.
  - Provide matching support to local foundations.
- Convene and link advocates and advocacy capacity builders and funders.
  - Cross-issue capacity building programs on national, regional, and local levels.
- Awards to recognize advocates.
  - Identify people that can nominate successful local advocates.
  - Give award to successful local advocates.
  - Provide individual and program support to recognized advocates.
  - Provide publicity at national, regional, and local levels for recognized advocates.

#### *Embrace a bolder, clearer understanding of advocacy that includes the legitimacy of lobbying*

- Demand the removal of internal barriers.
  - Eliminate prohibitions against lobbying in grant letters. Include policy on using a % of grant money for advocacy.
  - Periodic briefings of foundation staff by advocates.
  - Map local advocates and organize as a unit to educate targeted local foundations.
  - Get regional associations of grantmakers to include advocacy as a subject to be addressed and invite advocates to discuss it.

- Get testimonials from funders already friendly to advocacy and put on circuit.
  - Pressure foundations through writings of advocates and by media exposure.
  - Publish list of boards of foundations and disseminate to advocacy groups.
  - Publish case studies of productive advocacy for use in approaching foundations.
- Increase awareness of broader definition of advocacy (for funding purposes) and its importance to civil society.
    - Distribute “key statements” about advocacy to advocates and funders. Develop common understanding.
    - Educate advocates and funders about legal rights of nonprofits to lobby.
  - Focus on importance of funding media campaigns by advocates.
    - Build capacity of organizations to conduct media activities.
    - Produce publications on media strategies for advocates.
    - Cultivate reporters and columnists who will cover advocacy activities and other philanthropic activities.
  - Advocates (individually and collectively) should be willing to publicly critique funders relative to advocacy and other grants.
    - Advocates should become members of NCRP.
    - Advocates should engage in continuous dialogue with foundations and other funders.
    - Advocates should give an annual award to progressive funders.
  - Move foundations to comfort level in funding coalitions of advocacy groups promoting policy change.

- Hire advocates as foundation staff.
  - Greater exposure of advocates to foundation boards and staff.
  - Establish core (peer) group of foundation staff to meet and hear from advocates’ “affinity group.”

## Advocacy Capacity Builders

### *Advocacy capacity builders should strengthen mutual support and collaborative efforts*

- Identify advocacy capacity builders.
  - The Advocacy Institute leads effort to identify.
  - Produce list.
  - Research what’s been done.
  - Design and distribute survey.
- Create venues to cooperate.
  - Find funding. Joint proposals?
  - Convene.
  - Internet.
  - ID Task Force to work on convening.
  - AI asks Strategic Advisory committee to start organizing.
- Disseminate publication.

### *Advocacy capacity builders should focus on youth*

- Do a better job in the hiring of promising young people in entry-level jobs and offer training.
- Identify recruitment organizations, schools, students, and current young leaders. Research current youth programs.
  - Target youth leadership.
  - Target youth based organizations (e.g., Job Corps).

- Review and update job descriptions.
  - Avoid dead-end track.
  - More competitive salaries.
  - Incorporate advocacy training into existing programs.
- Be more competitive about recruiting.
- Train youth.
  - Peer learning.
  - Monitoring.
  - Train the Trainers.
  - Go into schools.
  - Determine content for training programs.
    - Teach laws and regulations regarding lobbying.
    - Successful campaigns.
    - Fund raising.
    - History.
    - Responsibilities and roles about decision making process.
- Train advocacy capacity builders.
  - Invite youth and incorporate into training curriculum (high school).
  - Important issues —how to train youth and utilize and mobilize youth.
    - Regional workshops.
    - Youth camps.
    - Volunteers.
  - Encourage organizations to recognize that youth must be involved in organizational decision-making.

## Advocates

### *Advocates should engage in cross-issue collaboration*

- Obtain funding to allow staff the time/resources to engage in cross-issue collaboration.
  - Incorporate cross-issue collaboration in funding proposals.
  - Respecting and encouraging staff to engage in cross-issue collaboration.
  - Develop specific organizational policies that encourage cross issue collaboration.
- Educate about the benefits of cross-issue collaboration.
- Collect/tell stories to show commonalities.
- Use video/audio.
- Train staff to interview, film, and write stories.
- Share resources.
- Collect/provide stories to advocates.
- Create a website and list serve.
- Create neutral spaces to facilitate cross-issue collaboration.
  - Use international elections to reinforce.
  - Time to reflect, create a larger vision, and strengthen relationships across issues.
  - Brown bags (participatory process).
  - Creating electronic communities.
- Facilitated discussion via list serve.

## *Appendix—List of Participants*

---

**Alan Abramson, Director, Nonprofit Sector and Philanthropy Program, Aspen Institute.** The Aspen Institute is a global forum that convenes leaders from diverse disciplines to address critical issues that confront societies, organizations, and individuals.

**Audrey Alvarado, Executive Director, National Council of Nonprofit Associations (NCNA).** NCNA works to advance the vital role and capacity of the nonprofit sector in civil society by giving voice to state and regional associations of nonprofit organizations.

**David Arons, Co-Director, Charity Lobbying in the Public Interest.** The principle purpose of Charity Lobbying is to educate charities about the important and appropriate role lobbying can play in achieving their missions.

**Diana Autin, Executive Director, Statewide Parent Advocacy Network of New Jersey (SPAN).** The mission of SPAN is to empower families, professionals, and other individuals interested in the well-being and educational rights of children, especially those children with the greatest need due to disability, poverty, discrimination based on race, sex, language, or other special needs.

**Gary Bass, Executive Director, OMB Watch.** OMB Watch works to promote and protect the (advocacy) rights of the nonprofit community and to increase nonprofit access to the latest communications technology, including the Internet.

**Srilatha Batliwala, Program Officer, Governance and Civil Society, Ford Foundation.** The Ford Foundation works to strengthen democratic values, reduce poverty and injustice, promote international cooperation, and advance human achievement.

**Elizabeth Boris, Director, Center on Nonprofits and Philanthropy (CNP), Urban Institute.** CNP explores the role and impact of nonprofit organizations in democratic societies.

**José Bravo, Southwest Network for Environmental and Economic Justice.**

**Kelly Butler, Executive Director, Parents for Public Schools (PPS).** PPS is a national organization of grassroots chapters dedicated to supporting and strengthening public schools in communities throughout America.

**Neil Carlson, Director of Communications, National Committee for Responsive Philanthropy (NCRP).** NCRP's mission is to make philanthropy more responsive to people with the least wealth and opportunity, more relevant to critical public needs, and more open and accountable to all, in order to create a more just and democratic society.

**Oscar Chacon, President, Salvadoran American National Network (SANN).** SANN is an organization comprised of Central American organizations in the U.S., as well as individuals committed to the overall advancement of Salvadoran immigrants and Salvadoran-Americans in the U.S.

**Shelly Davis, Program Assistant, Ford Foundation.**

**Gary Delgado, Executive Director, Applied Research Center (ARC).** ARC is a public policy, educational and research institute whose work emphasizes issues of race and social change.

**Lisa Diehl, President of the Board of Directors, The National Network of Forest Practitioners.** (NNFP) is a grassroots alliance of rural people, organizations and businesses finding practical ways to integrate economic development, environmental protection, and social justice. The NNFP is committed to strengthening the capacity of its members and to building a strong and diverse national coalition in support of rural communities and the forests on which they depend.

**Pablo Eisenberg, Senior Fellow, Georgetown Public Policy Institute (GPPI).** GPPI, at Georgetown University, offers a unique blend of academic rigor and practical experience to serious students of public policy.

**Garrick Francis, Senior Counselor, Epley Associates, Inc.**

**Matt Hamill, Senior Vice President, Government Relations, Independent Sector.** Independent Sector is a national leadership forum, working to encourage philanthropy, volunteering, not-for-profit initiative and citizen action that help us better serve people and communities.

**Heather Hamilton, Manager, Community Education Center, OMB Watch.**

**Bristow Hardin, Director, Center for Public Policy (CPP), Union Institute.** The Center is a research division of The Union Institute that promotes equal access to and full participation in the policy-making process.

**Sue Hoehstetter, Alliance for Justice.** The Alliance for Justice is a national association of environment, civil rights, mental health, women's, children's, and consumer advocacy organizations.

**Steve Johnson, Health Policy Advocate.**

**Frances Kunreuther, Fellow, Hauser Center for Nonprofit Organizations, Harvard University.** The Hauser Center is a University-wide, interdisciplinary research center that seeks to expand understanding and accelerate critical thinking about civil society among scholars, practitioners, policy makers and the general public, by encouraging scholarship, developing curriculum, fostering mutual learning between academics and practitioners, and shaping policies that enhance the sector and its role in society.

**Fay Mays-Bester, Consultant.**

**Kate McGuire, Program Director, North Carolina Center for Nonprofits.** The mission of the Center is to enhance the well-being of all people and communities in North Carolina by building the capacity of the not-for-profit sector.

**Susan Murany, Interim Public Policy Director, National Council of Nonprofit Associations.**

**Xuan Nguyen-Sutter, President of the Board, Refugee Women's Network (RWN).** RWN is dedicated to addressing the special needs of refugee women through education, leadership training, advocacy, and focusing on refugee women's contributions, skills, and courage.

**Makani Themba-Nixon, Director of Grass Roots Innovative Policy (GRIPP), Applied Research Center.**

**John Pomeranz, Nonprofit Advisory Counsel, Alliance for Justice.**

**Roni Posner, Alliance for Nonprofit Management.** The Alliance is a membership organization that delivers management and governance support services to nonprofit organizations to increase their effectiveness.

**John Pratt, Executive Director, Minnesota Council of Nonprofits (MCN).** The Council works on behalf of Minnesota's nonprofits at the state legislature, with city and county governments, and with our congressional delegation to defend nonprofit tax exemptions; protect nonprofits' right to engage in public policy; obtain public investment in nonprofit management assistance; and increase charitable giving incentives.

**Sofia Quintero, Chief Editor and Managing Director, PoliticallyLatino.com.** This is a website providing political news, commentary and analysis for the Latino community online.

**Betsy Reid, The Urban Institute.** The Urban Institute works to sharpen thinking about society's problems and efforts to solve them, improve government decisions and their implementation, and increase citizens' awareness about important public choices.

**Cynthia Ries, Women's Advocate Ministry (WAM).** WAM provides dynamic and effective outreach, crisis intervention, and support for women in need, beginning from the arrest and continuing through the court process, incarceration, and reentry into society.

**Mark Rosenman, Vice President, Office for Social Responsibility (OSR), The Union Institute.** OSR focuses on issues impacting the nonprofit sector.

**Loretta Ross, Executive Director, Center for Human Rights Education (CHRE).** CHRE, a project of the People's Decade of Human Rights Education, works to "bring human rights home" to the American people, and build human rights culture in the United States.

**Bob Smucker, Co-Director, Charity Lobbying in the Public Interest.**

**Eun Sook Lee, Director of West Coast Office of National Korean American Service and Education Consortium (NAKASEC).** NAKASEC is a national organization that seeks to educate and empower Korean American communities.

**Ryan Turner, Coordinator, Nonprofits' Policy and Technology Project, OMB Watch.**

**Nondas Voll, Executive Director, Fund for Community Progress.** The Fund supports social change efforts through advocacy and campaign revenues.

### *Participants from the Advocacy Institute*

**Kay Arndorfer, Director, Tobacco Control Project**

**Maureen Burke, Senior Director**

**Laura M. Chambers, Senior Director**

**David Cohen, Co-Director**

**Keiko Koizumi, Program Manager, Leadership for a Changing World**

**Kelly Mack, Program Assistant, Capacity Building Program**

**Colin Moffett, Program Associate, Capacity Building Program**

**Farah Nazarali-Stranieri, Program Associate, Capacity Building Program**

**Michael Pertschuk, Co-Director**

**Kathleen D. Sheekey, Co-Director**

### *Additional Invitees*

**Scott Douglas, Executive Director, Greater Birmingham Ministries.**

**Chung-Wha Hong, Executive Director, National Korean American Service and Education Consortium.**

**Cynthia Marano, State Organizing Director, Wildlife on Wheels (WOW).** WOW brings students face-to-face with wild animals and teaches the importance of wildlife conservation.

**Melissa Ness, Director, Public Policy Research and Training, Kansas Children's Service League (KCSL).** KCSL's mission is to protect and promote the well-being of children by strengthening the quality of their family life through the provision of prevention, early intervention, treatment, advocacy, and placement services.

**Donna Red Wing, Director of OutGiving, Gill Foundation.** The Gill Foundation serves as a catalyst and provides resources for communities in pursuit of justice and equality, while building awareness of the contributions gay men and lesbians make to American society.

**Robert Sexton, Executive Director, Prichard Committee for Academic Excellence.** The Committee is an independent, non-partisan organization of Kentucky parents and citizens whose mission is to give Kentuckians a voice for vastly improved education.

**Anthony Thigpen, AGENDA.**

**Karen Watson, Executive Director, Positive Action Committee (PAC).** The Committee works in rural Georgia to address Screven County's racial tensions.

**Patrishia Wright, Disability Rights Education and Defense Fund (DREDF).** DREDF is a national law and policy center dedicated to protecting and advancing the civil rights of people with disabilities through legislation, litigation, advocacy, technical assistance, and education and training of attorneys, advocates, persons with disabilities, and parents of children with disabilities.

## ADVOCACY INSTITUTE

1629 K STREET, NW, SUITE 200, WASHINGTON, D.C. 20006

TEL 202.777.7575 FAX 202.777.7577

EMAIL [info@advocacy.org](mailto:info@advocacy.org) WEB [www.advocacy.org](http://www.advocacy.org)

