

New
Philanthropy
Capital

Critical masses

November 2008

Gustaf Lofgren
Tris Lumley
Adam O'Boyle

Social campaigning

A guide for donors and funders



Diana
Princess of Wales Memorial Fund
THE WORK CONTINUES

ef Esmée
Fairbairn
FOUNDATION

This report was funded by Comic Relief, The Diana, Princess of Wales Memorial Fund and The Esmée Fairbairn Foundation.

Critical masses

Social campaigning

A guide for donors and funders

Summary

Social campaigning, or advocacy, aims to influence policies, attitudes or actions to benefit either society as a whole or specific groups. Campaigning has led to some of the greatest social and political improvements in modern history: the abolition of slavery; the extension of suffrage; the banning of landmines; and debt cancellation for the poorest countries.

Campaigning means lobbying government, raising public awareness, conducting research and much more. At its best, it lets charities go beyond meeting the pressing immediate needs of their beneficiaries to challenging and changing the status quo. It allows them to tackle the root causes of social problems, help large numbers of beneficiaries and provide a voice for the disadvantaged. It is also the only means available of addressing some social problems.

Some charities spend most of their time and money campaigning. For others, it is a minor strand of work. The charitable sector itself, the Charity Commission and the government all stress the importance of engaging in these powerful and highly visible activities. Government funding is scarce, however, and many campaigning organisations would be unwilling to accept it if available, for fear of undermining their independence. Philanthropic capital could therefore have a central role to play in funding campaigning, but donors and funders hesitate to support it.

Common concerns expressed about charitable campaigning from funders are that:

- its results seem intangible;
- it takes too long;
- it is hard to know if you have made a difference;
- it is risky; and
- its legal status seems uncertain.

These concerns are exaggerated. Campaigning is unambiguously legal, and can produce tangible results while carrying reasonable risks. There are cases when campaigning takes time to have an

impact, but there are also many instances of remarkable and swift achievements. Most charities are able to make convincing, evidence-based cases for their contribution to change.

NPC thinks that there are strong reasons why campaigning should be attractive to donors and funders:

- It targets root causes, so it is preventative and can bring lasting change.
- It has reach, since changing laws and policies can influence more beneficiaries than charities can help face-to-face. Similarly, small campaigning expenditures can achieve substantial government commitments to underfunded causes.
- When the external environment prevents direct interventions it can be the only game in town.
- It provides useful information to citizens and policy-makers and a voice for the disadvantaged.
- It is underfunded, given the results it can achieve.

The report does not argue that campaigning should be the only purpose of philanthropy, or of charities. It is, however, an important, often essential, part of what charities do. In addition, the provision of direct services and campaigning are often complementary; direct services inform campaigning and campaigning solves problems direct services cannot address.

Since campaigning consists of a broad set of activities and is used by an even broader set of actors, donors and funders interested in supporting it face a wide range of choices: they can fund campaigns to change people's health behaviour, to influence government policy, to pressure companies to change their production processes or to transform public attitudes, to give just a few examples.

Campaigning charities face some important challenges as well as some great opportunities: changes in the regulatory environment; demographic

trends; technological developments; skills and resource shortages; and increasingly collaborative campaigning. Charities will need stronger skills, better networks and improved tools and frameworks to cope with such challenges, but those that succeed will have an even greater impact in the future.

Conclusions and recommendations

NPC believes that campaigning is an opportunity for charities, donors and funders. It is not a solution to every social problem, appropriate for every charity, or an attractive funding option for everyone. It is, however, a powerful approach for fundamental, wide-ranging and long-lasting improvements. Donors and funders should consider it, and should help charities make the case for it.

Like other charities, campaigning organisations are greatly helped by funding that follows guidelines for good giving. The staying power of philanthropic capital is particularly important for campaigns, since results and impacts are not always quick to materialise.

Campaigning charities need to work even harder than the rest of the charitable sector at measuring and communicating their results. They need strong theories of change and should prioritise monitoring and evaluating their work.

Charities also need to make sure they have the skills and tools to handle the challenges posed by political, regulatory and technological change, demographic trends and collaborative campaigning.

In funding campaigning, ambitious funders can make a difference not just to their sector, but to the way charities work, by encouraging collaboration, funding monitoring and evaluation, pushing for beneficiary involvement in campaigning and influencing their peers.

Contents

Summary	1	3. Funding campaigns	27
Contents	3	What sectors and areas will you fund?	27
Introduction	5	What types of campaigning will you fund?	28
The purpose of this report	5	Which organisations will you fund?	28
Scope and content	6	NPC's approach to charity analysis	29
Structure	6	NPC's analytical framework	29
1. The case for funding social campaigning	9	How to fund	31
Real results and real impact	11	Conclusion	32
Taking the long view	12	4. Conclusions and recommendations	35
Manageable risks	13	General recommendations	35
Contribution not attribution	14	Recommendations for donors and funders	36
On the right side of the law	15	Recommendations for charities	36
The need for funding	15	5. The Campaign Analysis and Planning Tool	37
Conclusion	16	6. Articulating a strategy and theory of change	41
2. Actors, activities and trends	19	7. Assessing organisational capacity	45
Who campaigns?	19	8. Assessing risks	51
What are the goals?	20	9. Designing a monitoring and evaluation process	53
What is involved?	20	Further resources	55
Key trends, opportunities and challenges		Acknowledgements	57
for campaigners	22	References	61
Conclusion	25		



Photograph supplied by Justine Järvinen

The Journey campaign

Introduction

Elena's story

Elena comes from a small village in Eastern Europe. One day, a local woman offered her an opportunity to travel to England to work. Despite her sister's warnings, Elena went.

When she arrived in London, Elena was taken to a basement flat, where she was told she owed her new employer £20,000. She was made to apply for political asylum under a false name. She was then forced into sexual slavery. When she refused to sell sex, her captors threatened to hurt her family and she was put in solitary confinement for two weeks.

Elena was forced to have sex with over 40 men every day. Out of her earnings of almost £1,000 per day she was given £10 for food, travel and other necessities. Elena was 19 years old.

Eventually, Elena and over 100 other girls were arrested by immigration officials. She came home to her village, but after what had happened she felt like a stranger there. She returned to England and to prostitution. Eventually, Elena was able to give evidence to help send the woman who had trafficked her to prison, and to escape prostitution.

More than 4,000 girls and women like Elena—possibly many times more—have been trafficked into sexual slavery in the UK. After enduring extreme cruelty, these women suffer psychological symptoms comparable to those of torture victims. Those who escape are often too frightened and ashamed to ask for help, and frequently end up in trouble with immigration authorities.

Elena's story is widely known because it is the basis of *Journey*, a much-publicised campaign by the **Helen Bamber Foundation** that aims to raise public awareness of trafficking and to strengthen the rights of victims. The foundation was set up in 2005 to provide survivors of gross human rights violations with holistic and integrated treatment. The experiences of these survivors are the basis for the foundation's campaigning work, for example its *Trafficking is Torture* campaign and *Journey*, which was launched in Trafalgar Square in September 2007, has had 12,000 visitors and is in high

demand around the world. The campaign's petition contributed to a government commitment to ratification of the Council of Europe Convention on Action Against the Trafficking in Human Beings in January 2008.

The purpose of this report

Charities make an enormous difference to the lives of beneficiaries through their direct work. They also have the ability to challenge and change the status quo: to solve social problems, not just ameliorate them. Campaigning and advocacy, at its best, lets charities do just that. It changes policy, improves services and transforms attitudes and behaviours—see Box 1.

In the case of trafficking, campaigning can strengthen the rights of victims by changing the law, inform and improve the work of public sector agencies, raise public awareness of the problem and convince punters to help trafficked women by calling the police. In other sectors, it can achieve comparable results. Charitable campaigning can tackle the root causes of social problems, help large numbers of beneficiaries and provide a voice for the disadvantaged. It is also the only means available for fighting some social problems.

Some charities spend most of their time and money campaigning. For others, campaigning is a minor strand of work. NPC's experience is that many donors and funders are reluctant to support these efforts, despite their potential. Sometimes, this is due to a desire to provide a tangible intervention, like food for the hungry. Sometimes, it is due to worries over the complexity and even legality of campaigning.

This report is a guide for donors and funders who are interested in charities' campaigning. It shows that this can be important, powerful, tangible and measurable work, and that it is often poorly funded. It provides an overview of the activities involved and the results they can deliver. It includes a number of examples of campaigning charities and case studies of trusts and foundations that support campaigning.

“A strong society needs campaigners: people who question, challenge injustice, hold people in power accountable and fight for social change.”

The Sheila McKechnie Foundation¹

Box 1: Campaigning and advocacy

This report uses the terms campaigning and advocacy synonymously, preferring the former, which is more commonly used in the UK. The definition used throughout is:

Social campaigning or advocacy—an influencing effort that aims to affect specific policies, attitudes or actions in order to improve conditions for some group of beneficiaries.

This includes **campaigning, lobbying, awareness raising/public education, research and campaigning capacity-building**. Beneficiaries do not necessarily have to be a well-defined group: some charities work on behalf of specific minorities, while others, including environmental charities, may intend for their work to benefit the whole world.

Social campaigning and advocacy work can broadly be said to have two types of goal:

- **raising awareness and changing attitudes and behaviour; and**
- **changing legislation, policies, and services.**

This definition of campaigning excludes one-to-one advocacy work that could be described as the provision of a service—eg, legal advice and representation, or help navigating available services. NPC has chosen not to focus on such advocacy in this report, since it is not itself directed at wider campaigning aims: its success measures will typically focus on the number of beneficiaries helped one-to-one rather than the wider social change achieved. This is not to deny that one-to-one advocacy is valuable in itself and can have broader influence. It can contribute to wider campaigns, for instance by taking individual human rights test cases to court, or building an evidence base against existing policies.

The report does not argue that campaigning to change policies, attitudes or behaviour should be the only purpose of philanthropy, or of charities. Charities' work to meet the pressing immediate needs of their beneficiaries, drily referred to as service provision, is clearly of fundamental importance to society. Moreover, as later chapters will show, the provision of direct services and campaigning are often complementary.

The history of two of the UK's largest children's charities helps illustrate the need for mixed approaches. Thomas Barnardo and the Reverend Benjamin Waugh both witnessed cruelty to children in London's East End and resolved to do something about it. The former set up a ragged school for poor children and a home for destitute boys. The latter founded the London Society for the Prevention of Cruelty to Children (now the NSPCC), and campaigned for the first Prevention of Cruelty to Children Act, passed five years later. **Barnardo's** and the **NSPCC** continue to improve children's lives to this day. Both charities combine services for families and children with work to influence government policies and public attitudes.

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

Attributed to
Margaret Mead

Scope and content

This report draws on visits to over 30 campaigning organisations, secondary research into the expanding literature on campaigning, consultation with experts from a range of backgrounds and NPC's accumulated experience from more than 30 reports on a range of sectors and issues—from homelessness to domestic violence. As with most of NPC's research to date, it is predominantly aimed at donors and funders.

This is not a guide to best practices for campaigning: a number of excellent guides on effective campaigning already exist and are listed in the Further resources chapter at the end of the report.

As this report looks at a type of charitable activity rather than at a sector, it does not investigate in depth the enormous range of issues tackled by charities. Most of the examples used are drawn from NPC's broad sector experience, and therefore focus on UK organisations and issues. Donors and funders who want to find out more about campaigning work in sectors covered by NPC can turn to individual sector reports for greater detail.

NPC has recently formed a new team, NPC Tools, to help charities and funders measure, manage and communicate impact. The second part of the report contributes to this work by outlining NPC's Campaign Analysis and Planning Tool (CAPT), intended to help funders and charities plan and evaluate campaigns. This tool is based on several existing frameworks, of which the most important is *The advocacy and policy change composite logic model* developed by Julia Coffman, a leading evaluation and strategy consultant to US foundations and non-profits.

Structure

The report is structured as follows:

Part 1**Chapter 1: The case for funding social campaigning**

This chapter explains why NPC thinks donors and funders should consider funding campaigning charities, and addresses some common concerns.

Chapter 2: Actors, activities and trends

This chapter gives examples of campaigning organisations, describes the various activities grouped under the term campaigning, and presents some opportunities and challenges for social campaigning.

Chapter 3: Funding campaigns

This chapter is a brief guide to funding campaigns, providing information on choosing sectors, areas and organisations to support, as well as principles for good funding.

Chapter 4: Conclusions and recommendations

This chapter outlines the conclusions of the report and makes recommendations to donors, funders and charities.

Part 2

Chapter 5: The Campaign Analysis and Planning Tool

This chapter and the four that follow present NPC's Campaign Analysis and Planning Tool (CAPT), intended to help funders and charities plan and evaluate campaigns.

Chapter 6: Articulating a strategy and theory of change

Chapter 7: Assessing organisational capacity

Chapter 8: Assessing risks

Chapter 9: Designing a monitoring and evaluation process



Make Poverty History in Edinburgh 2005

©Kristian Buus

The case for funding social campaigning

Social campaigning changes policies, attitudes and behaviour. It is a highly visible activity for charities to engage in, and can have wide-ranging and profound impact. Donors and funders, however, hesitate to support campaigning. NPC believes their concerns can be convincingly addressed, and that campaigning is an opportunity for both charities and funders to bring about significant and lasting improvements.

Social campaigning, or advocacy, is an activity that aims to influence specific policies, attitudes or actions to benefit either society as a whole or specific groups. Some of the greatest social and political improvements in modern history were the results of campaigning: the abolition of slavery; the extension of suffrage; the banning of landmines; and debt cancellation for the poorest countries, to give just a few examples (see Box 2).

NPC thinks there are strong reasons why campaigning should be attractive to donors and funders:

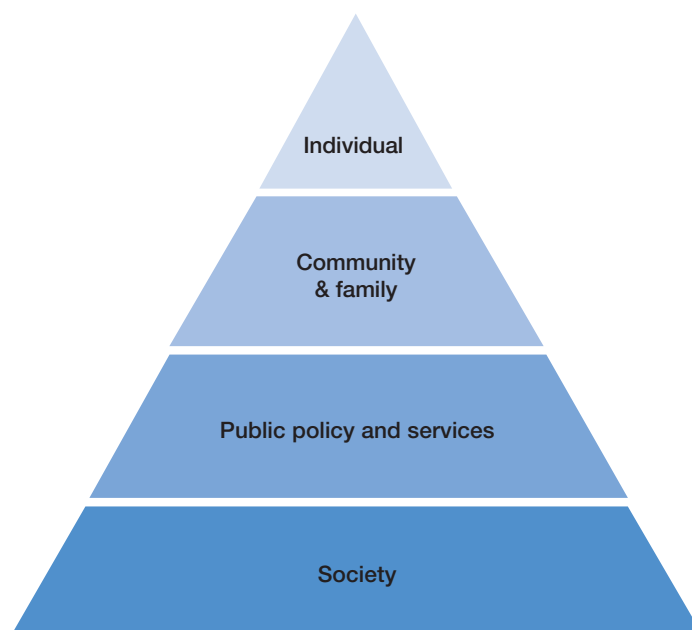
- **It targets root causes.** Charities' work on immediate needs is often critical, but in the longer term tackling the underlying causes of a problem is preventative, and can bring lasting change. For example, **Cancer Research UK** researches new cancer treatments and provides high-quality information, but also works through **CancerCampaigns** to change both behaviour and legislation to reduce cancer risks.
- **It can be highly leveraged.** By changing laws and policies, campaigns can influence more beneficiaries than charities can help face-to-face. Similarly, small campaigning expenditures can achieve substantial government commitments to underfunded causes. In both cases, remarkable returns on funding are possible. **Every Disabled Child Matters** used £500,000 of funding to help bring about over £430m of additional government investment in services for disabled children, a new legal duty on local authorities to provide services and the prioritisation of disabled children and their families in health and local government performance frameworks (see Box 16).

- **It is sometimes the only game in town.** The external environment sometimes prevents direct interventions. If a charity's beneficiaries are imprisoned and their human rights are being violated, for instance, putting pressure on the relevant government may be the only lever available. **Amnesty International's** work with prisoners of conscience over nearly five decades is one example.
- **It provides a voice for the disadvantaged.** Campaigns let people make their desires known and help them influence decisions that affect them. Charities are a trusted source of information for both politicians and the public, providing a voice for groups disadvantaged in or excluded from democratic processes. **Thames Reach**, for instance, campaigns for the homeless on many issues that would otherwise receive little attention.
- **It is underfunded.** NPC believes that campaigning is important but that charities struggle to finance it because donors and funders have a number of concerns. These concerns are discussed below, and the limited evidence available on funding for social campaigning is outlined at the end of this chapter. The shortage of funding is an opportunity for donors and funders to achieve exceptional impact.

Funding advocacy and advocates is the most direct route to supporting enduring social change for the poor, the disenfranchised and the most vulnerable among us.

Gara LaMarche, President and CEO, The Atlantic Philanthropies²

Figure 1: Results occur at different levels in society



Box 2: Campaigns that changed the world

The **Jubilee 2000** campaign for debt cancellation for the world's poorest countries involved a mix of activities, from demonstrations at G8 summits to a record-breaking petition with over 24 million signatures from 166 countries. It resulted in pledges of \$110bn in debt cancellation, over \$4,000 per signature. Its successor, the **Jubilee Debt Campaign**, says \$88bn of debt has been written off so far under the major schemes. A 2004 World Bank report suggests this has raised the share of health and education of government spending in African Highly Indebted Poor Countries.³ Debt relief remains a high-profile issue, and was a major strand of the 2005 campaign **Make Poverty History**.

The International Campaign to Ban Landmines (ICBL) mobilised grassroots groups, galvanised public opinion, lobbied governments and, in 1997, succeeded in securing a treaty banning the production, transfer, stockpiling and use of anti-personnel landmines. This was the first ever ban on a weapon in widespread use. The ICBL was formally launched in 1992 by Handicap International, Human Rights Watch, medico international, Mines Advisory Group, Physicians for Human Rights and Vietnam Veterans of America Foundation. It was a loose network with common objectives, and country campaigns appeared across the world. The ICBL used a range of campaigning tactics, and worked closely with other players in the International Committee of the Red Cross, the UN and national governments. The campaign and its founding coordinator, Jody Williams, received the Nobel Peace Prize in 1997. Today, ICBL continues to monitor the implementation of the treaty (including the clearance of landmines, destruction of stockpiles and the provision of support to landmine survivors) and lobbies the 39 countries that, as of September 2008, have not yet embraced the ban.

The history of the **women's suffrage movement** has varied from country to country. In the United Kingdom, suffragist groups began to form in the mid-19th century and in 1897 created the National Union of Women's Suffrage Societies (NUWSS). The NUWSS chose a constitutional approach: it petitioned parliament, distributed leaflets and posters and held public meetings. A group that came to be known as the suffragettes argued for more militant tactics, and broke away to form the Women's Social and Political Union. From 1905 the suffragettes waged a campaign of public disruption, attacks on property and hunger strikes. Both groups reduced campaigning activities during the world war, after which women over 30 won the vote. After decades of campaigning, the Representation of the People Act (1928) finally established equal voting rights for women and men.

The first abolitionist group in Britain was founded in 1783 and was soon followed by the **Committee for the Abolition of the Slave Trade**. The committee waged a pioneering campaign: it lobbied parliament, conducted extensive research into the slave trade and launched legal challenges and consumer boycotts. Local abolition groups across the country held public meetings, published pamphlets and made petitions. Trading in slaves became illegal throughout the British Empire in 1807 through the Slave Trade Act, and in 1827 was declared an act of piracy and a capital offence. Anti-slavery treaties were signed with over 50 African rulers. Slavery itself continued, but so did the abolitionist campaign, and in 1833, the Slavery Abolition Act abolished slavery in the British Empire. The Anti-Slavery Society, founded in 1823, continued to fight slavery in other countries and works on today as **Anti-Slavery International**.

“Advocacy grant making is not the right choice for every funder. Yet every grant maker we spoke to noted that there are excellent general arguments in favour of it, and no sound general argument against it.”

*Advocacy Funding:
The Philanthropy of
Changing Minds,
GrantCraft⁴*

The first two points above can be illustrated by Figure 1, a framework showing four levels of activity. For example, providing a medical device may increase the quality of life of a disabled child—an activity at the top of the pyramid. Supporting families also has a direct and positive impact on children. The lives of both disabled children and their families are affected by policies governing the services available to them, as well as by the attitudes of professionals with whom they interact. Ultimately, how they are perceived and treated by society matters to them daily—activities trying to change this sit at the bottom of the pyramid.

NPC believes that far-reaching and lasting change for large groups is only likely to be brought about by the achievement of results at all levels—from the individual to the societal. Charitable campaigning acts mainly towards the bottom of the pyramid, changing legislation, attitudes and behaviour.

See Box 2 for some examples of campaigns that have changed the world for the better. The achievements of these campaigns were made possible by extensive volunteering and the support of individual and institutional donors and funders.

NPC believes funding for campaigns can achieve impressive results and carries highly manageable risks. Given the arguments outlined above and some tremendous success stories, why are many donors and funders reluctant to get involved? NPC has encountered five common concerns about campaigning. One of these relates to the legality of campaigning, and the other four to its results—ie, to its effectiveness and efficiency. The concerns are that:

- its results seem intangible;
- it takes too long;
- it is hard to know if you have made a difference;
- it is risky; and
- its legal status seems uncertain.

Each of these points will be addressed below.

Real results and real impact

A common criticism is that the results of campaigning are 'intangible'. Donors and funders prefer financing direct service delivery, where they can observe, or at least be told about, improvements in the lives of specific beneficiaries. The provision of food and shelter trumps less visible work to change the law or improve public attitudes towards the homeless.

As Box 2 suggests, however, the results of campaigning can be overwhelming in hindsight, due to its great potential reach. The freeing of slaves and the expansion of suffrage were tangible improvements to the lives of millions. They are also examples of permanent changes—no-one today seriously argues that they should be reversed.

In 2006, the **Institute for Philanthropy** asked experts in the field to identify the greatest achievements of modern and historic UK philanthropy. Campaigning successes—the

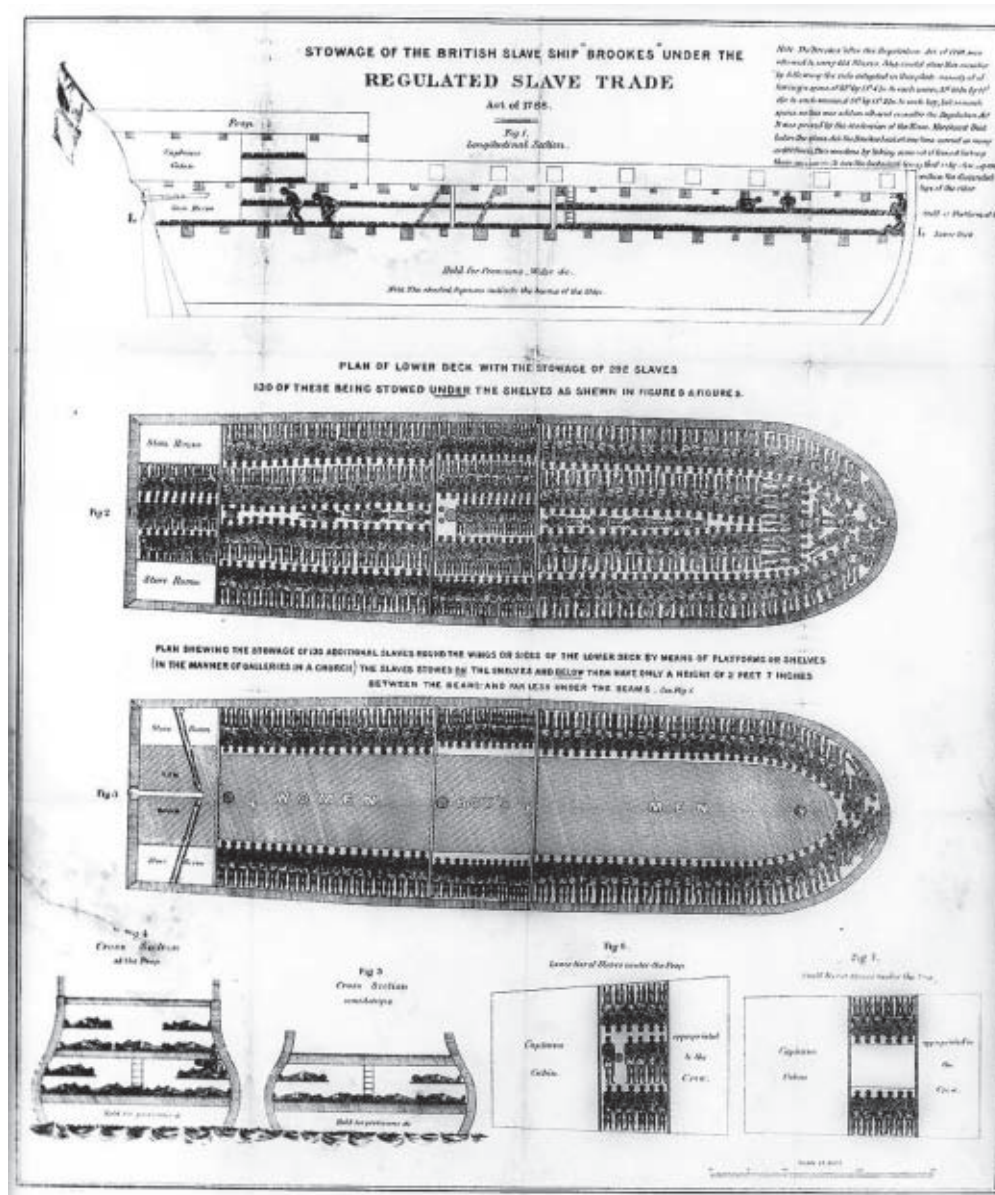
abolition of the slave trade, suffrage for women, the banning of handguns and landmines, and the Civil Partnerships Bill—were in the top three on both lists.⁵

NPC believes that the measurement and communication of results in the charitable sector is fundamentally important. Funding a charity without understanding the results of its work is like investing in a company without understanding its performance. Donors and funders are right to be worried about tangibility, and should ask charities difficult questions about who benefits from their work, and how. As will be seen below, articulating results may be a greater challenge for campaigning charities than for others, but some, highlighted throughout this report, have made great progress in this area.

Although campaigns can achieve real results and real impact, it remains a problem for campaigners that dealing with the root causes of social problems seems less tangible than fighting their symptoms. **CancerResearch UK**, the UK's largest charity, helps illustrate this point. It devotes the vast majority of its resources to

It was important to tackle this big target, even though we knew it couldn't be finished in ten years, because we knew that others wouldn't tackle it, and a winnable cause might be lost while everyone dealt with it only on the margins.

Grant-maker, after successfully supporting a campaign to change US transportation policy⁴



The British slave ship *Brookes*

Photograph supplied by Library of Congress (in public domain)

Box 3: CancerCampaigns

CancerCampaigns is the public campaigning arm of Cancer Research UK. Its biggest national campaign in 2007/2008 was *Screening Matters*, which aimed for both political and public health behaviour outcomes. Cancer Research UK and partner charities* sought government commitments to improving screening programmes for breast, cervical and bowel cancer, and to raise the public's awareness and uptake of cancer screening. The campaign asked for a dual pledge: to support the political campaign, and to attend screening if invited and encourage friends and family to do the same. A target increase of three million people screened over the next five years was set, and a number of quantitative and qualitative metrics were selected to evaluate the campaign.

In early 2008, supporters of the campaign sent MPs, Members of the Scottish Parliament (MSPs) and Welsh Assembly Members over 17,000 emails. Some results were quick to materialise: age ranges for breast and bowel cancer screening are being expanded, and the goal of an additional three million people screened has been adopted by the Department of Health.

Screening Matters is also an interesting example of decentralised action: in Scotland and England, campaign emails asked MPs and MSPs to contact local Primary Care Trusts (PCTs) or Health Boards for information about screening. Responses to these requests will be aggregated into a report about local provision and uptake, providing a basis for further lobbying.

* Beating Bowel Cancer, Bobby Moore Fund, Bowel Cancer UK, Breakthrough Breast Cancer, Breast Cancer Campaign, Breast Cancer Care and Jo's Trust

research. Developing drugs is very expensive, but breakthroughs are highly visible and help identifiable individuals. Through its campaigning arm, CancerCampaigns, the charity also works to change legislation and behaviour to reduce cancer risks (see Box 3). CancerCampaigns calculates that its campaigning to make UK workplaces smoke-free will save more lives than a new cancer treatment, but at a fraction of the cost.⁶ However, individuals who do not develop cancer may not think to thank Cancer Research

UK for its efforts—the benefits of working on root causes are real, but cannot always be attached to specific individuals.

Taking the long view

Another reason donors and funders may be wary of campaigning work is that it is perceived as slow. Donors typically want results quickly, or at least within their own lifetime. There needs to be a balance, however, between quick and lasting results. Patience is sometimes necessary for solving deep-rooted social and environmental problems, as British philanthropist Joseph Rowntree realised (see Box 4). As the Joseph Rowntree Charitable Trust puts it:

*'We recognise that change can take many years to achieve. We are willing to take the long view, and to take risks.'*⁷

Patience is not the same as recklessness, however. NPC believes donors and funders should pay attention to charities' results, and this is no less important for campaigning charities. When results are likely to take time, interim outcomes should be targeted: if the goal is to eradicate child poverty, what will have changed in a year, or three, or in a decade?

While NPC believes that the staying power of philanthropic capital is one of its major advantages for charities, it is worth pointing out that not all campaigns are slow to deliver results, as the examples of the **London Living Wage Campaign** and **Every Disabled Child Matters** described in this report show (see Boxes 7 and 16).



Photograph supplied by CancerCampaigns

Manageable risks

Donors, funders and practitioners often express the belief that campaigning carries greater risk than other charitable activities. Its reputational risk, for example, is obvious: campaigning is more visible than other charitable activities and therefore more likely to attract criticism—and if it fails, it does so visibly.

Charities that aim to have great reach will sometimes face greater risks in their work, due to the greater number of ‘steps’ between funding and beneficiaries when working to change legislation, for instance, than when providing goods and services.

Different donors and funders have different appetites for risk, and charities present different risk levels based on their age, their ambition and the type of work they do. NPC believes that while risk is an important factor in any funding decision, it is not something to avoid at any cost—indeed, some risk is inevitable. The critical thing is for risks to be acknowledged and, when possible, mitigated. Donors and funders should therefore value charities that are transparent about their risks and their risk management strategies. Campaigning may carry risks, but those risks are manageable, and learning from more and better evaluations and improved planning tools will continue to make the charitable sector better at managing them.

Box 4: Joseph Rowntree

Joseph Rowntree, a Quaker businessman with a vision of a fair, democratic and peaceful society, left behind a significant philanthropic heritage that has now become three independent trusts and one foundation.

The Joseph Rowntree Charitable Trust (JRCT) promotes peace, justice and equality by making grants of several millions pounds annually to individuals and projects under the programme headings Peace; Racial justice; Power and responsibility; Quaker concerns; Ireland; and South Africa.

The JRCT has always seen campaigning and policy development work as an important element of its programmes, and is recognised as an important policy actor. Its support for the **Campaign for Freedom of Information** helped bring about the Freedom of Information Act (2000), and the Trust has continued to fund the organisation to ensure the effective implementation of the act. Other examples of the trust’s campaigning work include its support for **Democratic Audit**, the campaign to make the European Convention on Human Rights part of UK law, and the *Power Inquiry* (a centenary project with the Joseph Rowntree Reform Trust Ltd).

The Joseph Rowntree Reform Trust Ltd (JRRT) is a limited company, and therefore allowed not only to engage in political activity (which all charities can do) but to have political objectives: it promotes democratic reform, civil liberties and social justice. The Reform Trust supports campaigning organisations and individuals, focusing on projects that are ineligible for charitable funding. Recent examples of its work include funding and facilitating campaigns to prevent the introduction of ID cards and to halt the growth in support for far-right organisations.

It is also an important point that the relationship between risk and return is not necessarily the same for charities as for the commercial sector



WTO conference in Hong Kong 2005

Box 5: The Atlantic Philanthropies

The Atlantic Philanthropies is a Bermuda-based foundation ‘Dedicated to bringing about lasting change in the lives of the vulnerable and disadvantaged’. It concentrates primarily on four programmes—Ageing, Disadvantaged Children & Youth, Population Health and Reconciliation & Human Rights—in seven geographies, and is committed to spending all of its multibillion dollar endowment on grants by 2020.

The foundation supports public policy advocacy campaigns in the United States, Northern Ireland, the Republic of Ireland, Vietnam, Bermuda and South Africa. It ‘is particularly supportive of advocacy by the people most affected by the policies that need to be changed.’ An example of its involvement in campaigning comes from the Republic of Ireland, where it funded *Older & Bolder*, a collaborative campaign orchestrated by five organisations working to improve the lives of older adults.

The Atlantic Philanthropies introduced a Strategic Learning and Evaluation programme in 2003. This programme makes grants to evaluate the impact of the foundation’s grant-making and share lessons. The foundation strives not only to strengthen its own efforts but to influence the sector as a whole. In 2008 it released the report *Investing in Change: Why Supporting Advocacy Makes Sense for Foundations*, which explores both why and how funders support advocacy. It also arranged a web seminar on ways funders can manage advocacy programmes.

(ie, high risks accompanying high returns, low risks accompanying low returns). Since flows of information on both risks and returns are weaker than in financial markets, it is perfectly possible for high-return, low-risk funding options to exist, and the same is true for low-return, high-risk options. In a world where donors and funders do not always seek, or find, the relevant information, low-risk charities with the potential to produce great results may not be attracting the funding they deserve. NPC works to bring such charities to the attention of donors and funders.

Contribution not attribution

NPC finds that one of the greatest barriers to funding campaigning is the difficulty of attributing results. In most sectors, simultaneous and overlapping campaigning efforts tug sometimes in the same, sometimes in different directions. Nobody can be perfectly sure that each and every one of them is making a difference, or indeed what difference each makes. When change does happen, donors and funders may often reasonably ask whether it might have come about on its own. Why fund a campaign without knowing whether it does any good? How can we know whether, or how much, money is wasted? The problem of attributing results matters both for accountability and effectiveness.

The bad news is that perfect attribution is impossible in most cases. Like social policy interventions, charitable work takes place in the noisy real world rather than in a scientific

laboratory. Progress is unsteady, its pace (and range) unpredictable and control groups a luxury. The good news is that most campaigns can produce a well-reasoned, evidence-based case for why their work *contributed* to an observed, desired change, stopping short of trying to provide *proof* of its precise effect.⁹

The problem of attribution is not unique to campaigning. It also often applies to charities’ direct services: it is hardly a trivial task to determine if one of several interventions, charitable or public, helped an individual from homelessness to housing, or if help from family and friends, or even better macroeconomic conditions, was the true cause. Trusts and foundations are no less affected by this issue. If charities find it difficult to attribute results, funders looking to build a picture of their impact ‘bottom-up’, by aggregating that of their grantees, will be just as challenged.

Possible or not, the quest for attribution can be politically sensitive: in a crowded campaigning environment, an organisation can damage its relationships with present and future collaborators by ‘claiming’ a victory for itself.

What can charities, donors and funders do, then? The increasingly common collaborative campaigning that sometimes happens in large coalitions can to some extent allow them to sidestep the attribution problem by reducing the number of distinct actors pushing for change. The **Children’s Rights Alliance for England**, described in Box 9, is a good example of this, as it includes a very large number of charities working for children, including the five biggest such organisations.

In the case of trusts and foundations, a strategic approach can involve funding a number of charities working on the same issues. The Atlantic Philanthropies, for example, identifies the campaigning charities it thinks are best placed to work towards a desired goal and encourages them to cooperate. In doing so, it asks them to consider how their efforts overlap and complement each other, and to pinpoint how they each contribute to change (see Box 5).

Avoiding a ruthless search for attribution certainly does not mean abandoning evaluations altogether in favour of ‘gut feelings’. Campaign evaluation is a new field, and it can only improve if charities and funders commit to it. It is not clear that this is happening yet: while NPC has not seen any data on UK charities’ campaign evaluations, in a 2008 US study by Innovation Network Inc., only 25% of campaigning charities said their work had been subjected to some form of evaluation. A striking 57% said this was not the case, with 18% answering ‘don’t know’.¹⁰

“Campaigning, advocacy and political activity are all legitimate and valuable activities for charities to undertake.”

The Charity Commission⁸

Box 6: CC9—Speaking Out—Guidance on Campaigning and Political Activity by Charities⁸

Charities must have only purposes described as charitable by the Charities Act (2006). A charity cannot exist for a political purpose, ie, ‘any purpose directed at furthering the interests of any political party; or securing, or opposing, any change in the law or in the policy or decisions of central government or local authorities, whether in this country or abroad.’ Charities are also prohibited from having political activity itself as a purpose.

CC9 distinguishes between ‘campaigning’ and ‘political activity’. The former is used to refer to:

‘awareness-raising and to efforts to educate or involve the public by mobilising their support on a particular issue, or to influence or change public attitudes... [and] campaigning activity which aims to ensure that existing laws are observed.’

There is no limit on the extent to which charities can engage in campaigning, as described above, in furtherance of their charitable purposes. Charities must, of course, observe other relevant laws and regulations, including the Serious Organised Crime and Police Act (2005) and the Code of the Advertising Standards Authority. In the words of the Charity Commission:

‘Campaigning, advocacy and political activity are all legitimate and valuable activities for charities to undertake. Many charities have strong links to their beneficiaries, and more generally to their local communities, commanding high levels of public trust and confidence, and representing a myriad of diverse causes. Because of this, they are uniquely placed to campaign and advocate on behalf of their beneficiaries. When charities seek to change the law or government policy, certain rules apply.’

‘Political activity’ is different from campaigning, and defined as:

‘activity by a charity which is aimed at securing, or opposing, any change in the law or in the policy or decisions of central government, local authorities or other public bodies, whether in this country or abroad. It includes activity to preserve an existing piece of legislation, where a charity opposes it being repealed or amended.’

Charities’ ability to engage in political activity has been significantly clarified. Charities can undertake a range of political activities in support of their charitable purposes. However, political activity cannot be the continuing and sole activity a charity engages in, and charities can never engage in party politics.

On the right side of the law

Donors and many trustees of trusts and foundations also worry over a perceived lack of clarity regarding the legal status of charities’ campaigning. Such worries are unnecessary, following the Charities Act (2006) and the Charity Commission’s March 2008 guidance, CC9—Speaking Out—Guidance on Campaigning and Political Activity by Charities.⁸ Charities’ ability to campaign and to engage in political activity, and the limits that apply to these, have been comprehensively clarified.

CC9 states: ‘as a general principle, charities may undertake campaigning and political activity as a positive way of furthering or supporting their purposes. Charities have considerable freedom to do so, subject to the law and the terms of their governing documents. In doing so, charities must be mindful of their independence. Charities, of course, can never engage in any form of party political activity.’⁸

The new guidance has been welcomed by the sector, and means that donors and funders can support campaigning with confidence. Furthermore, the Commission stresses that serious problems are rare, and that most complaints regarding charities’ campaigning are dealt with informally. For further details, see Box 6.

NPC welcomes CC9, and stresses that most campaigning carried out by charities is undeniably for the public benefit. It also encourages donors to consider funding organisations that are not yet charities, but can show evidence of social results from campaigning work.

The need for funding

NPC believes social campaigning is underfunded. Its strongest evidence for this is the behaviour of the donors it advises, many of whom are unwilling to fund campaigning. Of the ten charities that have received the most funding from NPC donors so far, only one was funded for its campaigning work. Of the 25 recommendations that have been most generously funded, only four were recommended for such work.

Evidence for the charitable sector as a whole, however, is limited. Despite useful searchable databases, charities and grants cannot be neatly categorised to allow analysis of the relative generosity of funding for campaigning and non-campaigning work.

In 2006, nfpSynergy, a research consultancy for the not-for-profit sector, carried out a survey of campaigning charities for **People & Planet** and the **Sheila McKechnie Foundation**. 47% of respondents indicated that lack of funds is an obstacle to campaigning, making this the most cited barrier.¹²

“The Soup Kitchen in York never has difficulty in obtaining adequate financial aid, but an enquiry into the extent and causes of poverty would enlist little support.”

Joseph Rowntree¹¹



Photograph supplied by BigStockPhoto

Many campaigning organisations would be unwilling to accept government funding even if it were available, for fear of undermining their independence.

Though the data is scarce, sector experts NPC has interviewed suggest that government rarely funds campaigning work, which of course often aims to influence legislation and public spending. Many campaigning organisations would be unwilling to accept such funding even if it were available, for fear of undermining their independence. The consultation for the government's third sector review also suggested that funding or contracting arrangements for service delivery are sometimes seen as limiting the sector's independence in campaigning.¹³ This suggests a particularly important role for philanthropic capital, but one not all donors and funders are willing to play.

A study of grant-makers by the **Directory of Social Change** (DSC) and the **National Council for Voluntary Organisations** (NCVO) provides a further indication: in its sample, 30% of funders unambiguously supported campaigning work. Nearly half of trusts, however, were unclear about whether campaigning would be funded: campaigning grant-making was consciously or unconsciously hidden under other funding criteria, leaving grantees unsure about their eligibility for grants. A final fifth of trusts clearly did not and would not fund this type of work.¹⁴

Why does campaigning seem to be underfunded? The most likely reasons are the reservations about campaigning addressed above. The desire to see tangible impacts stands out. One funder states that *'many of us have moved so much to emphasis on measurement that we avoid things—like advocacy—that can't necessarily be proven effective.'*¹⁴ One trustee of a major funder has referred to campaigning grants as 'wishing and hoping' grants.

As has been shown, the concerns of donors and funders are often greater than they need to be. The lack of funding and the potential for excellent results lead NPC to consider campaigning a significant opportunity for donors and funders to make a difference.

Conclusion

Campaigning charities have made the world a better place in the past and are working hard to improve the present. With sufficient funding and volunteers they will continue to campaign for the public benefit for as long as there are social problems to address.

NPC thinks more donors and funders should support campaigning charities and charities' campaigning programmes. This chapter has shown that there are good reasons to do so, and that the most common concerns can be answered. Most of these relate to the results campaigning can achieve. This is positive: a willingness to commit money regardless of results would be disappointing.

Campaigning is unambiguously legal, and can produce tangible results while carrying reasonable risks. There are cases when campaigning takes time to have an impact, but there are also many instances of remarkable and swift achievements. Finally, while perfect attribution of credit for campaigning successes is unlikely, most charities are able to make convincing, evidence-based cases for their contribution to change.

NPC's vision is a third sector with improved information flows, where funding follows effective charities. Progress towards this vision will both clarify and increase the impact of campaigning. Until this state of affairs is reached, donors and funders can support not just campaigning organisations but campaigning itself, for instance by providing funding for rigorous evaluations or by investing in capacity-building.



©Kristian Buus

Action Aid at Global Gathering

Actors, activities and trends

Campaigning can mean conducting research, advertising, organising marches, rallies and demonstrations and lobbying politicians and other decision-makers, to give just a few examples. Even broader than this set of activities is the set of actors, from charities to corporations, that engage in social campaigning. These campaigners both affect and depend on their external environment, and face a range of opportunities and challenges.

Who campaigns?

The term campaign is used in a number of contexts: advertising, military, and electoral. NPC focuses on charities, but many actors campaign, including:

- **Charities:** Campaigning charities range from those that devote most of their efforts to campaigning to those that occasionally speak out on policies that affect their beneficiaries. Most of the examples of campaigning organisations in this report are charities. So are many British think tanks, which research social and political issues and engage in and support policy debate.

- **Other non-governmental organisations (NGOs):** Social enterprises, not-for-profit organisations, trade unions, industrial and provident societies, think tanks and others may not wish to have charitable status, or may be unable to acquire it.
- **Public sector agencies:** At home and abroad, governments fund campaigns to change public behaviour. Donors and funders cannot support such campaigns, but may wish to monitor government activity in sectors they fund. The Department of Health, for example, campaigns to reduce smoking.
- **Private sector:** Even companies are involved in social campaigning. In the UK, The Body Shop has campaigned for over two decades, often surrounded by controversy. Its first large-scale campaign, *Save the Whales*, was launched with **Greenpeace** in 1986.
- **Individuals:** As volunteers and employees, individuals campaign for all kinds of organisations, but many campaigning charities also began as individual 'crusades'. For example, Peter Benenson's article *The Forgotten Prisoners* in *The Observer* in 1961 led to the formation of **Amnesty International**.

“The experience of charities means that it is right that they should have a strong and assertive voice. Often they speak for those who are powerless and cannot make their case themselves.”

The Charity Commission⁸



©Chris Jephson/London Citizens

Box 7: The London Living Wage Campaign

The term 'living wage' describes the minimum hourly wage necessary for a full-time worker with a family to afford housing and bills, food, transport, health care and recreation. The UK National Minimum Wage is lower than the London living wage, so workers earning the minimum wage in London are living in poverty. In 2001, this inspired the creation of the London Living Wage Campaign led by the charity **London Citizens**, an alliance of community organisations.

In its first few years, the campaign focused on cleaning contractor staff at hospitals, banks and universities. Backed by a growing body of research, it negotiated with employers, increasing pressure through marches and rallies when necessary. In 2006, London Citizens developed the Living Wage Employer award, providing recognition for employers willing to commit to ethical employment and procurement practices.

The campaign has made strong progress. In 2004, London Mayor Ken Livingstone agreed to set up a unit at City Hall to publish an annual living wage figure. A compact with the London Olympic Committee in the same year included an agreement for living wages for work for the 2012 Olympics. In 2008, Mayor Boris Johnson announced a rise in the London Living Wage to £7.45 per hour and committed to implementing it in the Greater London Authority Group. The government and opposition parties have recognised the Living Wage as a key tool for ending child poverty, and research estimates show nearly 6,000 workers are now covered by living wages in London, earning close to £20m of additional annual wages.

What are the goals?

Social campaigners' goals can be grouped under the following headings:

- **Raising awareness and changing attitudes and/or behaviour:** examples of this come from all sectors—public, private and charitable—and include efforts to persuade people to stop smoking, to go for regular breast cancer screening, or to stop carrying knives.
- **Influencing legislation, policies and/or services:** work to introduce, prevent, support or change policies at a local or national government level or within organisations. Specific examples include

working for legislation requiring companies to pay a living wage, for the government to commit more funds to overseas aid, or to convince a local council to improve its recycling scheme.

- **Capacity-building:** turning more people into campaigners, improving organisations' or individuals' abilities to campaign, and building networks for campaigners. This can be seen as an interim goal to those listed above.

What is involved?

The umbrella term 'social campaigning' covers the following activities:

Mass-participation campaigning

Mass-participation campaigning describes the use of a broad set of campaigners to influence any group, from a limited set of decision-makers to the general public, asking for specific responses and emphasising a few messages for effectiveness. Demonstrations, rallies and letter-writing campaigns, for example, fall under this heading. An example is the **London Living Wage Campaign**, described in Box 7.

Lobbying

Lobbying is an effort to influence a smaller number of targeted decision-makers (typically legislators), often with tailored messages and using personal networks when available. It may involve meeting policy-makers and submitting policy proposals, taking part in government consultations or providing expert advice to corporations. Lobbying is often perceived to be a secretive process, but it does not have to be: targeted letter writing, for instance, is relatively public lobbying. A UK example of a charity that lobbies government is **Autism Cymru**, described in Box 8.

Awareness-raising/public education

Raising awareness of an issue, among the public or among decision-makers, is often an early-stage goal for campaigns. Awareness-raising activities can, for instance, precede lobbying: if a social problem is relatively unknown, proposed solutions are unlikely to receive much attention. Awareness-raising can also be a powerful way to recruit more campaigners. There are no obvious limits on the activities involved—they range from advertising on public transport to art exhibitions, from publicity stunts to postcards—and awareness-raising or social marketing are often part of broader campaigning efforts. See Box 10 for a description of homelessness charity **Thames Reach's** awareness-raising campaigns.



©Kristian Buus

HIV&AIDS discussions at the House of Commons

Many campaigns are based on the idea that greater awareness leads to changes in behaviour. This cannot always be assumed to be the case: as noted below, social marketing experts know that awareness of what constitutes healthy behaviour is not enough to make everyone take it up. For example, a campaign might aim to raise awareness of the number of deaths from road accidents every year. This may lead to safer driving, but it may also have very little effect if people already know about the dangers of traffic but do not know what to do about it, or if they overestimate their own road safety. NPC therefore believes that awareness-raising should not be the end-goal of campaigns unless a clear theory of change and empirical evidence suggest how greater awareness will drive behaviour change.

In some cases, awareness-raising campaigns are used primarily as a vehicle for fundraising. NPC thinks charities using attention-grabbing awareness-raising campaigns to raise funds should always present a strong case showing how the money raised will help tackle the problem being highlighted.

Social marketing

Social marketing is the use of marketing techniques to achieve social good, typically by changing behaviour. In contrast to single-message campaigns, social marketing typically recognises that different audiences will respond to different messages. Developed in the 1970s, the discipline has been extensively applied, especially in the public health field, in a number of countries.

In the UK, the **National Social Marketing Centre** researches ways to bring about better public health. Its work is based on *'the recognition that simply giving people information and urging them to be healthy is not enough'*¹⁶—understanding and working with the incentives and barriers that explain behaviour is necessary. Bringing about behaviour change that affects health is particularly important, as the economic cost of preventable illness is enormous—it has been estimated at above £187bn per year in the UK.¹⁷

A well-known example of social marketing is *The Truth*, a US anti-smoking campaign. The campaign was launched in 2000 by the American Legacy Foundation, a non-profit organisation funded by tobacco companies following the 1998 Master Settlement Agreement: it was the first US national anti-smoking campaign not run by these companies. *The Truth* uses a range of—sometimes controversial—internet, print and TV ads to reach young people and counter advertising from tobacco companies, worth \$12.5bn in the US alone in 2002.¹⁸

A study published in the *American Journal of Public Health* demonstrated that the campaign has helped reduce smoking among young people,

Box 8: Autism Cymru

Autism Cymru was launched in 2001 and is the national charity for Autistic Spectrum Disorders in Wales. It lobbies the Welsh Assembly Government (WAG) to improve services for the 20,000 people in Wales who have autism and 40,000 family members, carers and practitioners. It also provides training and bilingual information for these groups.

Autism Cymru has achieved significant results in a short space of time, thanks to its strong standing with the WAG. It has reached one major strategic goal by persuading WAG ministers to develop the world's first government strategy for autistic spectrum disorders. This ten-year government plan began in April 2008, and Autism Cymru's CEO is seconded to the WAG to manage its initial implementation. The strategy is a uniquely integrated approach to autism services for local authorities and commissioners, and has set a model for other governments to follow.

Autism Cymru also manages information websites, an information portal with 40,000 registered users and the world's biggest online autism conference. It delivers training to schools and holds workshops. It contributes to the Celtic Nations Autism Partnership, in which models of practice, ideas and problems are shared between the national charities in Wales, Northern Ireland, Scotland and the Republic of Ireland.

attributing 22% of the overall decline in youth smoking in the US during 2000–2002 (around 300,000 individuals) to *The Truth*.¹⁹

Research

Research is a necessary prequel to campaigning—without an understanding of the scale of a problem and of the range of possible solutions, it is difficult to campaign intelligently for change. A strong evidence base ensures that campaigners are convinced that what they are doing is right, helps

Box 9: Children's Rights Alliance for England (CRAE)

CRAE has a small staff team but has a large membership of over 380 charities working for children's rights, including the major children's charities. It coordinates the campaigning activities of member organisations for maximum impact; advocates on behalf of children by working on parliamentary bills and legal test cases; monitors government; and disseminates information on children's rights. CRAE's work is ambitious and important: the UK has been heavily criticised for failing to live up to its obligations under the UN Convention on the Rights of the Child.

NPC believes that this alliance is broad enough to allow donors and funders to focus on overall achievements in the area of children's rights, rather than wrestle with the problem of attributing credit to individual organisations. In 2006–2007, CRAE worked on eight parliamentary bills, and its achievements include:

- securing an amendment to the Children Act (2004), requiring social workers to give due consideration to the wishes and feelings of children during child protection enquiries and children in need assessments; and
- as coordinator of the 13-year campaign for a Children's Commissioner, helping make 11 improvements to the Commissioner's powers and independence.

CRAE is particularly committed to measuring results: it records its outputs systematically, tracking hits on its websites as well as the circulation of its publications. It also produces a regular report on its activities and their impact, and is developing better impact measurements for campaigning work.



Young Olds campaign

Photograph supplied by Thames Reach

convince campaign audiences and reassures donors and funders (see Box 11). Of course, this does not mean that every campaigning organisation has to do its own research.

Research is a central output of some organisations, like think tanks, which contribute to change by disseminating findings and facilitating discussion. In other cases, service delivery, fundamentally important in its own right, can powerfully inform campaigning by providing research opportunities. It can both strengthen a campaign's fact base and ensure that its goals reflect the priorities of beneficiaries. Furthermore, service delivery organisations are often well-positioned to assess the implementation of policies and their impact.

Box 10: Thames Reach

Thames Reach is a homelessness charity that runs a broad range of services, activities and accommodation projects for homeless, vulnerable and isolated people. Its campaigns draw on its experience from frontline charitable work. The campaign *Killing with Kindness* builds on the organisation's own research, showing that the majority of those who beg in London do so to support hard drugs abuse. It encourages the public to give to homelessness charities instead. Initially controversial, this message now appears to have helped shift the consensus in the sector, and the campaign has been adopted by Westminster and Camden councils. A City of Westminster evaluation of the campaign showed a high level of success at raising awareness (though there was 'only a minimal (3%) drop among both commuters and Westminster staff saying they give money to beggars').¹⁵

Thames Reach's *One can is all it takes* campaign works to reduce the availability of super-strength lagers and ciders, challenging brewers and retailers and lobbying government to raise taxes on these products. The campaign has received extensive support from the press and other charities, and after an Early Day Motion supported by over 50 MPs, is now working for an adjournment debate to question a minister on the issue in the House of Commons. The charity also campaigns to highlight the situation of 'Young olds' — middle-aged men and women struggling with homelessness, mental health problems, addiction and self-neglect and facing the sort of life-threatening health problems more common in people 20 years older.

Capacity-building

Working with partners or beneficiaries to increase their capacity to advocate for themselves increases the total pool of campaigners in society. In some cases, capacity-building, like awareness-raising, will be an interim goal for campaigners, rather than an end-goal, but there are also organisations that specialise in it. The **Sheila McKechnie Foundation**, described in Box 12, encourages young people to campaign for change and offers training opportunities for individuals and groups. **People & Planet**, the UK's largest student campaigning network, similarly provides training and resources for member groups. **The Bridgespan Group Inc.**, a US-based non-profit consulting organisation that aims to bring the best of consulting to the charitable sector, helps non-campaigning charities develop campaigning functions and helps campaigning organisations improve. It actively seeks to work on projects where it can bring together direct service and campaigning charities, benefiting both sides.²⁰

Key trends, opportunities and challenges for campaigners

Social campaigning is improving. New technologies are being applied, there are increasing numbers of in-depth results evaluations and the *Campaigning Effectiveness* programme of the **National Council for Voluntary Organisations** (NCVO) and other initiatives are dramatically increasing access to material and training about good practices.

At the same time, social campaigning faces many challenges. The literature on campaigning is therefore divided. Some argue that campaigning is more widespread and legitimate than ever before. Others believe that it is under threat, both in terms of legitimacy and effectiveness, and can be described as '*the last great amateur pursuit*' of the charitable sector.²¹

Online campaigning is growing

Technical innovations and increasing willingness to experiment are driving an increase in online campaigning activities. Online campaigns can mobilise supporters quickly and inexpensively. Many charities are adding these activities to their existing work, but wholly internet-based entities are also being rapidly created.

Avaaz is one example of an online campaigning community which grew to over three million members in a single year. Inspired by organisations like **MoveOn.org** and **GetUp.org.au**, it aims to mobilise public opinion as a decisive factor in political decisions '*to close the gap between the world we have, and the world most people everywhere want*'.²²

The community is built around a website, where various petitions are running at any time. Weekly emails ask members to take action on particular issues.

Understanding and maximising the potential of such requests may soon become a key challenge for charities as they try to translate online activity into offline action. Mobilising a large community of people offline can be crucial to campaigning at key windows of opportunity—when world leaders meet, for example.

NPC expects to see results-focused evaluations of online campaigns in the near future. Until then, it is worth noting that such campaigns may limit both their own audiences and potential supporter bases. Internet access remains a privilege, and it follows that online campaigns will need to work hard to ensure that they give voice to a truly global constituency. In the UK, for example, men are more likely to access the internet than women (75% compared with 66%) and 70% of the 65+ age group have never used the internet, compared with only 8% of 25–44 year-olds.²³

Political and legal issues

As mentioned in Box 6, the Charity Commission's guidance and the Charities Act (2006) are helping charities, trustees, donors and funders understand the possibilities and limitations for campaigning. However, some legal and political issues remain. Firstly, charities are concerned about the restrictions on protest activity contained in the Serious Organised Crime and Police Act (2005), as highlighted in NCVO's report *Challenges to Effectiveness and Impact*.²⁴

Challenges for campaigning charities also arise from their interactions with government. A number were identified in *Challenges to Effectiveness and Impact* and the government's 2007 third sector review¹³:

- Poorly managed government processes—charities, especially smaller ones, often find it difficult to engage in consultations, leading to a failure to capture the diversity of the sector.
- Undefined results—government is often unclear about what actions it takes as a result of consultation. Also, there are concerns that third sector representatives are being used as 'unpaid consultants', with little or no impact on policy outcomes.
- Risk of compromised funding—the Compact between government and the voluntary and community sector needs to be monitored to ensure that the threat of statutory funding withdrawal is not used to deter charities from campaigning.

If charities find working with government and policy-makers challenging and unproductive, there is a risk that they will eventually disengage and resort to other tactics.

The final report of the third sector review made a number of statements of intent relating both to the sector's general effectiveness and the government's interaction with it, including:

- the creation of the Third Sector Advisory Body (TSAB) 'to provide ministers with clear and authoritative advice on policy regarding the third sector' (TSAB appointed in July 2008); and
- investment in identifying better methods for consulting with a range of organisations.¹³

Lack of skills and capacity

In a 2006 survey by People & Planet and the Sheila McKechnie Foundation, 30% of organisations with a turnover less than £1m said they lacked the skills to campaign. The findings of *Challenges to Effectiveness and Impact* supported this, and the third sector review agreed that a lack of capacity-building opportunities is a problem for campaigning charities.¹²

Part of an £85m government investment in developing third sector infrastructure through the Capacitybuilders agency will be allocated to address this skills shortage¹³, and a range of useful publications for campaigners—including NCVO's *The Good Campaigns Guide*²⁵—exist and continue to be created.

Collaborative campaigning: an opportunity and a challenge

Collaboration can greatly increase the impact of campaigning groups by reducing duplication of effort, increasing legitimacy (by broadening support bases), providing capacity/skill synergies and coordinating initiatives. Strategic funding by grant-makers can encourage this, as mentioned above.

Campaigning in collaboration also presents challenges, however. Coalition partners will share some goals, but may rank their importance differently. Compromises are required over goals, strategy and tactics, and the size and nature of a coalition will determine how difficult these will be. The question of who owns a message is particularly pressing. The **Make Poverty History** coalition, while successful in many ways, exemplifies this. An independent evaluation noted that its diversity was a source of strength, but that it also raised tension between the 'coalition position' and those of members. Another criticism of the campaign is that it should have done more to bring new supporters from interest to sustained

The legal framework for charities' campaigning is clear, but some issues remain.

Campaigning in collaboration can be both an opportunity and a challenge for charities.

“They are shopping while talking on their mobiles, reading their mail while scanning websites, texting while watching telly.”

The 21st Century Donor, nfpSynergy²⁷

activism: there were insufficient plans for the future of signed-up supporters and the campaign brand itself as it drew to a close.²⁶

Pioneering work on collaborative campaigning on armed conflict is being done by **Crisis Action**. Crisis Action is not a household name, but its partners include well-known organisations like **Amnesty International, Christian Aid, Friends of the Earth, Muslim Aid, Oxfam** and **Save the Children**. NPC has been told on numerous occasions how Crisis Action has facilitated the campaigning work done by its partner organisations, especially aiding the formation of responsive, adaptable and effective coalitions. It has coordinated lobbying efforts, run advertising campaigns, facilitated meetings with ministers, and set up regular meetings to discuss strategy between partners. This model is still relatively new, as the organisation was only formed in 2004, but its partner base grew three-fold from 2006 to 2007 and it now has offices across Europe. In the past two years, the organisation has been involved in the campaigns to halt the conflict in Darfur, prevent war between the US and Iran, and to resolve the Burmese crisis.

Box 11: Joining the dots—Asylum Aid’s research base

Asylum Aid works for the benefit of asylum seekers, refugees and their dependants. The charity:

- Provides advice and representation in the asylum process. Clients contact Asylum Aid directly, are referred by other agencies, or get in touch through outreach sessions.
- Runs the Refugee Women’s Resource Project (RWRP), the leading authority on women and asylum in the UK. The RWRP combines legal representation, research, the provision of gendered country information, policy analysis, lobbying and campaigning.
- Campaigns to improve decision-making, fight gender discrimination and improve access to competent legal advice and representation in the UK asylum process.

Asylum Aid deliberately limits its campaigning to a specific range of issues, ensuring that it builds on the strong evidence base generated by its legal services. The charity contributes to a number of stakeholder groups and coalitions, and has good access to government decision-makers, who respect its high-quality information. It has contributed to significant improvements in its sector, including: government funding for independent legal representation at all stages of the asylum process; the provision of female interviewers and interpreters and adequate childcare for women during asylum interviews; and fundamental reviews of the asylum screening process and the quality assurance systems for asylum claims decisions.

Crisis Action’s work on Darfur highlights the effectiveness of its approach. International aid agencies avoid speaking out on some issues so as not to endanger personnel on the ground, but working collectively they can share information with other agencies that do not face the same conflicts of interest.

Message competition threatens campaigns

Everyday life is filled with messages competing for attention. nfpSynergy has highlighted the spread of ‘continuous partial attention’: people are ‘shopping while talking on their mobiles, reading their mail while scanning websites, texting while watching telly.’²⁷ Campaigners need to work hard to make their voices heard, especially if they want people not just to notice, but to take positive action.

Designing messages that can cut through the noise will remain a challenge both for advertising companies and for charities, which have more limited resources. Donors who want to achieve real impact may have to accept that this is a risky task, and some efforts, as in the commercial world, are likely to fall short of expectations.

The impact of demographic changes

Many campaigns need both volunteer campaigners and donations from the public, and charities have to be sensitive to social and demographic trends both in their recruitment and fundraising efforts. nfpSynergy’s report *The 21st Century Donor* stresses that charities need to engage individuals over the long term:

‘Those who engage with charities do not compartmentalise their lives into giving, volunteering and campaigning in the same way that charities do.’²⁷

By 2024, it is likely that more people in the UK will be aged over 50 than under. Charities will need appropriate tactics to engage this group. Moving quickly into communicating with technologies that have a fast uptake among younger people, for example, may lead to recruitment and fundraising problems. Similarly, the growing university population may warrant attention from campaigning charities: from 1976 to 2002, enrolment in UK tertiary education increased by two million.²⁷



©Sam Friedrich /Sheila McKechnie Foundation

Gordon Brown, Prime Minister, with Sheila McKechnie Foundation 2008 International Award Winner Francis Njuakom Nchii, who campaigns for older people's rights in Cameroon

A lifecycle relationship between charities and their supporters is a valuable investment. If charities can inspire people to campaign with them when they are time-rich—often as teenagers and students—this may lay the foundations for a donor base later on. These donors can then be engaged again for campaigning later in their lives and careers.

Conclusion

Campaigning consists of a broad set of activities, and is used by an even broader set of actors. This means that there is a wide range of choices for donors and funders interested in supporting campaigning. In doing so, they need to be mindful—as must charities—of some important challenges as well as some great opportunities for campaigning. Internet activism may explode, or throw up crises, but it will not stand still, and commercial advertising and the regulatory environment will keep changing as well. Charities will need stronger skills, better networks and improved tools and frameworks to cope, but there is every reason to believe that those that succeed can have an even greater impact in the future.

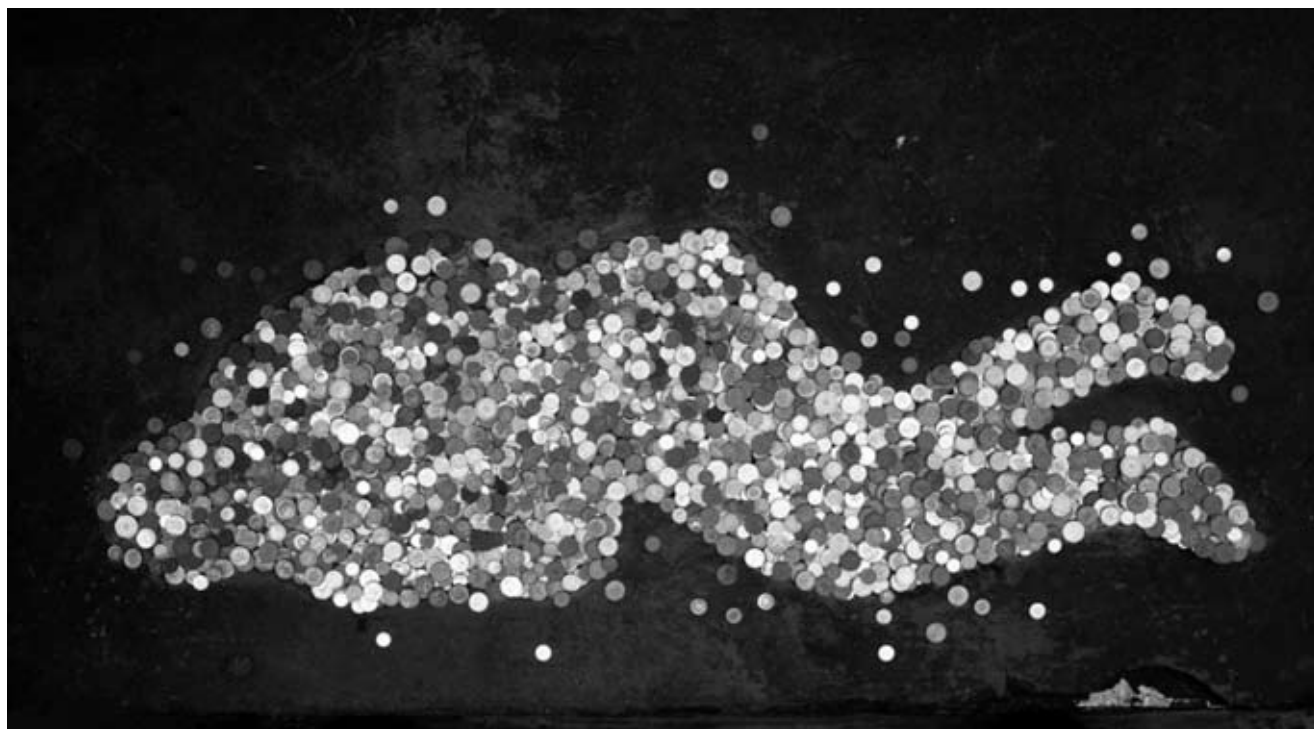
Box 12: The Sheila McKechnie Foundation

The Sheila McKechnie Foundation was created in 2005 to improve campaigning and the skills of campaigner and to champion the right to campaign. NPC thinks its work fills a gap in the charitable sector, and looks forward to following its impact.

The Foundation runs programmes providing support, advice and information-sharing on effective campaigning. After commissioning research showing a lack of campaigning training outside south east England, it piloted a subsidised campaigning workshop for grassroots organisations and individuals. The success of this pilot secured support from the Baring Foundation for a series of UK-wide workshops for individuals and groups. These workshops combine theoretical material on strategic planning with interactive peer learning sessions. The Sheila McKechnie Awards accelerate learning for promising campaigners through a bespoke development programme and raise the profile of campaigning in general.

The Foundation also researches and campaigns on issues that affect campaigners (see www.sheilamckechnie.org.uk for an initial body of evidence). This work has focused on the limitations on charities' campaigning in the current regulatory framework, and on the Serious Organised Crime and Police Act (2005).

Funding campaigns



The Killing with Kindness campaign

Photograph supplied by Thames Reach

The decision to fund campaigning is rarely the first one a donor or funder makes.

More often, campaigning emerges as an option after a social problem is identified, or support for a charity's direct services is expanded to include a campaigning programme, as the issues involved become clearer. Once campaigning presents itself as a solution, donors and funders face a choice of what type of campaigning, and which organisations, to fund. NPC thinks such decisions should be based on results. It also believes that following principles of good giving can significantly increase the value to charities of grants and donations.

Some donors embark on their philanthropy with a clear goal, but need help working out which charities could accomplish it. Others begin by supporting a particular charity after a recommendation or even a chance encounter. They may eventually decide to broaden their funding to adjacent areas or other sectors, and to formulate goals for their giving. By contrast, trusts and foundations often have years or decades of experience of grant-making, and their constitutions or charters may determine which sectors and activities they support. In summary, then, funding decisions begin in different places for different donors and funders.

This chapter will discuss the choices facing donors and funders regarding which sectors, what specific issues or areas, what types of work and which organisations to fund.

NPC encourages philanthropists to use both their hearts and their heads, and believes a philanthropic strategy should draw on a number of internal and external factors, as illustrated in Figure 2 below.

What sectors and areas will you fund?

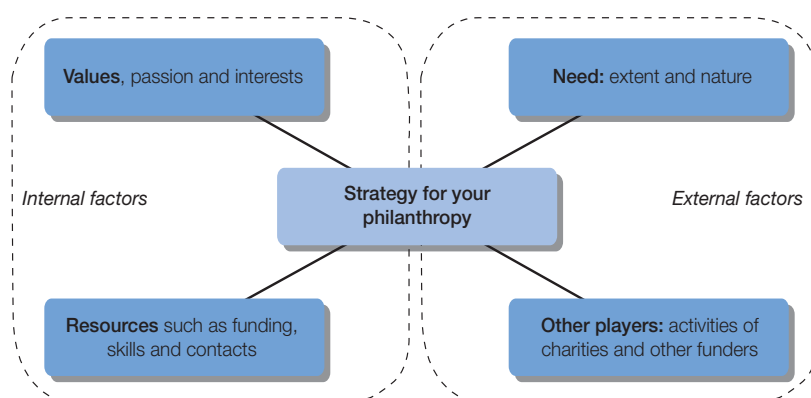
NPC's sector reports take an independent view, highlighting priorities for donors and funders and charities, big and small, that are achieving great results. They can be downloaded from www.philanthropycapital.org. Donors and funders committed to a sector will find these reports helpful in choosing issues to target or organisations to fund. Those who are not yet committed to a sector may also find them inspirational.

Despite its extensive knowledge about a range of sectors, NPC is still limited in its capacity to help donors and funders choose between sectors. Whether a donation or grant will have greater social impact supporting, say, refugee rights or encouraging young people to give up smoking is a question that cannot currently be answered. Given the difficulty of cross-sector comparisons, how might this decision be made? For many donors, the choice will be personal, driven by their own experiences and knowledge of social problems. As mentioned above, funders—trusts and foundations—are often pre-committed to a particular sector.

Funding advocacy too often is the philanthropic road not taken, yet it is a road most likely to lead to the kind of lasting change that philanthropy has long sought through other kinds of grants.

Gara LaMarche,
President and CEO,
The Atlantic Philanthropies²

Figure 2: Sources for philanthropic strategies



Within sectors, NPC selects priority areas by applying a set of criteria derived from extensive research. These are summarised in Box 13 for donors who wish to think through their philanthropy from first principles.

What types of campaigning will you fund?

Those willing to fund campaigning have a range of activities to choose from, as discussed in the previous chapter. Activities like lobbying, public education and research all contribute to change, but have different risks and rewards attached to them. Since donors and funders vary in their appetite both for risk and for publicity, they may wish to fund different campaigning activities. The nature of the work currently going on in the relevant sectors will probably also matter. Their choices will depend on philanthropic strategies, which should be broadly based, as described above, and which should certainly draw on beliefs about what types of campaigning are most effective and efficient.

Box 13: Criteria for choosing what to fund

- **Priority of need.** How important a problem is this? How will addressing it improve the lives of beneficiaries? How many people will it help?
- **Evidence of results.** What is the evidence that funding activities in this area will achieve the desired results?
- **Availability of organisations to fund.** There may be a clear need for action in an area, and effective approaches that are known. But is there actually something to fund? Is it possible to identify effective organisations within this area?
- **Space for private funding.** Is private funding appropriate, given statutory responsibilities? This partly depends on the nature of existing funding, and partly on donors' and funders' preferences.
- **Distinct role for private funding.** Is there something distinctive that private funding can do? In principle, philanthropic capital is better able to bear risk and to be patient for long-term results than statutory funding, so it is best deployed where these characteristics are needed.

Which organisations will you fund?

NPC believes that the effectiveness of charities can be analysed, and that such analysis can help charities, donors and funders. It helps donors and funders direct their funding to achieve the biggest possible social impact, and helps charities by encouraging and supporting them to become more effective.

NPC helps donors and funders by making recommendations and by providing a donor advisory service. It is also committed to continuing to make its evolving framework for analysing charities, originally published in the report *Funding Success: NPC's approach to analysing charities*, publicly available.

NPC recommendations

An NPC charity recommendation is:

1. doing something **important** (targeting a high-priority need and/or difficult area);
2. doing it **effectively** (as measured by results—actual or potential—and indicated by a results-driven culture, the use of results to learn and improve, and the appropriateness of the solution to the problem addressed);
3. doing it **efficiently** (efficient use of resources, understanding of own sector role/avoiding duplication); and
4. being **ambitious** (wanting to be replicated/ driving sector change: mission-focused rather than focused on organisational gains).

Meeting these criteria requires good management/leadership and well-managed finances, and to be recommended a charity must meet NPC's standards in all four areas, and display excellence in one or more.

NPC's recommendations are not a 'top ten' or a ranking of charities. They are, however, based on extensive due diligence—around 80 hours of research per organisation. They represent a set of charities that donors can have great confidence in backing. NPC's recommendations in each sector will change over time.

Analysts regularly review the performance of recommended organisations and periodically add new ones.

Charity recommendations are listed on www.philanthropycapital.org and can be downloaded without charge.

NPC Advisory

NPC advises donors and funders, whether they want to give £20,000 or £20m; make a single donation or develop a long-term plan; and have a lot of time or none at all. NPC helps donors develop a giving strategy defining which issues to support and how; helps deepen their knowledge about an issue they want to support; identifies needs and effective interventions in that area; and finds high-performing charities. NPC also works closely with foundations and other funders, offering objective information about where funding can create the greatest impact and helping funders measure and review their social impact.

NPC's approach to charity analysis

NPC's approach to charity analysis is based on some common features of effective charities.

- **Effective charities are in tune with the external world.** They use external information to decide on what they should do and how they should do it. These charities often demonstrate a high level of innovation and an ability to adapt services to emerging needs. To assess if a charity is targeting the highest priority needs, a thorough understanding of the sector and policy environment is necessary. Attempting to analyse charities without this is like trying to analyse a commercial organisation without assessing demand trends or competition.
- **Effective charities focus on outcomes.** These charities deliver positive results which directly lead to realising their ultimate vision. The most effective charities measure these outcomes and use the data to improve their activities. A focus on outcomes is normally embedded in the culture of the organisation.
- **Effective charities are efficient.** They not only deliver positive outcomes for their beneficiaries, but they do so efficiently. This requires them to maximise the use of their limited resources and to enlist the support of others where possible.
- **Effective charities have the capacity to achieve their aims.** The most important aspects of this capacity are clear leadership, high quality staff and adequate financial resources.

Although these characteristics of effective charities apply to almost all types and sizes of charity, NPC's expectations vary according to the maturity of the charity and its sector. For example, an established charity with substantial financial resources would be expected to have better processes for measuring results than a small start-up.



Photograph supplied by iStockphoto

NPC's analytical framework

NPC's analysis framework is built around five key elements:

- activities;
- results;
- sector impact;
- leadership; and
- finances.

Each of these elements includes a number of assessment criteria, not all of which are relevant to all charities. This flexibility allows the framework to be applied to all types and sizes of charity.

It is important to emphasise that this is a framework for analysis, not an exercise in ticking boxes. It is necessarily comprehensive, but in many cases required information will be unavailable, so judgement must be used.

Each element of the framework is explained below.

Activities

Three key questions guide the analysis of a charity's activities:

Is the charity doing the right things?

Will it continue to do the right things?

How do its activities benefit from being part of this organisation?

To answer these questions NPC assesses the charity against five criteria:

1. **the extent to which the activities match the highest priority needs;**
2. **whether the scope of activities makes sense;**

Those willing to fund campaigning have a range of activities to choose from.



Tris Lumley, NPC

Photograph supplied by Centre for Social Justice

3. the ability to adapt and innovate;
4. the potential to grow or replicate activities; and
5. synergies between activities.

Results

NPC's analysis of results is guided by two key questions:

Is the charity committed to measuring results and learning from them?

What is the results evidence for individual projects and the charity as a whole?

Two criteria help to answer these two questions:

1. **whether the charity has a results-driven culture; and**
2. **the quality of results evidence.**

Sector impact

Sector impact is relevant mainly to larger charities which influence the whole sector in which they operate. This may be due to their wide experience and knowledge about what is needed, or through influence with government and others. The challenge is to achieve this potential whilst maintaining a clear focus on beneficiaries.

The two key questions here are:

Does the charity maximise its potential to improve the sector as a whole?

Does the charity exist primarily for itself or its beneficiaries?

In order to answer these questions, three criteria are used:

1. **whether the charity has a coherent theory of change;**
2. **the extent to which the charity enhances knowledge across the sector; and**
3. **whether the charity improves activities generally across the sector.**

Leadership

NPC's assessment of leadership focuses on answering three questions:

Is the charity heading in the right direction?

Is it managed professionally?

Does it maximise the impact of its resources?

Five criteria allow NPC to answer these questions:

1. **governance;**
2. **the management team;**
3. **vision and strategy;**
4. **staff; and**
5. **use of resources.**

Finances

A charity's finances underpin the ability of the charity to operate effectively today and in the future.

The two key questions for finances are:

Is the charity financially sound?

Will the charity make good use of additional donations?

These questions are answered by focusing on:

1. **financial security; and**
2. **opportunities for donors.**

“The question facing particular donors and foundations is not, “Is advocacy right or wrong?” [but] “Would my foundation’s particular goals benefit from advocacy?”

*Advocacy Funding:
The Philanthropy of
Changing Minds,
GrantCraft⁴*

Key strengths for campaigning charities

A number of qualities are particularly important in campaigning charities. They make it more likely that an organisation campaigns for the right goals and that it will make progress towards them. These qualities are:

- **A convincing theory of change**—more important the harder it is to measure the change a charity seeks, and more important the more long-term and far-reaching that change is; critical for campaigning organisations.
- **A commitment to measuring results and to using them to manage activities**—important for all charities, but particularly challenging for campaigners.
- **Flexibility and responsiveness**—campaigners need the ability to adapt to changes in the external environment. Opportunism and contingency planning help.
- **Collaboration**—reduces duplication of effort, increases legitimacy, provides synergies and prevents campaigning becoming noise by coordinating initiatives.
- **A strong fact base**—serves both to make sure a campaign has the right goals and to convince the target audience.
- **Legitimacy**—clarity over whom the campaign speaks for and with what mandate.
- **Credibility with target audiences**—in part a function of a strong fact base and legitimacy. Also driven by brand strength and personal relationships.

How to fund

The size of a grant or donation is not the only factor that determines its impact. Its length, timing, and type also matter to the recipient. The recommendations below can be explored in greater depth in NPC's forthcoming report on how to fund, or discussed with NPC's advisory team.

Unrestricted funds

NPC thinks donors and funders should provide charities with unrestricted funds. The charitable sector relies heavily on funding restricted to particular activities or projects, and many organisations therefore find it difficult to cover their core costs. Non-project staff salaries and administration and infrastructure costs are rarely attractive to funders, but are fundamental to making organisations effective. Charities need unrestricted funds that can be allocated according to the needs of their organisations.

Box 14: The Sigrid Rausing Trust

The Sigrid Rausing Trust's mission is to *'support and strengthen effective advocates, organisations and movements who defend human rights, equality and environmental justice'*. Much of its work is in the field of international human rights, where the Trust supports both large, well-known actors like Amnesty International and Human Rights Watch and a wide range of smaller organisations. The Trust frequently provides organisations with core funding and considers its grantees long-term commitments. It has given away more than £100m in grants since its foundation in 1995.

In a March 2008 interview, Sigrid Rausing encouraged philanthropists to recognise that giving is a work in progress—*'that what you fund now may be different from what you do in five years time, and that evolution and change is an intrinsic part of any work which involves pushing for a change in the status quo.'*²⁸

Long-term funding

Charities also benefit from stable, long-term funding. This saves them spending management time and money fundraising to keep services running, and creates space for strategic thinking and planning.

NPC recommends that when possible, donors and funders avoid placing fixed time limits on their support for any individual grantee. If an organisation is achieving consistently excellent results, funders' statutes should not prevent it from being funding for the long term. The Sigrid Rausing Trust, described in Box 14,

Box 15: The Diana, Princess of Wales Memorial Fund

The Diana, Princess of Wales Memorial Fund continues the Princess's humanitarian work in the UK and overseas. It seeks sustainable improvements in the lives of the most vulnerable by championing charitable causes, advocacy, campaigning and awareness-raising. In its first nine years the Fund pledged some £76m in grants to over 350 organisations around the world. It is currently spending out its remaining capital and focusing resources on changing specific policies and practices in areas of past grant-making. Major initiatives include programmes to change immigration legislation in the UK to meet international standards on children's rights and to integrate palliative care into health systems in sub-Saharan Africa.

An example of the Fund's involvement in campaigning comes from its work on explosive remnants of war. Building on lessons from the landmine campaign, the Fund sought to protect civilians by supporting efforts to secure a treaty banning cluster munitions. This support included core funding for the global campaign group (the Cluster Munition Coalition), small grants to campaigners in affected countries and training of advocates with personal experiences of the effects of these weapons. The Fund also hosted meetings with key state and civil society representatives and financed advertising and media support at key points during the campaign.

Throughout its life, the Fund has emphasised monitoring and evaluation and funded external evaluations of grants and project groups. The Fund's new Learning Framework sets out the assumptions underpinning its theory of social change and identifies areas to be explored in Fund-wide evaluation. As it seeks to maximise its legacy, drawing and disseminating lessons from its work is given higher priority.

Box 16: Every Disabled Child Matters

Every Disabled Child Matters (EDCM) is a campaign to strengthen and extend the rights of disabled children and their families. It was launched in 2006, and echoing the government's 'Every Child Matters' slogan, highlights the fact that the government's agenda for children has not yet delivered for disabled children and their families, who continue to fall through the gaps between agencies and services.

EDCM is led by four organisations working with disabled children and their families: Contact a Family, Council for Disabled Children, Mencap and the Special Educational Consortium. Focusing on Whitehall, Westminster and English local government, it also supports campaigning on disabled children in the rest of the UK.

In its first year the campaign lobbied successfully to secure a specific review on disabled children's services within the 2007 Comprehensive Spending Review. This review, *Aiming High for Disabled Children*, led directly to the allocation of £430m in new funding to improve services, in particular vital short breaks for families. EDCM ran the stakeholder engagement programme for the review and was able to influence government spending to reflect the priorities identified by families in an innovative 'parliamentary hearings' process led by a cross-party group of MPs.

EDCM is challenging government to ensure the effective delivery of the Aiming High for Disabled Children programme by making disabled children a political priority. Children's Secretary Ed Balls MP has described it as an 'exemplary' campaign that has 'created the space for Government to act'. Over 330 MPs have signalled their support for the campaign following online campaigning by EDCM's 29,000 supporters. In addition, 66 local authorities and 44 Primary Care Trusts have signed the campaign's Charters. In years two and three, the campaign is focusing on ensuring significant manifesto commitments on disabled children in party manifestos for the next General Election and setting up a bid for further funding in the next Spending Review. Additional achievements in this period have included a new national indicator on disabled children's services to measure performance in every local authority, and a new legal duty on local authorities to provide short breaks.

Also, by funding charities to measure their results (eg, through evaluations, or by improving data collection), donors and funders can get leverage: a charity that can demonstrate results is more likely to attract additional funds from elsewhere. This is particularly important when funders are aiming to spend down assets, as illustrated by the Diana, Princess of Wales Memorial Fund, described in Box 15.

Scale and timing of funding

Charities or campaigns may struggle to use significant unexpected funding efficiently in the short term. Campaigning work for policy change, for example, is rarely scalable: relationships take time to develop, and a small and finite number of decision-makers may be targeted. On the other hand, an awareness-raising campaign may be able to quickly increase its reach using extra funding to buy advertising space. Whether there is an opportunity for a campaign to make a difference at the time of funding is of course even more important (see Box 16, which describes **Every Disabled Child Matters**, and Box 17 on the True Colours Trust, which provided its initial funding).

Conclusion

NPC does not expect and would not wish for donors and funders to increase their funding for campaigns indiscriminately, or to reduce their support for direct service delivery charities. It does hope that this report will encourage some of them to seriously consider funding campaigning organisations as part of their philanthropic strategies. NPC also hopes donors and funders will help bring thoroughly-planned and well-executed campaigns that aim for systemic, lasting change to the sector, to which they are committed.

Like other charities, campaigning organisations are greatly helped by funding that follows guidelines for good giving. The staying power of philanthropic capital is particularly important for campaigns, since results and impacts are not always quick to materialise. Since campaign evaluation is a field in development, funder willingness to provide additional support for the purposes of monitoring and evaluation is also a valuable—and scarce—resource.

The staying power of philanthropic capital is particularly important for campaigns, since results and impacts are not always quick to materialise.

is an example of a funder that follows this principle. Funders restricted to working with short timelines might consider helping grantees develop funding strategies for projects.

Finally, donors and funders cannot necessarily expect policy or behaviour change to occur during the period of a grant. When they evaluate grantees' work, they should therefore be ready to give weight to interim outcomes. An alternative approach might be to delay a comprehensive evaluation of grantees' work until some time after the end of the grant.

Funding evaluation and strategic development

NPC also believes that grants should contain a defined tranche of funding for evaluation and strategic development when possible. Funding and staff constraints prevent most charities from gathering sophisticated evidence of their effectiveness. Continuous and timely feedback to strategy can have a multiplying effect on the impact of campaigning work.



Make Poverty History, Edinburgh 2005

©Kristian Buus

Box 17: The True Colours Trust

The True Colours Trust (TCT), a Sainsbury Family charitable trust that focuses on disability and palliative care for children, provided the initial funding for the Every Disabled Child Matters campaign described above. Its grant-making had given TCT staff and trustees a good insight into the enormous challenges and hardships faced by disabled children and their families, and it was clear to them that the families involved lacked the resources needed to mount a lobbying campaign on their own. *'We realised that a significant shift was needed in the way government deals with disabled charities and the charities that represent them,'* says Victoria Hornby, the executive of the Trust.

The TCT had confidence in the individuals and organisations involved and in the focused nature of the campaign. *'We knew we weren't creating an enormous entity—it was a small office we were helping to set up,'* says Hornby. The Trust's support was not limited to funding: *'We lent weight when needed and participated in events in parliament and Whitehall.'*

The TCT is delighted with the results so far (see Box 16), in terms of both government funding and the political salience of the issue. Hornby especially draws attention to the public service indicator for disabled children—a standard against which Primary Care Trusts (PCTs) and local authorities will be measured. Says Hornby, *'It is the stick that will go with the £400m carrot.'*

The Trust has agreed further funding for EDCM for 2009–2012, and the campaign is now seeking matched funding from other sources. Does Hornby have advice for funders looking to support campaigns? *'You need to be really clear about why you're doing it.'* She acknowledges: *'We got lucky... had we started funding Every Disabled Child Matters ten years ago it might not have worked. As a funder you have to be prepared for a campaign you support to go nowhere because it is not an exact science.'* Hornby also recommends funding campaigning as *'part of a package'*, alongside frontline services and infrastructure investments in a sector. Having that approach *'offsets the risk'*, and *'gives you good examples to campaign on and good links in the sector, which is quite important.'*

Conclusions and recommendations

Campaigning is an essential activity for the charitable sector. It is not a solution to every social problem, appropriate for every charity, or an attractive funding option for every donor. It is, however, a powerful approach for fundamental, wide-ranging and long-lasting improvements, and NPC believes that it attracts less funding than it deserves.

This report has argued that the most common concerns expressed by donors and funders about charitable campaigning can be answered satisfactorily. Campaigning is unambiguously legal, and can produce tangible results while carrying reasonable risks. There are cases when campaigning takes time to have an impact, but there are also many instances of remarkable and swift achievements. Finally, while perfect attribution of credit for campaigning successes is unlikely, most charities are able to make convincing, evidence-based cases for their contribution to change.

NPC thinks donors' and funders' concerns about the results of campaigning suggest a healthy interest in the impact of funding. A willingness to commit money regardless of results would be bad for the charitable sector and bad for beneficiaries. NPC's vision is a third sector with improved information flows, where funding follows effective charities. Progress towards this vision will both clarify and increase the impact of campaigning. Until this state of affairs is reached, donors and funders can support effective campaigning organisations but also campaigning itself, by funding rigorous measurement and evaluation or investing in capacity-building.

The report has sought to highlight examples of excellent campaigning and to outline some of the opportunities, challenges and trends that face campaigners. NPC particularly hopes that the chapters about who to fund and how to fund will be of practical use to donors and funders.

To conclude the first part of this report, NPC makes a number of recommendations to donors, funders and charities below. The second part of the report presents NPC's Campaign Analysis and Planning Tool (CAPT), which is intended to facilitate strategic funding by helping funders and charities plan and evaluate campaigns.

General recommendations

Make the case for campaigning

Campaigning is highly visible and important, but it is also underfunded, and many donors, funders and trustees regard it with caution. Charities, donors, funders and voluntary sector commentators need to make the case for social campaigning. This means emphasising and exemplifying its results and making it clear that applicable laws and guidelines are clear and favourable.

NPC hopes that this report will contribute to the voluntary sector's efforts to make campaigning appealing to a broad spectrum of supporters.

Measure and communicate your results

NPC believes that a focus on results can increase the quantity and quality of resources available to the charitable sector. It can improve the allocation of resources by highlighting charities producing excellent results. It can increase the total quantity of funding by demonstrating the results achieved by the sector as a whole. It can also increase the quality of funding by encouraging effective relationships between funders and charities.

A focus on results is particularly important for campaigning charities, since many donors and funders doubt the effectiveness of campaigning.

Improved measurement and communication of results will require greater efforts from charities, help from donors and funders and better tools and training. Given these, a virtuous cycle should at some point emerge: charities will be able to learn from a growing number of evaluations, donors and funders will get used to results-focused reporting and will eventually make it a funding requirement and growing demand will lead to a greater supply of tools and training.

NPC's Tools team has been created to help charities and funders measure, manage and communicate impact. It welcomes feedback from both groups and will respond to their needs in developing further tools and methodologies.

Campaigning is a powerful approach for fundamental, wide-ranging and long-lasting improvements, and NPC believes that it attracts less funding than it deserves.

Recommendations for donors and funders

Make campaigning a part of your philanthropic strategy

NPC does not expect and would not wish for donors and funders to increase their funding for campaigns indiscriminately, or to reduce their support for direct service delivery. It does hope that this report will encourage some of them to give serious consideration to funding campaigning organisations as part of their philanthropic strategies. Strategic funding lets donors and funders bring sectors they are committed to well-planned campaigns that aim for systemic, lasting change.

Like other charities, campaigning organisations are greatly helped by funding that follows guidelines for good giving. The staying power of philanthropic capital is particularly important for campaigning organisations, since results and impacts are not always quick to materialise.

Fund innovation and capacity-building

A number of case studies in this report have described trusts and foundations funding campaigning in innovative ways. Donors and funders can make a difference not just to their sector, but to the way charities work by encouraging collaboration, funding monitoring and evaluation, pushing for beneficiary involvement in campaigning and influencing their peers.

By supporting organisations like People & Planet and the Sheila McKechnie Foundation, donors and funders can contribute to improving the campaigning capacity of the entire charity sector. In doing so, they will be enabling charities to address social problems in new ways. They will also be providing a service to democracy itself, since campaigning charities provide useful information to citizens and policy-makers and provide a voice for the disadvantaged.



The World Can't Wait at Westminster

Recommendations for charities

Make sure you have a strong theory of change

NPC believes that theories of change are fundamentally important parts of charities' (and funders') strategies. They are particularly useful when the aim is to achieve long-term and far-reaching change. Like most of the literature on good practice in campaigning, NPC therefore thinks they are especially important for campaigning charities, and hopes that the Campaign Analysis and Planning Tool will help them improve their theories of change.

Be clear about when you are fundraising

Campaigning is a legal and legitimate, sometimes essential, use of charities' resources. The same is true of fundraising. This does not mean that the two should always be combined. When awareness-raising campaigns are used primarily as a vehicle for fundraising, NPC thinks charities should present a strong case showing how the money raised will help tackle the problem being highlighted.

Develop professional practices

Campaigning has been described as the '*last great amateur pursuit*'²¹ of the charity sector. This does not mean that campaigners are not effective at what they do, but that there are few defined accepted practices that collectively make campaigning a profession or discipline.

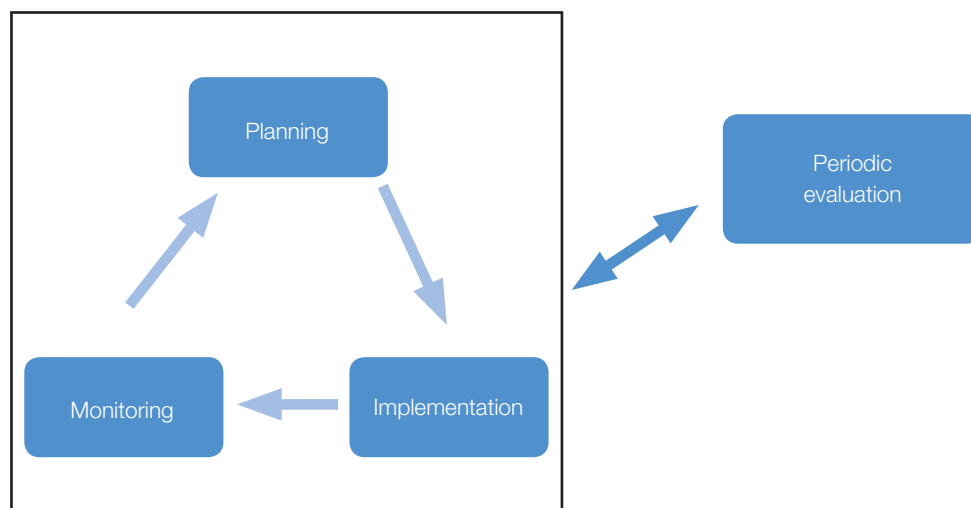
There is much to applaud in amateurism—without the energy and passion that volunteer campaigners bring to their cause many campaigns would falter. Campaigners need core skills and knowledge of where to turn for support, however. This means drawing on the campaigning training and infrastructure increasingly being made available to charities.

In two areas, campaigners can learn from, or enlist the help of, the market research industry:

- **Targeting messages**—making sure campaigns reach as many members of the target audience as possible, and, if reach is costly, that they reach as few others as possible.
- **Evaluating the impact of campaigns**—many large charities and campaigns already actively use tools and methods from the private sector, sometimes at significant expense. NPC thinks this can be appropriate: change-making organisations should look for results, not frugality.

The Campaign Analysis and Planning Tool

Figure 3: A planning, implementation and monitoring cycle, with periodic evaluations



A tool to support funders and charities

NPC has developed a tool, the Campaign Analysis and Planning Tool (CAPT), **to help funders and charities plan and evaluate campaigns**. The CAPT draws on several existing frameworks. The most important is *The advocacy and policy change composite logic model* developed by Julia Coffman (jcoffman@evaluationexchange.org), a leading evaluation and strategy consultant to US foundations and non-profits. The risk and capacity assessment frameworks presented in NPC's report *Funding Success* have also been adapted for this tool. The NPC Tools team welcomes queries and comments and is available for training and consultation on this and other topics.

A strategic approach to campaigning begins with a planning, implementation and monitoring cycle, subject to periodic evaluations, as illustrated by Figure 3. Such an approach helps both campaigning charities and funders, who can apply it together with grantees to specific campaigns or independently, to funding programmes.

In line with much of the recent literature, NPC believes that improving planning, monitoring and evaluation processes will lead to more effective and efficient campaigning. The processes in question do not necessarily require significant investments, nor are they suitable only for large organisations. NPC has so far

seen no link between the sophistication of a charity's approach to planning or monitoring and evaluation and its size or age.

The tool that follows supports the planning, monitoring and evaluation stages of the cycle above. This report has largely avoided discussing best practices in campaigning, and consequently will be less helpful at the implementation stage. There is, however, a growing body of useful literature that looks at good practice in campaigning, and a partial guide can be found in the Further resources chapter below.

The CAPT focuses on organisations':

- strategy and theory of change;
- capacity to deliver results;
- risks; and
- measurement and evaluation frameworks.

It consists of the following steps, which form a flexible sequence:

Precursor: Researching needs and solutions

Articulating a strategy and theory of change

(Deciding who to fund—see the Funding campaigns chapter above)

Assessing organisational capacity

Assessing risks

Designing a monitoring and evaluation process

Presented in full, the tool may seem forbidding even to experts and practitioners. NPC does not expect every charity or funder to apply it comprehensively, but its different parts are intended to be individually useful for those looking to:

- **articulate a theory of change** for a campaign or funding programme;
- **pick grantees** by establishing fit between a funder's strategy and the work of one or several charities;
- **identify capacity improvement needs** for charities' own development work or funders' support;
- **identify risks** to inform contingency plans, expectations of results and timeframes;
- **measure progress** towards intended results and **highlight learning opportunities** for future work; and
- **articulate achieved and expected results** of campaigns or of funding programmes.

At the end of this chapter is a diagram supporting the CAPT, which users may wish to refer to while reading the chapters that follow. At various steps of the planning process, it provides a set of options to stimulate thought—users can capture the essence of a campaign strategy by highlighting the appropriate boxes in each column.

Questions before you start

What processes exist already?

Users may wish to consider the following questions:

1. **What planning processes do funders and/or grantees have in place already?**
2. **What monitoring and evaluation processes do funders and/or grantees have in place already?**
3. **Is this an appropriate time to change these processes, or introduce new ones?**
Bear in mind that investments in planning, monitoring and evaluation require time from managers and trustees as well as from operation staff.

Who will contribute?

Planning, monitoring and evaluation benefit from wide participation. Contributions can come from:

- **staff**—frontline campaigning staff can provide valuable inputs, but may be difficult to engage;
- **trustees**—both funders' and grantees' trustees;
- **consultants/external experts**; and
- **beneficiaries**—involving beneficiaries helps ensure effectiveness, accountability and credibility.

What resources are available?

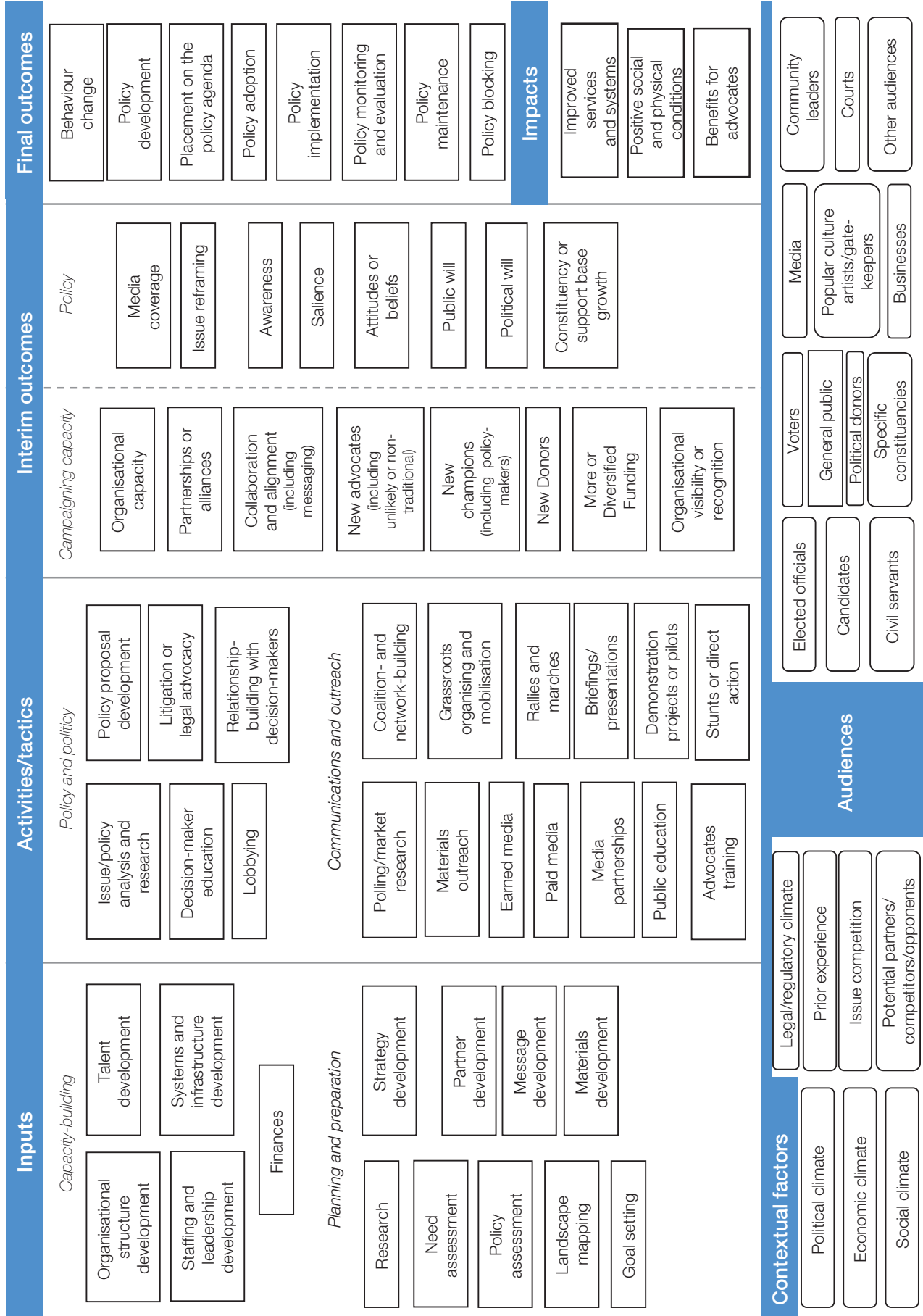
Deciding at the outset how much time is available for planning helps prevent the task from growing out of control. The nature of the campaign being planned will be critical: a time-limited policy campaign looking to influence a one-off, high-profile gathering of decision-makers will not require as much investment in planning, monitoring and evaluation as a behaviour change campaign designed to run over many months or years.

From a budgeting point of view, it is worth remembering that though planning, monitoring and evaluation processes will continue for the life of a campaign or funding programme, funders may wish to reserve resources for a retrospective evaluation to assess final impacts.

Precursor: Researching needs and solutions

There is little sense in launching a campaigning effort unless the campaigners-to-be are convinced that they are arguing the right solutions to social problems. As mentioned above, a good evidence base not only allows campaigners to feel confident, it also gives a campaign greater credibility with decision-makers.

Campaign Analysis and Planning Tool: overview diagram



Articulating a strategy and theory of change

A theory of change is a logical model of how an organisation affects its external environment. It shows progress from an initial state to a final state, usually via a number of interim states. The movement from one state to the next is an outcome of one or several activities, which each have inputs and outputs. A generic theory of change is illustrated by Figure 4, with definitions in Box 18.

NPC believes that theories of change are fundamentally important parts of charities' and funders' strategies. They are particularly useful when the aim is to achieve long-term and far-reaching change. As linear representations of complex processes, they are not without flaws: in real life, a final state can turn out to be an interim state, and things move backwards as well as forwards. Whether it has been explicitly stated or not, however, an understanding of how change happens is part of every campaign. This understanding will in turn be based on assumptions about the world, which occasionally need to be revisited by campaign managers. Articulating a campaign's theory of change creates clarity for funders, beneficiaries and campaigners themselves.

An organisation or campaign's theory of change does not have to be restricted to the short or even medium term. It can stretch far into the future, making the inclusion of interim states even more important.

The present chapter helps users looking to develop a theory of change and a campaign strategy. Funders can use this part of the tool for their entire funding programme or apply it in collaboration with grantees to individual campaigns. This material may also suggest what questions should be asked of an existing theory of change.

Box 18: Definitions

Inputs: the resources and conditions required to carry out an activity. These might include staff, volunteers, clients, funds, materials and data. Inputs are measured by input indicators.

Activities: the means of achieving results. In the context of this report, these might include advertising, demonstrating, writing letters or meeting policy-makers.

Outputs: the products of an activity. These might include advertisements produced, rallies organised or letters written. Outputs are measured by output indicators.

Outcomes: the results of an activity. These might include increased awareness, changed attitudes or behaviour or policy change. They are measured by outcome indicators.

Impacts: the long-term outcomes of activities—improved social and physical conditions for beneficiaries. There is often confusion between the terms outcome and impact. NPC will often use 'results' to replace both.

Instructions

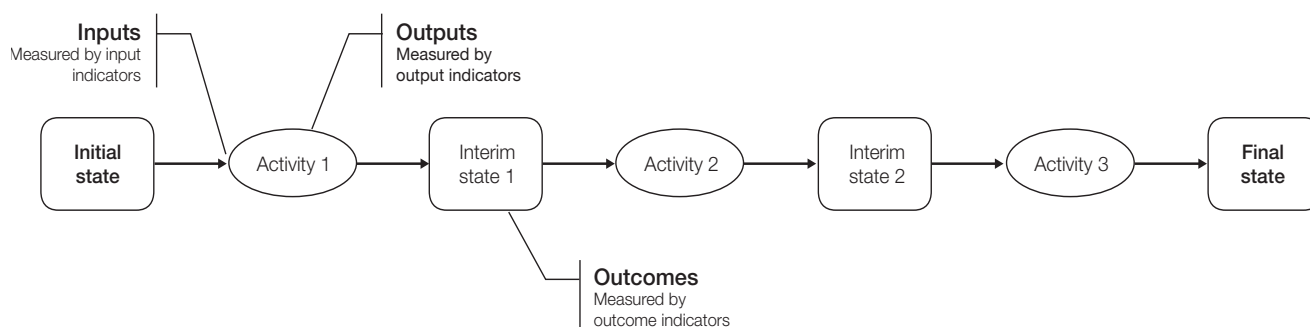
The questions below help users develop a theory of change and campaign strategy. The overview diagram and Tables 1 and 2 below provide further support.

A. What are the goals?

Clarify what changes the campaign (or funding programme) aims to bring about. Refer to the Outcomes and Impacts columns of the overview diagram for options:

- **Interim outcomes**—eg, raised awareness, increased salience of a policy issue, improved campaigning capacity of organisations or the sector as a whole.

Figure 4: A simple, generic theory of change



- **Final outcomes**—eg, behaviour changes, improved services, policy adoption or implementation.
- **Impacts**—long-term outcomes, changes in the social and physical conditions of beneficiaries.

Refer to Figure 1 at the start of Chapter 1. Will the campaign produce results at the level of the *individual*, the *community & family*, in *public policy and services*, or within wider *society*? Alternatively, will it produce results at several of these levels?

Ultimately, social campaigners aim to have an impact on beneficiaries. This does not mean that impact is always the appropriate goal: if a social problem has recently been identified, the goal may be raising awareness of the fact that it needs to be addressed (which could be considered an interim outcome). If the problem is already known, the goal may be to develop a solution, or to get one or several solutions adopted as policy or reflected in behaviour changes. Campaigning once policy adoption has occurred might aim to ensure that policies are implemented correctly and that they have the intended impact.

Impact can be difficult both to measure and attribute, and the focus of the CAPT is therefore on measurable interim and final outcomes. This practice follows the work of the International Development Research Centre (IDRC) in Canada.²⁹ To understand a campaign's impact, ambitious funders and charities with the required resources can seek to link it to outcomes in retrospective evaluations.

It may be helpful to apply a well-worn mnemonic—SMART—to make sure campaign goals are specific, measurable, achievable, relevant and timely.

Goals for coalitions

Campaigning in coalition is a special case. Coalition partners by definition will share some goals, but may rank their importance differently, and may have widely different secondary goals. Choosing goals requires compromises, and the size and nature of a coalition will determine how difficult these will be. Separate theories of change for individual organisations and for the coalitions themselves may be the easiest way to think about this.

B. Who is the audience?

Who does the campaign need to reach to achieve the desired outcomes? The overview diagram provides a (necessarily incomplete) list of potential audiences to inspire users. The audience being targeted may influence the ideal composition of a campaign team.

A clearly defined audience makes evaluating a campaign easier, as it allows targeting evaluation tools like surveys or interviews.

C. How can the campaign influence its audience?

What activities will campaigners undertake? Given the audience and goals, the experience of the campaign team and guides to effective campaigning will be able to inform this decision.

The CAPT overview diagram's columns for inputs, activities and interim outcomes provide a starting point for thinking about this. Users should note the order in which activities and interim outcomes are expected to occur—the strategy may be to lobby corporate or political decision-makers when, but only when, public awareness has been raised around an issue, for instance.

The act of planning campaigning activities does not imply, of course, that all campaigning activities will be planned: the most successful campaigners exploit unexpected opportunities.

D. What assumptions have been made about how change happens?

Being explicit about the assumptions that underlie a campaign strategy makes it easier to decide whether they are realistic, and so helps judge the campaign's overall chance of success. Spelling assumptions out also allows planning for scenarios where one or several of these turn out to be unjustified.

E. What contextual factors might affect the strategy's success?

The bottom left corner of the CAPT overview diagram suggests potential contextual factors. How these might change over time will inform the external risk analysis in the risk assessment that follows.

F. What are the strategies of the campaign's allies?

Users may wish to spend some time considering the strategies of a campaign's allies or collaborators in terms of the overview diagram. Understanding this puts a campaign into context and helps spell out where and how it will add value. It also highlights potential synergies and areas of collaboration that have not yet been developed.

G. What are the strategies of the campaign's opponents or competitors?

Similarly, users should consider the strategies of opponents or competitors in terms of the overview diagram, supported by any available information (strategy documents, annual reports, etc). The picture created here will inform the risk assessment made later, and will allow planning responses to likely actions by opponents.

H. What are the contingency plans?

Alternative paths to the end goal—a plan B and perhaps even plans C and D—are needed if the original strategy proves unsuccessful. What contingency plans are appropriate will be determined by the risk assessment.

It is not enough to have plans, of course—it is necessary to know when to activate them. Consider what signals will indicate that the campaign is not working, and who needs to make this judgement.

I. What outcomes will be achieved at what times?

Once a theory of change has been articulated, set time-specific goals for the campaign to govern its execution and allow evaluation. What constitutes the short, medium and long term for the campaign should be defined, with goals (interim and final outcomes, and, in the case of the long term, impacts) for each.

Table 1: Interim outcomes

Result	Detail	Hard indicators (directly attributable to charity's work)	Soft indicators (theoretically attributable to charity's work)
Interim outcomes			
Organisational capacity development	The ability of an organisation or coalition to campaign.	Capacity assessment framework tracking.	Perception based on interview.
Collaborations and alliances	Mutually-beneficial relationships with other organisations or individuals who support or participate in a campaign.	Activity logs.	Perception based on interview.
New advocates (including unlikely or non-traditional)	Previously unengaged individuals who take action in support of an issue or position.	Activity logs. Database of supporters. Individual testimonies.	
New champions (including policy-makers)	High-profile individuals who adopt an issue and publicly advocate for it.	Individual testimonies (correspondence). Database of supporters.	Media tracking.
Constituency or support base growth	Increase in the numbers engaged in sustained campaigning or action.	Database of supporters. Membership statistics.	
New donors	New public or private funders or individuals who contribute funds or other resources for a cause.	Database of donors. Charity accounts.	Perception based on interview with finance manager.
More or diversified funding	The amount of finance raised and variety of funding sources.	Number of funding sources. Type of funding sources.	Perception based on interview with finance manager.
Organisational visibility or recognition	Identification of an organisation or campaign as a credible source on an issue.	Media tracking. Mentions by experts.	Background research into sector.
Media coverage	Quantity and/or quality of coverage generated in print, broadcast, or electronic media.		
Issue reframing	Change in how an issue is presented, discussed, or perceived.	Language analysis. Media tracking.	Background research into field.
Awareness	Audience recognition of problem or familiarity with policy proposal.	Surveys of audience. Activity analysis of website or marketing campaigns. Focus groups. In-depth interviews.	Media tracking. Google trends. Interviews with experts.
Salience	The importance a target audience assigns an issue or policy proposal.		
Attitudes or beliefs	Target audiences' feelings about an issue or policy proposal.		
Public will	Willingness of a target audience (non-policy-makers) to solve problem or support policy proposal.		
Political will	Willingness of policy-makers to solve problem.	Surveys of policy-makers.	Media tracking. Hansard tracking.

Table 2: Final outcomes

Result	Characteristics to look for	Potential hard indicators/data sources directly attributable to charity's work	Potential soft indicators/data sources theoretically attributable to charity's work
<i>Final outcomes</i>			
Behaviour Change	Improvement in actions by target audience.	Surveys of beneficiaries and target audience.	Media tracking. Academic work that does not explicitly address causality.
Policy development	Creating a new policy proposal or guidelines.	Log of policy developments. Hansard tracking.	Background research into field. Interviews with experts.
Placement on the policy agenda	The appearance of an issue or policy proposal on the list of issues that policy-makers give serious attention.		
Policy adoption	Policy proposal becoming policy, through legislation or decision.		
Policy implementation	Proper implementation of a policy, along with the funding, resources, or quality assurance to ensure it.		
Policy maintenance	Preventing cuts or negative changes to a policy.		
Policy blocking	Successful opposition to a policy proposal.		

Assessing organisational capacity

Having articulated a theory of change and strategy, funders need to understand whether potential or present grantees have the capacity to carry it out and deliver results.

Capacity frameworks are well-established tools for assessing organisations, and are widely used by commercial, public and charitable organisations. The framework below, presented in NPC's report *Funding Success*, builds on several existing tools* adapted to the needs of NPC's charity analysts. NPC's charity analysis no longer uses this framework in full, but it can be a powerful tool that can:

- suggest what to expect from a charity when no past results are available;
- allow for the fact that past results are not always indicative of future ones, for instance when a charity has invested heavily in its own development but does not yet have results to show;
- provide a basis for predicting whether impressive results are sustainable in the long term; and
- help target funding that aims to improve capacity, and allow progress on capacity improvement to be measured.

Funders can use a capacity assessment framework to help select grantees, or to help present grantees develop. They can also use it to inform their expectations of results from funding, and of the speed of those results. Charities, meanwhile, can use it to convince funders of their capacity to deliver results, to set their own expectations of what their campaigning might accomplish or to guide self-improvement efforts.

The framework presented here divides organisational capacity into three key areas: strategy, operations and finances. These are subdivided into detailed capacities. NPC uses the following scale to assess capacities:

0. No level of capacity in place (but capacity not necessary/desirable).
1. Clear need for increased capacity.
2. Basic level of capacity in place.
3. Moderate level of capacity in place.
4. High level of capacity in place.

Tables 3, 4 and 5 show the characteristics sought and the hard and soft indicators considered in assessing capacities.

Table 3: Organisational capacity assessment—strategy

Factor	Characteristic to look for	Potential hard indicators/data sources	Potential soft indicators/data sources	Assessment
Planning				
Research	Has gathered data needed upfront to plan, implement, or evaluate campaign.	Has written strategic plan/document.	Perception based on interview.	
Need assessment	Understands the nature and extent of the problem being addressed.	NPC sector report. Has local data. Makes regular assessment of current needs.	Perception based on visit to local area and charity.	
Policy assessment	Has assessed what about an issue or policy needs to change and where the issue is on the policy agenda or in the policy process.	Has written strategic plan/document.	Perception based on interview.	

* In particular Alliance for Justice's *Advocacy Capacity Assessment Tool & Advocacy Evaluation Tool* and Venture Philanthropy Partners/McKinsey's *Capacity Assessment Grid*, Grantmakers for Effective Organisations' *Due Diligence Tool* and Greater Kansas City Community Foundation's *DonorEdge™*.

Factor	Characteristic to look for	Potential hard indicators/data sources	Potential soft indicators/data sources	Assessment
Landscape mapping	Has reviewed the policy and political environment that surrounds and will affect a campaign strategy.	Has written strategic plan/ document.	Perception based on interview.	
Vision	Has a clear understanding of what success will be and what it will look like.	Has written strategic plan/ document.	Perception based on interview.	
Strategy and theory of change	Has a clear articulation of how activities will lead to achieving the vision over the short, medium and long terms.	Articulates milestones and interim steps along journey of change. Has developed logical model or theory of change.	Understanding from interview—does the charity know how its work aims to achieve results and when it will achieve them?	
Mission and purpose	Has a clear understanding of the organisation's role in change that is widely held within the organisation.	Has written strategic plan/ document.	Perception based on interview.	
Contingency	The organisation has an alternative or amended theory of change prepared in the event that the current strategy proves unsuccessful.	Has written strategic plan/ document that includes this.	Perception based on interview.	
Robustness				
Collaboration on strategy	Strategy created with significant input from other charities and organisations, including beneficiaries.	Strategy documents. Stakeholder input sessions including other charities and organisations.	Perception of degree of collaboration vs centralised power of director.	
Avoiding duplication	Monitors external landscape and actively avoids duplication.	Knowledge of 'competitive landscape'.		
Reflectiveness	Reviews strategy regularly to respond to new opportunities and threats.	Activity logs.	Perception based on interview.	
Policy proposal development	Has developed a specific policy solution for the issue or problem being addressed.	Policy documents. Government consultation responses.	Perception based on interview.	
Replicability	Could be replicated in other locations. Simple or compelling model suitable for replication.	Evidence of establishment of other branches, franchises, copies of this model.	Judgement of ease of starting up model and clear business case for replication elsewhere.	
Transparency	Policies and systems support public disclosure of appropriate information.	Policy documents. Annual report.	Perception based on interview.	
Participatory	Beneficiaries are consistently engaged in decision-making processes.	Beneficiary representation on board. Participatory processes of decision-making in place.	Perception based on interview.	
Philosophy (eg, empowerment vs dependence)	Activities actively promote independence and empowerment.	Average length of contact with client. Pathways of ex-users.	Perception—does it lead to increased independence and empowerment?	
Brand	Organisation has a widely recognised and respected image.	External brand analysis.	Background research. Fundraising ability.	

Table 4: Organisational capacity assessment—operations

Factor	Characteristics to look for	Potential hard indicators/data sources	Potential soft indicators/data sources	Assessment
Operations—Inputs				
Organisational structure				
Structure	Organisation has a structure for its campaigning work.	Organisational charts. Governance documents.	Physical space.	
Frequency of work	This structure meets regularly and is actively involved in guiding the organisation's campaigning.	Activity logs.	Perception based on interview.	
Programme/project management	Clear inter-relationship between projects/activities and campaigning. Strong cross-team communication and management of activities.	Programme planning documents or other evidence. Projects clearly fit into vision, mission and theory of change.	Judgement of how well activities fit together within whole of charity and its strategy.	
Staffing and leadership				
Governance model and skills	Trustees have relevant mix of skills and commitment to achieve strategy.	Chair's relationship with Chief Exec. Degree of trustee involvement. Skills audit. Meets at least quarterly. Trustee attendance levels (average %).	Director's/staff's view of board. Trustee availability for visit. Evidence of trustee involvement in activities beyond trustee meetings.	
Leadership	Director/leader highly passionate, visionary and able to clearly articulate organisation's direction.	Background of director. Experience of senior staff.	Perception of director.	
Succession planning	Organisation plans for loss of key staff. Good documentation and ability to replace.	Written succession plan. Evidence of delegation among senior staff.	Perception, aided by meeting other staff as well as director—impossible to judge if only director is seen.	
Attracting and retaining staff/trustees	No problems with recruitment/retention. Plans HR process efficiently. Adequate staff numbers to deliver services.	Staff turnover. Values/culture surveys.	Staff perceptions.	
Use of volunteers	Volunteers integral and highly valued in several areas of activity.	Number of volunteers. Volunteer process in place (recruitment, induction, management).		
Talent				
Skills	Staff involved in campaigning have relevant experience and skills.	Organisation's own assessment of its skills capacity.	Perception based on interview with director and campaign staff.	
Expertise	Policy and campaigns team are regarded as experts in their field.	External mentions by experts/academics/etc.	Background research into sector.	
Training	Investment in staff skills—research, communications, lobbying.	Has a training programme.	Perception based on interview with director and campaign staff.	
Systems and infrastructure				
Systems (IT and process)	Systems in place that fit with purpose and scale of organisation. Likely to have IT strategy and planning.	Has IT/systems plan. Has operations manager or equivalent.	Evidence of use of appropriate IT and systems.	
Physical infrastructure	Appropriate to organisation.	Visit to organisation.		
Databases and management reporting systems	For tracking clients, staff, volunteers.	Has systems in place.	Perception based on interview with director and campaign staff.	

Factor	Characteristics to look for	Potential hard indicators/data sources	Potential soft indicators/data sources	Assessment
Communication	Has system of communicating with its network of advocates to share information about its agenda and pending actions.	Has a communications plan.	Perception based on interview with director and campaign staff.	
Flexibility and user-centricity	Highly flexible—changes activities/services based on needs of each individual client/user.	Flexible service model (tailored to individual) vs fixed (one size fits all).	Perception based on interview with director and users.	
Responsiveness	Highly responsive to changing needs and proactive in interactions with external environment/actors.	How often services have changed. Responsiveness to funder enquiries.	Perception based on fit between current activities and best practice, current needs.	
Preparation				
Partner development	Built formal or informal relationships with campaign strategy collaborators and contributors.	Activity logs. Correspondence. Official partnerships.	Perception of informal relationships based on interview with director and campaign staff, broader sector research.	
Message development	Has determined what to say, who to say it to, how to say it and who to deliver it.	Materials. Website.	Media training.	
Materials development	Has created publications, brochures, website, or other communications collateral to deliver campaign messages.	Materials.		
Operations—Activities				
Communications				
Media	Uses PR/marketing activities to further mission.	Existence of spokespersons/marketing function. Media training.	Perception based on interview with communications officer.	
Polling/market research	Surveys the public to collect data for use in campaign messages.	Surveys. Data collected.		
Materials outreach	Uses channels to reach a large audience quickly and efficiently.	Mailing lists/databases. Distribution agreements.		
Public education	Educates public about issue.	Public education materials. Website.		
Communication of success	Communicates campaign outcomes and impacts.	Reporting to funders. Website.		
Outreach				
Coalitions and networks	Organisation has established or can identify one or more networks of individuals and organisations that it can call upon to help advocate on key issues or goals.	Activity logs. Official partnerships.		
Beneficiary involvement	High level of beneficiary involvement in operations and delivery.	Beneficiary involvement in work vs consultation.	Any evidence of beneficiary involvement seen in visit, interview, documents.	

Factor	Characteristics to look for	Potential hard indicators/data sources	Potential soft indicators/data sources	Assessment
Learning and sharing knowledge	Is instrumental in development of knowledge and learning in the field. Challenges existing assumptions and drives progress.	External publications and collaborations. Internal training.	Research into field—is the charity a leader or major contributor?	
Collaboration	Collaborates widely in, and sometimes beyond, its field.	External mentions by experts/ academics/etc. Reference by local charities/ agencies.	Perception based on contact with experts and based on perceived appetite for collaboration seen during interview.	
Support	Can support its networks appropriately.		Perception based on interview with campaign staff.	
External profile	Experts view as leader— example of best practice and excellence, achieving powerful outcomes.	External mentions by experts/ academics/etc. Reference by local charities/ agencies and members where applicable (umbrella organisations).	Perception based on contact with experts.	
Results measurement				
Monitoring outputs	Established monitoring framework for outputs.	Evaluations (internal/external). Measurement plan. Key Performance Indicators— range of outputs monitored; quality of output reporting.	Perception based on interview with campaign staff.	
Monitoring results (outcomes and impact)	Established monitoring framework for results. Users involved in measurement.	Evaluations (internal/external). Measurement plan. Key Performance Indicators— range of results monitored; quality of results reporting.	Perception based on interview with campaign staff.	
Performance management	Has defined indicators to measure progress towards goals. Sets explicit targets.	Provides performance measurement data to stakeholders. Has begun or implemented performance measurement.	Level of awareness and take-up of performance measurement and management techniques.	
Learning	Manages by results. Measures for funders but also uses results for internal learning and improvement.		Perception based on interview with director and campaign staff.	
Use of data to fundraise	Fundraises using results.	Fundraising materials.		
Participatory evaluation	Enables participation by beneficiaries in monitoring and evaluation. Able to respond appropriately to complaints.	Evaluations (internal/external). Measurement plan. Key Performance Indicators – range of outputs monitored; quality of output reporting.	Perception based on interview with evaluators.	
Legal advocacy				
Understanding	Understands legal framework for work and knows when to use legal tactics.		Perception based on interview with campaign staff.	
Ability	Has access to competent advice.		Perception based on interview with campaign staff.	

Table 5: Organisational capacity assessment—finances

Factor	Characteristics to look for	Potential hard indicators/data sources	Potential soft indicators/data sources	Assessment
Finances				
Funds	Has generated the public or private finances necessary to carry out the campaign strategy.	Overall analysis of accounts.	Perception based on interview with director and finance staff.	
Financial Planning	Solid financial plans.	Has realistic business plan in place.	Perception based on interview with director and finance staff.	
Fundraising capacity	Highly developed internal fundraising skills and expertise to cover regular needs; access to external expertise for additional needs.	Background of financial staff. Evidence of training programmes for finance staff.	Perception based on interview with director and finance staff.	
Unrestricted reserves	Between 3 and 12 months' reserves (varies with sector).	Ratio of current net assets to monthly expenditure, calculated both including and excluding pensions liabilities (assets exclude endowment funds, restricted and designated funds and operational fixed assets).	Indication of need for unusual level of reserves.	
% public funding	To be determined in each case (by type of charity and projects).	Ratio of income from public grants/contracts to total income.	How heavily reliant is charity on small numbers of public grants?	
% contract funding	To be determined in each case (by type of charity and projects).	Ratio of income from contracts for service delivery to total income.	How much of income is sustainably provided by contracts?	
Number of funding sources	Diversified funding streams.	Number of funding sources.		
Use of full cost recovery (FCR) techniques	Fully applies full cost recovery.	Evidence of use of full cost recovery approach.	Awareness of FCR approach and/or use of FCR tools.	
Difficulty of fundraising	Highest level of difficulty—suggests need for increased awareness of charity's work.	May be more macro—from sector research. May be from % time spent by director fundraising.	Judgement of difficulty of fundraising in sector as a whole, plus difficulty of charity accessing funding.	
Operational efficiency	Efficient use of resources.	Overall analysis of accounts.	Judgement of overall efficiency based on accounts and benchmarking against other charities working in field.	
Operational efficiency: fundraising	Up to 25-35% considered quite normal (although can justifiably be much higher).	Ratio of fundraising cost to contributed income. Number of fundraising staff. Staff time spent on fundraising.	Director's focus on fundraising—how much time is spent in ongoing struggle to survive?	
Operational efficiency: unit cost	Cost per intervention. Cost per successful intervention.	Total expenditure of charity divided by number of users. May be built up as average of unit cost for each activity.	Judgement/analysis of ratio success to total users.	

Assessing risks

Risk assessments can help inform funding decisions, but their main purpose is to help funders and charities mitigate risks. A review of the risks that threaten a campaign is an important part of the planning process that will both feed into contingency plans and help funders and campaigners develop realistic expectations about the speed with which results can be achieved.

Like the organisational capacity assessment framework above, the risk assessment framework presented here was made publicly available in NPC's report *Funding Success* as part of NPC's Charity Analysis Tool (ChAT).

The key consideration in a risk analysis is whether risks are actively managed—mitigated if possible and monitored if not. This framework rates three categories of risk—structural, activities and external—as presenting high, medium or low risk.

Structural risks—grouped in four categories:

- **Risk management**—does the charity manage risks proactively?
- **Managerial**—is there strong leadership and direction, clarity of vision and structure?
- **Financial**—is the financial position strong, with prudent plans in place for the future?
- **Operational**—are the relevant capacities and systems in place to deliver results?

Activities risks—these are risks that are attached to an organisation's strategy, grouped as follows:

- **Strategy and concept**—is the concept proven or based on a strong logical model?
- **Achievement**—does the charity have a strategy for moving to the next stage of the change process if it achieves its initial goals?
- **Responsiveness**—is the charity quick to respond to changes in the external environment?
- **Financial**—does the charity feel free to campaign as openly as it might wish, or is it constrained by fundraising for its other activities?

External risks—risks that derive from the external environment in which a charity is working. The formulation of contingency plans discussed above as part of the campaign strategy needs to be based on these risks, which cannot be directly controlled, but will have an impact on any campaign.

The categories of external risks match the contextual factors in the CAPT overview diagram:

- **Political climate**
- **Economic climate**
- **Social climate**
- **Legal/regulatory climate**
- **Issue competition**
- **Potential competitors/opponents**

Table 6: Structural risks

Factor	Characteristics to look for	Potential hard indicators/data sources	Potential soft indicators/data sources	Assessment
Risk management*	Proactively manages risks to mitigate and control.	Has and regularly updates risk register or risk analysis (required for organisations with more than £250,000 turnover).	Perceived awareness of and engagement with risk management practices.	
Managerial	Strong management and direction. Imposes structure and devotes sufficient time to development.	Overall judgement at end of planning process.		
Financial	Strong financial position. Funding secured on medium- or long-term basis.	Average length of funding period. Number of different funding sources.	Overall judgement at end of planning process.	
Operational	Charity clearly has capability to deliver results.	Overall judgement at end of planning process.		

* Guidance on risk management can be found at the Charity Commission website: www.charitycommission.gov.uk/investigations/charrisk.asp

Table 7: Activities risks and external risks

Factor	Characteristics to look for	Potential hard indicators/data sources	Potential soft indicators/data sources	Assessment
Activities				
Strategy and concept	Concept well-proven or based on strong logical model. Evidence suggests high likelihood of success.	Overall judgement at end of planning process.	Perception based on interview with director and campaign staff.	
Achievement	Charity has strategy for moving to the next stage of the theory of change process if it achieves its immediate aims.	Has a complete strategy that includes implementing and monitoring a policy once it is adopted.	Perception based on interview with director and campaign staff.	
Responsiveness	Charity is quick to respond to changes in the external environment, thereby mitigating any risks apparent.	Overall judgement at end of planning process.	Examples from the charity's past.	
Financial	Charity feels free to campaign as openly as it might wish, or is constrained by its other activities.	Overall analysis of accounts.	Perception based on interview with director and finance staff.	
External				
Political climate	Factors about the policy process and current policy and political environment that can affect a policy proposal's success.	Analysis in strategic plan or other documentation.		
Economic climate	Factors about the current or future economic environment or about the budget process that might affect availability of funds to support a policy proposal.	Analysis in strategic plan or other documentation.		
Social climate	Current events, crises, tensions, or social movements that might positively or negatively affect a policy proposal's success.	Analysis in strategic plan or other documentation.		
Legal/regulatory climate	Whether charity law or legislation restricts charities from certain types of campaigning.	Analysis in strategic plan or other documentation.		
Issue competition	Other issues that are competing for positioning on the policy agenda.	Analysis in strategic plan or other documentation.		
Potential partners/competitors/opponents	Non-partner organisations or individuals campaigning on same issues, either for or against.	Analysis in strategic plan or other documentation.		

Designing a monitoring and evaluation process

Campaigners often respond to evaluation initiatives by pointing out that they 'just know' when an activity is working. As noted above, in a 2008 US study by Innovation Network Inc., almost six out of ten campaigning charities said their work had not been subjected to some form of evaluation (and 18% answered 'don't know').¹⁰ This is cause for concern. Monitoring and evaluating means collecting data to track what happens during a campaign and using it to retrospectively assess the campaign's effectiveness and efficiency. These activities should be important to both charities and funders, as they allow them to:

- **improve their campaigning:** for charities, monitoring and evaluating information can support strategy and tactics; for funders, it can help decide whether a grant should be extended or cancelled;
- **be accountable:** to funders, beneficiaries, trustees and other stakeholders; and
- **strengthen their evidence base:** a campaign can make use of the data collected; a funder can influence its peers with knowledge of what works or use it to select grantees.

Charities' and funders' monitoring and evaluation of campaigning is improving, and NPC's Tools team is committed to gathering and signposting relevant resources, example evaluations and monitoring case studies at www.npctools.org.uk to support them. The team welcomes queries, comments and suggestions for content, and is available for training and consultation on this and other topics.

Monitoring and evaluation

Having completed the planning steps of the CAPT, grantees and funders can move on to monitoring and evaluation by going through the following questions:

1. **What is the purpose of monitoring and evaluating this work, and who will use the results?**
2. **Given the purpose and intended users, which outputs and outcomes (if any) can be excluded from monitoring and evaluation?**

3. **Which outputs and outcomes will it be possible to select indicators for and gather data on?**

4. **Which outputs and outcomes should therefore be the focus of monitoring and evaluation?**

These questions are intended to facilitate high-level, strategic choices about the focus of monitoring and evaluation, to make sure monitoring is a bearable burden on campaigners. They precede the more hands-on questions about indicators for outcomes and data collection methods.

1. **What is the purpose of monitoring and evaluating this work, and who will use the results?**

Consider the planned evaluation's primary users and what they want or need to know about the campaign's achievements. If the campaigning organisation is monitoring and evaluating for its own benefit, to suggest opportunities for continuous strategy improvement, the focus may be on the activities and interim outcomes at the start of the campaign. A funding trust or foundation looking to assess the impact of its grant-making may be more interested in learning about the campaign's success in achieving its final outcome(s).

2. **Given the purpose and intended users, which outputs and outcomes (if any) can be excluded from monitoring and evaluation?**

Some campaigns are broad endeavours. In such cases, individual funders may support the campaign without being interested in every outcome sought, and may therefore be interested only in partially evaluating the work. More commonly, many campaigns run for significantly longer than funders' grant periods, and monitoring outcomes likely to occur several years down the line will provide no useful basis for funding decisions: a focus on interim outcomes may be more appropriate. This does not mean that long-term outcomes drop out of the campaign strategy, just that they will not be a main focus for interim evaluations.

Although hardly anyone was talking about advocacy evaluation ten years ago, the field now has websites, conference sessions, and professional networks devoted to it.

Speaking for Themselves: Advocates' Perspectives on Evaluation, Innovation Network Inc.¹⁰

3. Which outputs and outcomes will it be possible to select indicators for and gather data on?

Monitoring consists not of gathering as much data as possible but of collecting specific pieces of data to indicate what has happened and is happening. These are known as indicators, and can be quantitative or qualitative. A campaign aiming to raise awareness of the plight of a specific group may for instance use the weekly number of articles about this group in the press as an indicator of public awareness. Tables 1 and 2 above list various indicators for some standard interim and final outcomes campaigns may aim to achieve.

Indicators will need to be selected for the outcomes against which campaigners and funders want to track progress. If identifying a suitable indicator for an outcome is particularly difficult, it may suggest the goal is badly formulated.

The most important determinant of the indicators a campaign monitors is likely to be data availability. Outputs are often poor proxies for outcomes, but they are very straightforward for campaigners to record, and so tend to be central to many evaluations.

4. Which outputs and outcomes should therefore be the focus of monitoring and evaluation?

The decision of which outputs, outcomes and indicators to focus on will be driven by available resources, data availability and the needs and interests of the audience. Some outcomes may be well-suited for internal monitoring and tracking rather than external evaluation. Other outcomes may be better suited to the expertise or objective perspective that an external evaluator can bring (eg, assessing campaigners' influence on key audiences in the policy process, such as policy-makers, the media, the business community, or voters).

Users will now have a number of outcomes against which they wish to track progress. The next step, using Tables 1 and 2 for inspiration, is to select indicators for these and decide how to collect data. Some materials providing information about data collection methods are signposted in the Further resources chapter.

The choice of data collection method will need to take into account:

The timeframe

How frequently does data need to be collected, and for how long? To generate long data series, of media mentions or website visitor statistics, for instance, measurement needs to begin as early as possible.

In some cases retrospective evaluations will be appropriate: when evaluating behaviour change campaigns, for example, to assess whether any changes brought about are temporary or lasting. Responsibility for monitoring must then be particularly clear, to ensure that this task does not lapse when campaign activities cease.

Retrospective evaluations cannot create data from thin air: if, for example, a charity has not tracked its web statistics, it may be impossible to put a dataset together.

The skills and resources available

Different data collection methods will require different skills and resources. Running focus groups to measure awareness of an issue at different points in the process will, for example, be much more expensive than tracking blog mentions through Google. If external consultants are needed, financial plans will need to take this into account.

Monitoring and evaluation processes should strive to bring about *'the participation and ownership of frontline campaigners'*.⁹ This will improve staff learning, result in more reliable data and bring beneficiaries closer to evaluators.

Further resources

Theories of change

Logic Model Workbook, available from Point K Learning Centre, Innovation Network, at www.innonet.org.

www.theoryofchange.org (incomplete but useful).

Campaign evaluation

Coffman, J. (2007) *Advocacy & Policy Change Composite Logic Model*, available at www.planning.continuousprogress.org and www.innonet.org.

Coe, J. and Mayne, R. (2008) *Is your campaign making a difference?* NCVO.

Point K Learning Centre, Innovation Network: www.innonet.org/resources.

Policy process evaluation

Hovland, I. (2007) *Making a difference: M&E of policy research*. ODI Working Paper 281 (covers how to evaluate five areas of policy work: strategy and direction; management; outputs; update; and outcomes and impact).

Blair, E. (2007) *Evaluating an issue's position on the policy agenda: The bellwether methodology*. The Evaluation Exchange, 13(1).

Data collection tools for campaign evaluation

Developing questionnaires and questionnaire design

www.managementhelp.org/evaluatn/questnrs.htm.

www.cc.gatech.edu/classes/cs6751_97_winter/Topics/quest-design.

Hansard tracking

www.theyworkforyou.com.

Media analysis

www.mediaevaluationproject.org.

Blog tracking

www.technorati.com.

www.blogsearch.google.com.

www.google.com/trends.

Interviewing

www.managementhelp.org/evaluatn/interview.htm.

www.casanet.org/program-managment/personnel/intervie.htm.

Conducting focus groups

www.innonet.org/client_docs/File/advocacy/innonet_intense_period_debrief.pdf.

www.managementhelp.org/evaluatn/focusgrp.htm.

www.infospan.ca/qualquan.htm.

Capacity assessments

Venture Philanthropy Partners/McKinsey, *Capacity Assessment Grid*. Available from Edna McConnell Clark Foundation website, <http://www.emcf.org/pub/readingroom/mckinseyselfassessment.htm>.

Alliance for Justice's *Advocacy Capacity Assessment Tool & Advocacy Evaluation Tool*. Available to purchase from www.afj.org.

Funding campaigning

Leat, D. (2007) *Just Change: Strategies for Increasing Philanthropic Impact*. Association of Charitable Foundations.

Good campaigning

Kingham, T. and Coe, J. (2005) *The Good Campaigns Guide*. NCVO.

Kingham, T. and Coe, J. (2007) *Tips on Good Practice in Campaigning*. NCVO.

Start, J. and Hovland, I. (2004) *Tools for Tools for Policy Impact: A Handbook for Researchers*. ODI.

Effective messaging and communication

Krug, S. (2005) *Don't make me think!: A common sense approach to web usability*. New Riders.

Garrett, J.J. (2002) *The elements of the user experience: user centred design for the web*. New Riders.

Heath, C. and Heath, D. (2007) *Made to Stick: Why some ideas survive and other die*. Random House (see also: www.madetostick.com).

Legal issues

Charity Commission (2008), *CC9 - Speaking Out - Guidance on Campaigning and Political Activity by Charities* <http://www.charity-commission.gov.uk/publications/cc9.asp>.

Report by Advisory Group on Campaigning and the Voluntary Sector, chaired by Helena Kennedy QC (2007). Available at www.bateswells.co.uk.

Acknowledgements

We are very grateful to the following individuals—and their organisations—for their input into this report:

4Children	Anne Longfield
Association for Children's Palliative Care	Lizzie Chambers
ActionAid	Zoe Macalpine
Agents for Change	Jon Fitzmaurice
Anti-Slavery International	Aidan McQuade, Mike Kaye
The Atlantic Philanthropies	Gail Birkbeck, Margaret Dorgan
Asylum Aid	Maurice Wren
Autism Cymru	Hugh Morgan
Avaaz	Paul Hilder
Bail for Immigration Detainees	Celia Clarke
The Bridgespan Group	Tia Martinez
British Institute for Human Rights	Katie Ghose
Cancer Research UK	Jon Spiers
Carnegie UK Trust	Diana Leat, Lenka Setkova
Changemakers	Mark Waters
The Children's Society	Lisa Nandy
Christian Aid	Lisa O'Shea
Citizens Advice	Theresa Perchard
City Parochial Foundation	Bharat Mehta, Sioned Churchill
Climate Outreach and Information Network	Tim Baster
Comic Relief	Gilly Green, Judith McNeill
Council for Disabled Children	Christine Lenehan
Crisis Action	Hannah Lownsbrough
The Diana, Princess of Wales Memorial Fund	Astrid Bonfield, Andrew Cooper, Samantha Rennie
Directory of Social Change	Ben Wittenberg, Amy Rosser
English PEN	Jonathan Heawood, Ophelia Field
English Secondary Student's Association	Carol Barnes, Lynda Saleh
Equality Now	Jacqueline Hunt
The Evaluation Exchange	Julia Coffman
Every Disabled Child Matters	Steve Broach
FairSay Ltd	Duane Raymond
Firetail Ltd	Andy Martin
Friends of the Earth	Mike Childs, Ruth Ruderham
Global Witness	Jesse Roberts
Hackney Council	James Willsher
The Helen Bamber Foundation	Michael Korzinski, Elizabeth Super
Human Rights Watch	Laura Boardman, Tom Porteous
Impetus Trust	Amelia Sussman
Innovation Network Inc.	Lily Zandniapour, Ehren Reed, Johanna Gladfelter

John Pepin and Associates Ltd.	John Pepin
Joseph Rowntree Charitable Trust	Juliet Prager, Stephen Pittam
Joseph Rowntree Reform Trust Ltd.	Mark Ross
Jubilee Debt Campaign	Vikki White
Justice	Roger Smith, Eric Metcalfe
KRC Research	Dennis de Cala, Leslie Gaines-Ross, Liz Rizzo, Rachel Liccardo
Liberty	Shami Chakrabati, Lee Rodwell, Sabina Frediani
London Citizens	Catherine Howarth, Colin Weatherup, Matthew Bolton
Mind	Paul Farmer
My Society	Tom Steinberg
National Coalition for Independent Action	Andy Benson, Penny Waterhouse
The National Council for Voluntary Organisations	Sarah Shimmin
National Consumer Council	Ed Mayo, Claire Whyley
nfpSynergy	Joe Saxton, Alev Sen
Office of the Third Sector	Toby Johns
Overseas Development Institute	Simon Maxwell, John Young
Oxfam	Jo Leadbeater, Penny Fowler, Malcom Gladwell, John Cropper
People & Planet	Ian Leggett
Refugee Council	Donna Covey, Jonathan Cox, Tim Finch, James Lea
The Royal National Institute for Deaf People	Brian Lamb
Save the Children	Nikhil Roy
The Sheila McKechnie Foundation	Linda Butcher
The Skoll Centre for Social Entrepreneurship	Alex Nicholls
Thames Reach	Mike Nicholas
Traidcraft	Mike Gidney, Liz Dodd, Moira Nash, Laura Brown
Transparency International	Chandrashekhar Krishnan
The True Colours Trust	Victoria Hornby
Weber Shandwick	Steve McCool, Liz Rizzo, Dennis de Cala

Additionally we are heavily indebted to the following individuals who provided us with valuable input after taking the time and care to read the consultation version of this report:

Steve Broach	Every Disabled Child Matters
Sioned Churchill	City Parochial Foundation
Jon Fitzmaurice	Agents for Change
Gilly Green	Comic Relief
Brian Lamb	The Royal National Institute for Deaf People
Jo Leadbeater	Oxfam
Ian Leggett	People & Planet
Samantha Rennie	The Diana, Princess of Wales Memorial Fund
Lenka Setkova	Carnegie UK Trust
Sarah Shimmin	The National Council for Voluntary Organisations
Chris Stalker	Campaigns & advocacy consultant

Finally, we would like to thank Vicky Anning for editing this report.

References

- ¹ The Sheila McKechnie Foundation website, [accessed on 24 July 2008].
- ² The Atlantic Philanthropies (2008) *Investing in Change: Why Supporting Advocacy Makes Sense for Foundations*.
- ³ Hinchliffe, K. (2004) *Notes on the Impact of the HIPC Initiative on Public Expenditures in Education and Health in African Countries*. The World Bank.
- ⁴ Proscio, T. (2005) *Advocacy Funding - The Philanthropy of Changing Minds*. GrantCraft.
- ⁵ Breeze, B. (2006) *UK Philanthropy's Greatest Achievements*. Institute for Philanthropy. http://www.instituteforphilanthropy.org/CobraManagedFiles/UK_Philanthropy_s_Greatest_Achievements.pdf.
- ⁶ Personal communication with Jon Spiers, Manager, CancerCampaigns (14 July 2008).
- ⁷ The Joseph Rowntree Charitable Trust website, <http://www.jrct.org.uk/text.asp?section=000100030004> [accessed on 26 November 2007].
- ⁸ Charity Commission (2008) CC9: *Speaking out - Guidance on campaigning and political activity by charities*.
- ⁹ Coe, J. and Mayne, R. (2008) *Is your campaign making a difference?* NCVO.
- ¹⁰ Innovation Network (2008) *Speaking for Themselves: Advocates' Perspectives on Evaluation*.
- ¹¹ Joseph Rowntree (1904) *Founder's Memorandum*.
- ¹² People & Planet and The Sheila McKechnie Foundation (2006) *Survey of Campaigning Activities and Charity Commission guidance (CC9)*.
- ¹³ HM Treasury and Cabinet Office (2007) *The future role of the third sector in social and economic regeneration: final report*.
- ¹⁴ Rosser, A. and Shimmin, S. (2008) *Funding for Sustainable Change: exploring the extent that grant-making trusts fund campaigning, advocacy and influence*. NCVO and the Directory of Social Change.
- ¹⁵ City of Westminster (2006) *Killing with Kindness anti-begging campaign evaluation, final report*.
- ¹⁶ Department of Health website, http://www.dh.gov.uk/en/PublicHealth/ChoosingHealth/DH_066342 [accessed on 27 August].
- ¹⁷ National Social Marketing Centre (2006) *It's our health!*
- ¹⁸ The Truth (2008) *Factsheet*.
- ¹⁹ Farelly et al. (2005) *Evidence of a Dose—Response Relationship Between “truth” Antismoking Ads and Youth Smoking Prevalence*. American Journal of Public Health.
- ²⁰ Personal communication with Tia Martinez, Manager, Bridgespan (10 July 2007).
- ²¹ Gribben, C., Robb, C. and Wilding, K. (2002) *The Third Sector: Vision for the Future*. NCVO.
- ²² Avaaz website, <http://www.avaaz.org/> [accessed on 31 July].
- ²³ National Statistics (2008) *First Release: Internet Access 2008, Households and Individuals*. <http://www.statistics.gov.uk/pdfdir/iahi0808.pdf>.
- ²⁴ Shimmin, S. (2007) *Challenges to Effectiveness and Impact*. NCVO.
- ²⁵ Kingham, J. and Coe, J. (2005) *The Good Campaigns Guide: Campaigning for Impact*. NCVO.
- ²⁶ Martin, A., Culey, C. and Evans, S. (2006) *Make Poverty History 2005 Campaign Evaluation*. Firetail Limited.
- ²⁷ Saxton, J., Madden, M., Greenwood, C. and Garvey, B. (2007) *The 21st century donor*. nfpSynergy.
- ²⁸ Clark, R. (2008) *Sigrid Rausing: ideals-driven philanthropy, in Philanthropy UK special report: Women & Philanthropy*.
- ²⁹ Earl, S., Carden, F. and Smutylo, T. (2001) *Outcome Mapping*. International Development Research Centre.

Other publications

Community

- **Short changed:** *Financial exclusion (2008)*
- **Lost property:** *Tackling homelessness in the UK (2008)*
- **Hard knock life:** *Violence against women (2008)*
- **When I'm 65:** *Ageing in 21st Century Britain (2008)*
- **Not seen and not heard:** *Child abuse, a guide for donors and funders (2007)*
- **A long way to go:** *Young refugees and asylum seekers in the UK (2007)*
- **Home truths:** *Adult refugees and asylum seekers (2006)*
- **Inside and out:** *People in prison and life after release (2005)*
- **Grey matters:** *Growing older in deprived areas (2004)*
- **Side by side:** *Young people in divided communities (2004)*
- **Local action changing lives:** *Community organisations tackling poverty and social exclusion (2004)*
- **Charity begins at home:** *Domestic violence (2003)*

Education

- **After the bell:** *Out of school hours activities for children and young people (2007)*
- **Misspent youth:** *The costs of truancy and exclusion (2007)*
- **Lean on me:** *Mentoring for young people at risk (2007)*
- **Read on:** *Literacy skills of young people (2007)*
- **On your marks:** *Young people in education (2006)*
- **What next?:** *Careers education and guidance for young people (2005)*
- **School's out?:** *Truancy and exclusion (2005)*
- **Making sense of SEN:** *Special educational needs (2004)*

Health and disability

- **A life less ordinary:** *People with autism (2007)*
- **What price an ordinary life?** *The financial costs and benefits of supporting disabled children and their families (2007)*
- **Don't mind me:** *Adults with mental health problems (2006)*
- **Valuing short lives:** *Children with terminal conditions (2005)*
- **Ordinary lives:** *Disabled children and their families (2005)*
- **Out of the shadows:** *HIV/AIDS in Burundi, Democratic Republic of Congo and Rwanda (2005)*
- **The hidden assassin:** *Cancer in the UK (2004)*

- **Caring about dying:** *Palliative care and support for the terminally ill (2004)*

- **Rhetoric to action:** *HIV/AIDS in South Africa (2003)*

Cross-cutting research

- **Striking a chord:** *Using music to change lives (2006)*

Improving the voluntary sector

- **Turning the tables in England:** *Putting English charities in control of reporting (2008)*
- **Turning the tables:** *Putting Scottish charities in control of reporting (2008)*
- **On the bright side:** *Developing a questionnaire for charities to measure children's well-being (2008)*
- **Funding success:** *NPC's approach to analysing charities (2005)*
- **Surer funding:** *Improving government funding of the voluntary sector (2004, published by acevo)*
- **Full cost recovery:** *A guide and toolkit on cost allocation (2004, published by NPC and acevo)*
- **Just the ticket:** *Understanding charity fundraising events (2003)*
- **Funding our future II:** *A manual to understand and allocate costs (2002, published by acevo)*

Environment

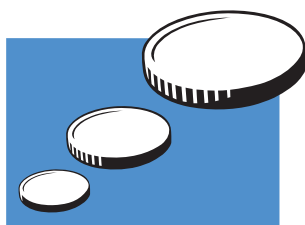
- **Green philanthropy:** *Funding charity solutions to environment problems (2007)*

International

- **Philanthropists without borders:** *Supporting charities in developing countries (2008)*
- **Going global:** *A review of international development funding by UK Trusts and Foundations (2007)*

Forthcoming research

- *How to fund (2008)*
- *Child mental health (2008)*
- *Prisoner's update (2009)*
- *Young offenders (2009)*
- *Sport (2009)*
- *Substance abuse (2009–2010)*
- *Degenerative diseases (2009–2010)*



New Philanthropy Capital

New Philanthropy Capital (NPC) is a charity which maximises the impact of donors and charities—it does this through independent research, tools for charities and advice for donors. Its research guides donors on how best to support causes such as cancer, education and mental health. As well as highlighting the areas of greatest need, NPC identifies charities that could use donations to best effect.

Using this research it advises clients and their trusted advisors, and helps them think through issues such as:

- Where is my support most needed, and what results could it achieve?
- Which organisation could make the best use of my money?
- What is the best way to support these organisations?

Notice and Disclaimer

- The content of this report is the copyright of New Philanthropy Capital ("NPC").
- You may copy this report for your personal use and or for that of your firm or company and you may also republish, retransmit, redistribute or otherwise make the report available to any other party provided that you acknowledge NPC's copyright in and authorship of this report.
- To the extent permitted by law, NPC shall not be liable for loss or damage arising out of or in connection with the use of this report. This limitation applies to all damages of any kind, including (without limitation) compensatory, direct, indirect or consequential damages, loss of data, loss of income or profit, loss of or damage to property and claims of third parties.

New Philanthropy Capital

3 Downstream 1 London Bridge London SE1 9BG

t: +44 (0)20 7785 6300 f: +44 (0)20 7785 6301

w: www.philanthropycapital.org e: info@philanthropycapital.org

A company limited by guarantee. Registered in England and Wales No. 4244715.
Registered charity number 1091450.

Published by New Philanthropy Capital. All rights reserved.
ISBN 978-0-9551694-0-3

Designed and printed by DG3 Europe. (184207)

DG3 is an ISO14001 certified company, which uses green energy from 100% renewable sources. This document is printed on 75% recycled paper that is certified by the Forestry Stewardship Council (FSC).

