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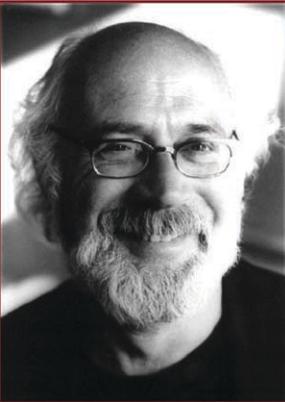
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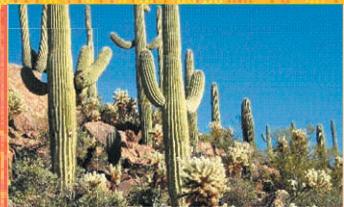
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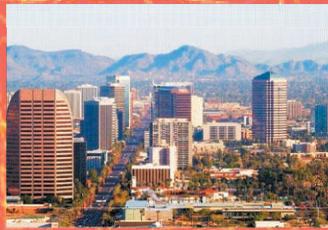
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THE Foundation Review

VOL. 1 ISSUE 3 *Advocacy and Policy Change*

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The Foundation Review is the first peer-reviewed journal of philanthropy, written by and for foundation staff and boards and those who work with them implementing programs. Each quarterly issue of *The Foundation Review* provides peer-reviewed reports about the field of philanthropy, including reports by foundations on their own work.

Our mission: To share evaluation results, tools, and knowledge about the philanthropic sector in order to improve the practice of grantmaking, yielding greater impact and innovation.

The Foundation Review is a proud product of The Johnson Center for Philanthropy at Grand Valley State University.

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Statement of the Editorial Advisory Board
We believe that the forthright sharing of information among foundations and nonprofits builds a knowledge base that strengthens their ability to effectively address critical social issues. We encourage foundation donors, boards, and staff to honor this transparency in their own practices and to support others who do so.

DEAR READERS

As this issue goes to press, the national debate about healthcare reform is in full throat, making our theme of *Advocacy and Policy Change* most timely. We have seen tactics such as shouting down speakers at town halls, advertising campaigns in both old and new media, and punditry from the whole political spectrum.

Given the vigor of the debate and the sometimes-questionable tactics, it is small wonder that many foundations have shied away from supporting advocacy and policy work, not only in health care reform but in other policy areas. However, a growing number of foundations have chosen to enter into the arena with the understanding that in order to change systems and address root causes, they cannot ignore public policy.



The articles in this issue are not designed to convince foundations of the value of supporting advocacy and policy work; instead, they are focused on providing evidence of the effectiveness of such work and tools for doing it.

One of the challenges for foundations that support policy work is demonstrating the impact. Since policy change often is a lengthy and circuitous process, linking foundation support to the ultimate policy reform is quite difficult. In the RESULTS section, **Breihan** describes how sophisticated statistical analysis can demonstrate the linkages, and contribute to learning about which foundation funding strategies were most likely to lead to policy change. Funding local government and funding in regional groups are two promising strategies.

Kreger et al describe how The California Endowment's Community Action to Fight Asthma Initiative was able to foster community action to effect change in the areas of education, housing and environmental policy. The policy changes moved the emphasis from treatment to prevention.

Reporting on another California Endowment initiative, **Hsu et al** focus on the long-term sustainability of community–public health department partnerships to improve health care. While the partnerships were not sustained, the community capacity for policy work was.

Lee et al report the initial results of an initiative to diversify the leadership of community groups working on sustainable food systems. Changes at multiple levels, for individuals and communities, are detailed.

In another issue area, **Pinsonneault and Nguyen** examine how an initiative to build the advocacy capacity of organizations that provide direct services to individuals was successful in

creating both policy change and changes in their perceptions of community status for these organizations.

The final article in the results section, by **Sherman and Peterson**, uses the frame of “wicked problems” to describe the strengths and weaknesses of the policy initiatives of two foundations.

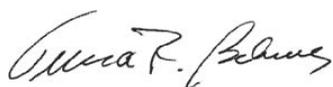
In the SECTOR section, **Morariu and Brennan** share observations about how foundations can support policy work by emphasizing accountability. These two have often seemed at odds; however, when organizations engage in evaluation to get feedback on the impact of their actions, it can be effective in helping them re-aim their policy work.

This topic elicited a larger-than-normal number of articles for our TOOLS section. Four different tools are described. **Stroh** describes how some of the tools and models from systems thinking can be useful in deepening understanding of complex issues. **Campbell and Coffman** share a tool that was developed to help foundations frame their policy work. **Ranghelli's** tool assesses the impact of grantees' work, as well as the foundation's grant-making strategies. **Beer and Reed** developed a tool to assess both grantee and statewide capacity building outcomes.

Philanthropic support of advocacy and policy work is now at a stage where we have the tools to engage in and evaluate it, as demonstrated in this set of articles. Lack of knowledge is no longer a reason not to support it.

As noted earlier, the move towards funding policy work is often the result of reaching a realization that existing rules and relationships (structures, in system-speak) control and constrain the flow of resources. Advocacy groups often seek to change the flow of resources to make them more equitable; the route is through changing policy. However, the beneficiaries of the existing structures may not embrace such policy change. It can become loud and messy. Yet, there is no way around this work if foundations are to truly help the most vulnerable among us.

Do you have a story about policy change work that became contentious? How did you, as an advocate, evaluator or funder, handle it? What advice do you have for others? Log onto our blog at www.foundationreview.org to share your story and your insights.



Teresa R. Behrens, Ph.D. EDITOR IN CHIEF

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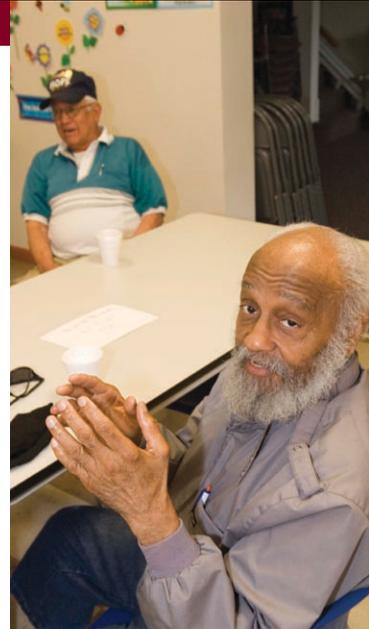
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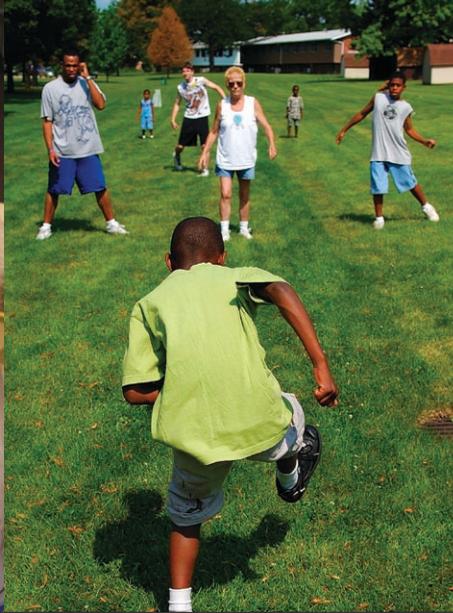
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VOL. 1 ISSUE 3 *Advocacy and Policy Change*

RESULTS

14 Proving Foundation Impact on Public Policy Empirically: The Case of the Robert Wood Johnson Foundation and Consumer Choice for Adults With Developmental Disabilities

Ann Whitney Breihan, M.B.A., Ph.D.

This paper describes how funders' impact on policy nationally can be assessed. Using data from a Robert Wood Johnson Foundation initiative to encourage states in to allow adults with developmental disabilities to choose their own service providers, the study uses statistical modeling to identify the impact of the initiative. Results indicate that funders can have an impact by targeting funding within geographic regions, in places where the local government has already committed resources, and to units of local government.

doi: 10.4087/FOUNDATIONREVIEW-D-09-00026.1

26 Turning the Ship: Moving From Clinical Treatment to Environmental Prevention: A Health Disparities Policy Advocacy Initiative

Mary Kreger, Dr.P.H., Claire D Brindis, Dr.P.H., Abigail Arons, M.P.H., Katherine Sargent, B.A., Annalisa Robles, M.P.A., Astrid Hendricks, Ed.D., Mona Jhavar, M.P.H., Marion Standish, J.D.

The California Endowment's Community Action to Fight Asthma Initiative (CAFA) took a non-traditional approach to reducing health disparities. CAFA fostered community activity to effect change in the areas of education, housing and environmental policy. Twelve community coalitions were funded; each developed its own policy targets and strategies. Factors that contributed to the success of the initiative included: structuring the initiative on a systems change model; employing multiple technical assistance providers to assure fidelity to the model; building capacity; facilitating strategic partnerships, facilitating mid-course adjustments; communicating "intentional" policy outcomes from the foundation; and structuring an evaluation team to analyze multi-level data and provide feedback at all levels. doi: 10.4087/FOUNDATIONREVIEW-D-09-00030.1

43 The Potential of Partnerships for Health Advocacy and Policy Change: The Legacy of the Partnership for the Public's Health Initiative

Clarissa Hsu, Ph.D., Dave Pearson, Ph.D., Ron Maynard, Ph.D., Carol Cahill, M.L.S., Allen Cheadle, Ph.D.

Starting in the late 80s the Institute for Medicine began calling for involvement of health professionals in the development of policy affecting health. In 1999 The California Endowment allocated \$40 million to fund the Partnership for the Public's Health (PPH) to build the capacity of local health departments and communities to work together to improve health through advocacy and policy change. Almost 90 percent of the work in policy change and community capacity was sustained, whereas partnership collaboration and health department work were the least likely to be sustained.

doi: 10.4087/FOUNDATIONREVIEW-D-09-00032.1

60 Setting the Table for a Sustainable and Just Food System

Kien Lee, Ph.D., Kolu Zigbi, Marjorie Nemes, M.Sc.

The Diversifying Leadership for Sustainable Food Policy (DLSFP) initiative sought to build the advocacy capacity of ten people of color-led organizations to address food and agriculture systems issues and broaden the diversity of the sustainable agriculture and food movement. Changes at the individual, organization, community and policy level were achieved. These include: increased leadership by people of color, greater capacity to define policy targets, greater opportunity for community dialogue on food system issues, and specific policy changes, such as food procurement policies.

doi: 10.4087/FOUNDATIONREVIEW-D-09-00033.1

76 New Voices at the Civic Table: Facilitating Personal and Social Change

Laura T. Pineseault, M.S., Linda Nguyen, M.P.P.

This article describes the New Voices efforts, an initiative to encourage and build the capacity of service delivery organizations to engage in advocacy and policy work. Results demonstrate that civic engagement in human services not only produces a means for promoting social change but also changes the way participants see themselves in the community. doi: 10.4087/FOUNDATIONREVIEW-D-09-00035.1

87 Finding the Win in Wicked Problems: Lessons From Evaluating Public Policy Advocacy

John E. Sherman, M.P.H., Gayle Peterson, M.S.P.

More foundations are funding public policy change and standardized policy advocacy evaluation methods are emerging. Using policy efforts funded by Atlantic Philanthropies and the W.K. Kellogg Foundation, the authors describe how a "wicked problem" frame can enhance policy work. Two issues addressed are 1) creating boundaries around the definition of the problem (not easy when it is truly wicked); and, 2) getting the right stakeholders identifying those boundaries and solutions to the problem within it.

doi: 10.4087/FOUNDATIONREVIEW-D-09-00036.1

SECTOR

100 Effective Advocacy Evaluation: The Role of Funders

Johanna Gladfelter Morariu, M.A., Kathleen Brennan, M.A.

Advocacy work can help funders in the global economic crisis. Advocacy work has the potential to affect many more lives than direct service work alone. Two major barriers exist to advocacy funding 1) Nonprofits that work on advocacy, and the funders that support them, must navigate the complex legal regulations regarding nonprofit lobbying. 2) Advocacy work also presents challenges to accountability. The authors conclude that long-term funding, core support, responsive reporting requirements and timelines, using appropriate evaluation methods. and capacity building are strategies that funders can use to support advocacy work while maintaining accountability.

doi: 10.4087/FOUNDATIONREVIEW-D-09-00031.1

TOOLS

109 Leveraging Grantmaking: Understanding the Dynamics of Complex Social Systems

David Peter Stroh, M.C.P.

The purpose of this article is to enable foundations to increase leverage of their grant-making resources by working with the dynamics of complex social systems. The article explains why good intentions can lead to less than desirable results, distinguishes systems thinking from more familiar linear approaches, and explains how systems analysis can redirect our focus from addressing problem symptoms to dealing with underlying causes of these problems. Tools such as causal loop diagrams and the iceberg are described.

doi: 10.4087/FOUNDATIONREVIEW-D-09-00037

123 Tools to Support Public Policy Grantmaking

Martha Campbell, M.P.A., Julia Coffman, M.S.

Foundations seeking to better leverage their influence and impact are embracing advocacy and public policy grantmaking to fulfill their missions. This article presents two tools that have been developed to aid foundations in developing a policy and advocacy funding effort. doi: 10.4087/FOUNDATIONREVIEW-D-09-00027.1

132 Measuring the Impacts of Advocacy and Community Organizing: Application of a Methodology and Initial Findings

Lisa Ranghelli, M.R.P.

This article takes a quantitative and qualitative approach to looking at how policy change affects a nonprofit organization. It discusses tools which can be used to help grantmakers measure the impact and usefulness of policy advocacy and community organizing as well as their own grantmaking strategies in these areas.

doi: 10.4087/FOUNDATIONREVIEW-D-09-00029.1

149 A Model for Multilevel Advocacy Evaluation*Tanya Beer, M.P.A., M.A., Ehren D. Reed*

The Colorado Trust has provided three years of general operating support to nine advocacy organizations working to increase access to health through policy change work. The Trust has worked with Innovation Network to design an evaluation that 1) builds grantees' capacity to evaluate their work and incorporate real-time feedback into their strategies; 2) monitors the progress of each grantee toward its unique policy goals; and 3) assesses growth in capacity of the health advocacy community of Colorado as a whole.

doi: 10.4087/FOUNDATIONREVIEW-D-09-00028.1



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