

Advocacy NETwork News

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More Details on the Istanbul Workshop

Preparations are underway for the second Advocacy Fellows Workshop, to be held June 13-18 at the Divan Hotel in Istanbul, Turkey. Sharvell, Nader, Mark and Justin are looking forward to renewing friendships formed in Accra, and several members of the CAP team (Barney Singer, Cheryl Walniuk, and Shanon Henry) are looking forward to meeting all of you for the first time.



Sharvell reports that the agenda is shaping up nicely. Special thanks to those of you who submitted suggestions for the agenda. The final agenda will be sent to the group the week of June 7.

Updated logistics information for the workshop is now available online at NGOConnect. The Divan Hotel website is not yet available in English, but additional information on the venue is available at the [Summit Hotels and Resorts](#) site. For those of you wanting to plan activities during our "off-hours," you can find excellent overviews of Istanbul and its many attractions at the [Lonely Planet Online](#), [HotelsTurkey.com](#), and the [Turkish Embassy's website](#).

NGOConnect.NET Update

Many of you may have noticed changes to the NGOConnect.NET site during the past few weeks...and there are more to come in the months ahead. In preparation for our "grand opening" in September, we will be adding several new features, including live chat and online surveys.

During our session on NGOConnect at the June Workshop, we will be discussing ways that you can use the site to strengthen communications within your organization. Your private workspace at NGOConnect can be used as an "intranet," allowing you to post documents and other materials that members of your organization—and ONLY members of your organization—may access at their convenience from any location. This type of site may be of particular use to those of you with constituent organizations throughout a country or region.

In addition, we will look at some of the ways that NGOConnect may be used to spread the word about your organization to the general public. Those of you who do not have an organizational website may want to begin thinking about information that you would like to have accessible not only to your members, but also to the media, legislators, and others who can help promote your cause.

Reminder: Action Plan Drafts Due by June 2nd

All Action Plans must be posted at NGOConnect no later than June 2nd. The easiest way to submit your plan is to log onto NGOConnect and click the link "[Action Plans](#)". Follow the simple steps on that page and your action plan will be posted to the community. An email will automatically be sent to Sharvell and Nader to let them know that your draft plan is now available for download.

All plans will be made available for viewing by everyone in the Advocacy Fellows learning community as they are submitted. Several are already available. Please read each other's action plans on NGOConnect **before** coming to the Fellows Program in Istanbul, Turkey. More specific information about requirements for this assignment is also available in the "[Action Plans](#)" section of the website. If you are unable to upload your action plan to NGOConnect, you may email it to sbecton@advocacy.org or ntadros@advocacy.org.

From the Advocacy Institute: Multiple Faces of Leadership

The Advocacy Institute's twenty years of experience of working with social justice leaders has taught us that throughout an advocacy effort, many roles and talents will be needed for different components of movement building. For us, lobbying, grassroots organizing and strategy planning, for example, are components of movements that work towards policy change. We view advocates in the same way. Movements, coalitions, and/or advocacy efforts must have a plurality of leaders, filling a cabinet of distinct, yet complementary, leadership roles. By utilizing a diverse cabinet of leaders, a movement develops a powerful dynamic that strengthens and emboldens, bringing the movement closer to optimum gains and successes.

Throughout the course of our work, we have begun to catalog "recurring" leadership roles. This catalog is rather loose and flexible – some characteristics can overlap – while roles can be revised and new roles discovered.

The current leadership categories are: Visionaries, Strategists, Statespersons, Experts, Outside Sparkplugs, Inside Advocates, Strategic Communicators and Movement Builders.

Visionaries raise our view of the possible. **Statespersons** elevate the cause in the minds of both the public and decision-makers. **Strategists** chart our road maps to victory. **Communicators** deploy the rhetoric to inflame and direct public passion toward the movement's objectives. **Inside Advocates** understand how to turn power structures and established rules and procedures to advantage. **Movement Builders** are generators of optimism and good will, with the ability to infect others with dedication to the common good. The happy confluence of each of these leadership roles is the hallmark of a successful movement. (See a more detailed version of each of the roles in the text box on the right.)

In thinking about yourself as a leader and advocate, what role(s) do you see yourself playing? What types of leadership does your network have? Are there gaps? If so, what are they and what are action steps you can take to develop more diverse leadership?

Leadership Roles Within an Advocacy Movement

Visionaries. Movements take flight through visionaries. Visionaries lift the horizons of others, setting goals that have never before been imagined or seen as realistic. Visionaries challenge the conventional view of the possible, aim high, take risks, and rethink priorities.

Strategists. Strategists sort out that part of the vision that is realistically attainable, and develop a road map to get there. Strategists anticipate obstacles, including those laid by unruly coalition members, and provide guidance to insure that the movement remains headed in the right direction.

Statespersons. Statespersons carry the movement flag or are the ambassadors that best represent the movement. They are the "larger than life" public figures that embody authority and trust. Statespersons radiate credibility for the movement far beyond its core supporters.

Experts. Experts ensure that all new discoveries and public policy positions are well reasoned and grounded in facts. They possess special skills and knowledge that lend credibility to and back up the positions.

Outside Sparkplugs. Sparkplugs are agitators: unabashed tellers of truth to power. They operate outside of conventional, political (or other) establishments, free of the ties that bind "inside" players, and capable of holding our governments and other established organizations up to their own rhetoric of mission and commitment. Sparkplugs can kick-start a movement, coalition or organization, and keep energy flowing through it. A community may be concerned, even outraged, but it may not be moved to action without a fiery goad. Sparkplugs are often irritating and difficult, but they churn up our collective conscience and annoy us into action.

Inside Advocates. Inside Advocates are wise in the ways of the political process, they are skilled negotiators, and positioned to influence key policy makers. Inside Advocates occupy seats of power or establish an open door to them, intuit the approaches and arguments that resonate with policy makers and press them in ways that are not easily dismissed.

Strategic Communicators. Strategic Communicators are public teachers, masters of the "sound bite" as the concentrated encapsulation of potent messages. They translate complex scientific data, complex public policy and basic concepts of truth and justice into accurate, powerful metaphorical messages, the significance of which can be instantly grasped by the broad public.

Movement Builders. The quiet heroes of any successful movement, Movement Builders reach out to draw in new allies; they recruit new activists and make them feel welcome, valued, and heeded. They do the same for longtime movement members as well. They know that a movement is weakest when it shuns diversity and seeks only a narrow, homogeneous base. Builders bridge generations, link local with national, even international advocacy, create space for the knowledge gained through experience to be passed on, and initiate new approaches to participation so diverse voices are heard and their demands heeded. Builders also heal. They circumvent organizational turf hurdles, they convene and facilitate, seek to explore differences through civil discourse and debate, and eschew rancorous division.

Message from Barney Singer, CAP Program Director

Dear Advocacy Fellows--

As you know, Barbara Howald returned to the USAID Office of Foreign Disaster Assistance, leaving her position at CAP open. As the new Program Director, I would like to introduce myself by way of this message, until we meet in person in Istanbul.



I have been with AED for more than five years working on international and domestic programs in organizational development, public health, education and other sectors. I am delighted now to be working with AED's Center for Civil Society and Governance on the CAP Program. Prior to joining AED I worked as an advocate on numerous civil rights, public health and workplace issues.

I look forward to seeing you all next month and learning with you how together we can make a difference through advocacy.

NGOConnect Tips: Using the Document Filter



In the last edition, we looked at the Search function, which helps locate documents throughout the site. The Filter allows users to conduct a more specific search within a topic, such as Advocacy, as opposed to doing a general search over the entire site and all contributions. The filter allows you to sort by the type of resource (or knowledge object) and to display several additional fields for each item, including the abstract. This can save you a lot of time. Instead of having to click on each link to learn more details about a document, you can browse through the abstracts for an entire list with a single click.

If you have questions about how to use the filter function, contact cwalniuk@aed.org or lrossel@aed.org.
Next time: "Selecting the "Simple Template" for Slow Connections"

Prioritizing YOUR Institutional Capacity – Mark Renzi

Dear Comrades in Change:

In Accra, I repeatedly emphasized the importance of prioritizing improving the strength of your overall organization. If your organization falls apart, you can't advocate effectively.



A range of important job, family, and organizational issues have caused different members in our "CAP family" to delay initiating the Institutional Development Framework (IDF) process. I'd like everyone to consider how he or she introduced the IDF to his/her organization after Accra and how individuals in that organization responded. Is it a sufficiently high priority? What can CAP and you do to make it a higher priority, if necessary? Does your organization really want to pursue this opportunity?

We will set a little time aside to reflect on this during the workshop and help you become effective "inside advocates" (thanks for the vocabulary, Sharvell!) for the IDF at home. As you can anticipate, I can also easily be cornered for private "meetings" in Istanbul – in fact, I still owe Kwaje a couple of beers...

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