
19 February 2015

Dear Friends,

How do you retain and motivate your employees? Many organizations struggle in this area, and it can impede the effectiveness of their work.

Today we are sharing a few resources on employee motivation and morale. We hope these resources will provide a few new ideas you can try out in your own organization to "keep the fire burning!"

Sincerely,

The Firelight Team

(Resource) Excerpts from "Motivating Staff and Volunteers working in NGOs in the South" from People in Aid

(Resource) Case Study on Organizational Transformation through Consultative Leadership from Honduras

(Resource) Summary of New Research on Motivation in Daniel Pink's Book "Drive" by Jevita Nilson

(Call for Proposals) SEED Awards for Entrepreneurship in Sustainable Development

(Call for Proposals) Small Grants for Innovative Human Rights Projects from Tiet Foundation

(Call for Applications) Scholarships for Persons with Physical Disabilities from African Union (Postgraduate Level)

(Resource) Excerpts from "Motivating Staff and Volunteers working in NGOs in the South"

Prepared for People In Aid by Frontera, January 2007

"A motivated employee generally remains with the organisation for a longer period of time, and by reducing the attrition of staff, we can make sure that the organisation's resources can be dedicated to the programme and betterment of the communities."

- Head of HR, International Development Organisation based in Honduras

Many of us would agree with the sentiments expressed by this senior HR manager, and recent research by People In Aid has shown that motivation, employee engagement, performance management and retention are inextricably linked, and high on NGOs' lists of priorities. This document focuses specifically on how NGOs are tackling the issue of motivation.

Motivation can be defined as the intrinsic drive of an individual to perform at an above-average level. This simple definition can be applicable and relevant to organisations across cultures. The intrinsic drive of people can be strong and driven by inner urge but also depends on many factors, direct or indirect, and overt or covert including external environment.

A stifling organisational environment, can dampen the human spirit and enthusiasm making an individual incapable of generating any personal drive. This can be detrimental both to an employee and the organisation. Employees can lose their motivation when organisations mandate certain behaviours and norms which are not aligned with the individual values of the employees.

Between October and December 2006, People In Aid commissioned the UK based International consultancy FRONTERA, and a number of individual consultants in India, Honduras, Kenya and Pakistan to research ways in which NGOs operating in the 'South' can and do motivate their staff and volunteers. The report brings together case studies from 28 agencies and offers the reader insights into a range of practical experiences, and constructive guidance where appropriate.

The document also contains some background on theories of motivation at work (pages 6 - 10). It is interesting to see how these theories have evolved over time. They write that it is obvious that these theories do not provide a standard formula or a conclusive direction for motivating employees. The theories, however, indicate that employee motivation is a matter of high complexity as it is all about dealing with complex human behaviour.

Surfaced through their research, the **factors responsible for low employee motivation** and high turnover are:

- low salary,
- restructuring and job insecurity,
- increased employment opportunities elsewhere,
- issues of personal safety and security,
- lack of respect and appreciation,
- under employment,
- lack of development opportunities,
- work culture within the workplace,
- non alignment of values.

An analysis of the solutions that NGOs use in Honduras, India, Kenya, and Pakistan indicate wide variations. Practical solutions are offered such as culturally applicable activities and incentives, the proactive engagement of staff and volunteers in dialogue, as well as using a mix of incentives. However, the solutions suggest that they are all aimed at one thing: addressing the personal and professional needs of employees.

As derived from the research findings, here are some **recommendations** to the leaders and managers of NGOs operating in developing countries.

- Facilitate an organisational environment where employees feel valued, and receive necessary support to realise their potential by contributing to the development of organisational strategies, structures, and processes for improving the effectiveness of organisations.
- Ensure that organisations have HR strategies, policies, processes and procedures that focus on aligning employee objectives and organisational goals.
- Introduce culturally appropriate activities, incentives, and processes in the organisations to motivate employees.
- Proactively engage in dialogue with the employees to be aware of and manage their expectations keeping the organisational goals in view.
- Consider using a mix of suitable non-financial incentives to enhance employee motivation and organisational effectiveness.

Non-financial incentives can include:

- Management and Staff Development
- Job rotation through secondment
- Employee Performance Recognition Schemes
- Participatory processes and mechanism
- Career development
- Professional and academic studies
- Special projects/assignments
- Promotion and Transfer
- Performance Management
- Development of Networks

The full document is available here: <http://bit.ly/16UI017>

People in Aid also has a very interesting resource library on their website, with searchable resources on human resources for development organizations located here: <http://www.peopleinaid.org/resources/>

(Resource) Excerpts from People in Aid Case Study on Organizational Transformation through Consultative Leadership from Honduras

The document above includes several short case studies on the organizations included in the study.

One national organisation in Honduras pointed out that low staff motivation was due to an unhelpful and autocratic management style in the past, resulting in lack of respect to employees, nepotism, indifference to employee issues, lack of listening, and imposition of

policies and procedures without employee consultation, including low salaries. A number of employees left the organisation.

The low motivation and the resulting 'brain drain' was becoming a chronic problem, and no action by the senior management seemed to find the cure. The distance between the management and staff grew at an alarming rate and those employees who remained in the organisation felt isolated day by day, but could not leave, due to either lack of opportunities in the job market or because of loyalty to the organisation.

Eventually the board had to intervene to change the senior management. Several measures were taken including:

- Generating more participation of the employees in the decision making process
- Establishing an "Open Doors" policy
- Continual training and development
- Making the employee feel like a member of the organisational family
- Generating commitment to the institute and the people in the rural community
- Orientating the employees to the realities of the development scenario in the country
- Life and accident insurance benefits
- Written recognition of employee performance

These measures dramatically improved employee performance, providing a lesson that non-financial incentives, such as respect, listening, and consultative management style play a major role in boosting employee motivation. The steps taken have greatly improved the performance of the organisation, which has been verified by the communities and the general public. Employee motivation is at a high, and the attrition levels are low. In the last three years, no employee has left the organisation.

The full document is available here: <http://bit.ly/16UI017>

(Resource) Summary of New Research on Motivation in Daniel Pink's Book "Drive" by Jevita Nilson

Author and researcher Daniel Pink's book about employee motivation, "Drive: The Surprising Truth About What Motivates Us" is backed by four decades of scientific research on what motivates us in work, school, and our personal lives. He zeros in on three elements of true motivation: autonomy, mastery, and purpose. Jevita Nilson from Checkside Human Capital Advisers wrote an article summarizing the book. We have excerpted that article to provide some quick lessons on employee motivation that we can apply at our own organizations.

Evolving Understanding of Human Motivation

The article begins by demonstrating that theories of motivating employees need to change as work environments change. In the early 1900's when many jobs consisted of simple, uninteresting tasks, the only viable method to get people to undertake these tasks was to incentivise them properly and monitor them carefully (otherwise known as the "carrot and stick" approach).

In 1949, Harry F. Harlow professor of Psychology at the University of Wisconsin, argued for a third drive – intrinsic motivation – the joy of the task itself.

His theory was based on studies of primate behaviour when solving puzzles. Harlow found that when presented with a puzzle, monkeys seemed to enjoy solving the puzzles without the presence or expectation of rewards. He found these monkeys, driven by intrinsic motivation, solved the puzzles more quickly and accurately than monkeys who received food rewards.

Edward Deci, a university psychology graduate student, went on to replicate these findings with humans in 1969, concluding that human beings have an "inherent tendency to seek out novelty and challenges, to extend and exercise their capabilities, to explore, and to learn."

Jobs in the 21st century have changed dramatically. They have become more complex, more interesting and more self-directed. Pink demonstrates that with the complex and more creative style of 21st century jobs, traditional rewards can actually lead to less of what is wanted and more of what is not wanted.

He provides evidence that the traditional approach of reward and punishment can result in:

- Diminished intrinsic motivation (the joy of the task);
- Lower performance;
- Less creativity;
- "Crowding out" of good behaviour;
- Unethical behaviour;
- Addictions; and
- Short-term thinking.

A New Theory of Motivation

Pink proposes that organizations should adopt a revised approach to motivation which fits more closely with modern jobs and businesses, one based on self-determination theory (SDT). SDT proposes that human beings have an innate drive to be autonomous, self-determined and connected to one another, and that when that drive is liberated, people achieve more and live richer lives.

Organisations should focus on these drives when managing their human capital by

creating settings which focus on our innate need to direct our own lives (autonomy), to learn and create new things (mastery), and to do better by ourselves and our world (purpose).

Here are a few initiatives that fit with Pink's revised motivation theory which will assist your organisation to motivate its employees:

Autonomy – provide employees with autonomy over some (or all) of the four main aspects of work:

- When they do it (time) – Consider switching to a ROWE (results-only work environment) which focuses more on the output (result) rather than the time/schedule, allowing employees to have flexibility over when they complete tasks.
- How they do it (technique) – Don't dictate how employees should complete their tasks. Provide initial guidance and then allow them to tackle the project in the way they see fit rather than having to follow a strict procedure.
- Whom they do it with (team) – Although this can be the hardest form of autonomy to embrace, allow employees some choice over who they work with. If it would be inappropriate to involve them in the recruitment/selection process, instead allow employees to work on open-source projects where they have the ability to assemble their own teams.
- What they do (task) - Allow employees to have regular 'creative' days where they can work on any project/problem they wish – there is empirical evidence which shows that many new initiatives are often generated during this 'creative free time'.

Mastery – allow employees to become better at something that matters to them:

- Provide “Goldilocks tasks” – Pink uses the term “Goldilocks tasks” to describe those tasks which are neither overly difficult nor overly simple – these tasks allow employees to extend themselves and develop their skills further. The risk of providing tasks that fall short of an employee's capabilities is boredom, and the risk of providing tasks that exceed their capabilities is anxiety.
- Create an environment where mastery is possible – to foster an environment of learning and development, four essentials are required – autonomy, clear goals, immediate feedback and Goldilocks tasks.

Purpose – take steps to fulfil employees' natural desire to contribute to a cause greater and more enduring than themselves:

- Communicate the purpose – make sure employees know and understand the organisation's purpose goals not just its profit goals. Employees, who understand the purpose and vision of their organisation and how their individual roles contribute to this purpose, are more likely to be satisfied in their work.
- Place equal emphasis on purpose maximisation as you do on profit maximisation –

research shows that the attainment of profit goals has no impact on a person's well-being and actually contributes to their ill-being. Organisational and individual goals should focus on purpose as well as profit. Many successful companies are now using profit as the catalyst to pursuing purpose, rather than the objective.

- Use purpose-oriented words – talk about the organisation as a united team by using words such as “us” and “we”, this will inspire employees to talk about the organisation in the same way and feel a part of the greater cause.

You can read Jevita Nilson's full article here: <http://bit.ly/1DJExzJ>

If you have access to a high-speed internet connect, consider watching this 10-minute video which has a compelling hand-drawn explanation of Pink's theory: <http://www.youtube.com/watch?v=u6XAPnuFjJc>

(Call for Proposals) SEED Awards for Entrepreneurship in Sustainable Development

The SEED Awards for Entrepreneurship in Sustainable Development is an annual awards scheme designed to find the most promising, innovative and locally-led start-up social and environmental enterprises in countries with developing and emerging economies. The independent SEED International Jury of experts selects enterprises which have the potential to make real improvements in poverty eradication and environmental sustainability while contributing to a greener economy.

Is your enterprise in a start-up phase and does it integrate social and environmental benefits, solving pressing local issues? Is it women-led? Do you need support to help to establish and grow your enterprise? If so, read through the details below to see if this would be a good fit.

SEED plans to make 31 awards in three categories:

- SEED Award
- SEED Low Carbon Award
- SEED Gender Equality Award

Prize Money & Benefits

The SEED Award carries a money prize of USD\$5,000 to cover the enterprise's most pressing needs, as agreed between the winner and SEED. Other prize associated with the SEED Awards consists of:

- assistance and advice on developing and improving the enterprise's business and financial plan;
- a three-day in-country business-oriented workshop also covering the key elements and factors which help to build a successful social and environmental enterprise,

which is also gender responsive;

- participation in a high-level international awards ceremony with senior government and UN officials, development institutions, financial institutions and businesses;
- profiling of the enterprise nationally, regionally and internationally;
- assistance with access to relevant organisations, businesses, and to other SEED winners and SEED alumni, and SEED Partners, Supporters and Associates;
- Gender Equality Winners will in addition receive support from the international law firm Hogan Lovells who have an established pro bono practice advising women entrepreneurs across the world.

Eligibility Criteria

Candidate must be based on a country eligible for SEED Award (Ethiopia, Kenya, Morocco, Tanzania, South Africa, Uganda, Malawi, Namibia, Mozambique) and must:

- demonstrate entrepreneurship and innovation
- deliver economic, social and environmental benefits
- intention and potential to become financially sustainable
- a partnership between different stakeholder groups
- locally driven or locally led
- potential for scale up or significant replication
- in the early stages of implementation
- in a country with a developing or emerging economy

To apply for a SEED Low Carbon Award, enterprises, in addition to the above eight criteria, also need to:

- make significant contributions to mitigating and/or adapting to climate change

To apply for a SEED Gender Equality Award, enterprises, in addition to the above eight criteria, also need to be run or owned by a woman or women and prioritise gender equality and/or women's empowerment as a core objective.

How to apply?

Application forms can be submitted online or via post by downloading the application form available here: <http://bit.ly/1yq6DJy>

Enterprises selected as one of the shortlisted candidates will be contacted by SEED.

Deadline to apply: 31 March 2015

(Call for Proposals) Small Grants for Innovative Human Rights Projects from Tiet Foundation

WHAT WE FUND

We support organizations worldwide in addressing issues in human rights that address challenges in a high-impact and low-cost way. Areas of human rights we fund include, but not limited to:

- Social/economic inequalities
- Marginalized populations (women, older adults, people with disabilities, LGBTQI, indigenous/native people, refugees/internally displaced persons, etc.)

We fund organizations that are either direct service providers or work in the field of advocacy. Funds may be used for general organization support or for a project.

We support any public charity—U.S. based or non-U.S. based (you do not have to be classified under the 501 (c)(3) of the U.S. Internal Revenue Code if you are a U.S. based organization). However, if you are not a 501(c)(3) organization, we may request additional documentation after submission of your grant application (do not submit any documentation until requested by us). We define US-based as your headquarters/head office being physically located in the United States of America.

The activities we support through our grants must be charitable, educational, or scientific as defined under the appropriate provisions of the U.S. Internal Revenue Code and Treasury Regulations. The activities must not violate the U.S. tax code or anti-terrorism laws. We take every possible measure to fulfill our responsibilities as a U.S. tax-exempt charitable organization.

We do not fund:

- Research
- Individuals
- Political campaigns and legislative lobbying
- Activities that exclusively serve religious purposes
- For-profit organizations
- Scholarships/endowments

Maximum Grant Size: \$5,000

TIMELINE

The grant will be split into two (2) installments, with a maximum of \$2,500 each. The two (2) installments will be released based on an agreed timeline with the grantee and the Tiet Foundation. We ask that grantees take this into account in their program planning and provide in the grant application a tentative timeline of when they would need the installments. An evaluation of mutually agreed goals and outcomes will be conducted midway during the program's timeline, in which the Tiet Foundation will determine

whether it is merited to release the second installment to the grantee.

Applicants must submit a duly completed 3-page grant application available here: <http://bit.ly/1t2paQ4>

Application Deadline: 31 March 2015

Have Questions? Email inquiry@tietfoundation.org

(Call for Applications) Scholarships for Persons with Physical Disabilities from African Union (Masters Level)

The Mwalimu Nyerere African Union Scholarship Scheme was launched in 2007 with the aim of contributing to the production and retention of high calibre African human capital for sustainable development of the continent in critical development areas, while promoting regional integration through intra-African mobility of students. The Scholarship Scheme is intended to enable young Africans to study in leading African Universities with a binding agreement that beneficiaries will work in an African country for at least the same duration of scholarship period after graduation.

To encourage the participation of young African students with permanent physical disabilities at postgraduate level in Masters Programmes and support them to achieve their higher education goals, the Commission of the African Union is offering a Special Call Only for Applicants with Physical Disabilities to study in African Universities which have appropriate facilities and good services for the disabled students.

An acceptance letter from a university confirming that the applicant will be admitted and attend as a full-time student shall be required from each applicant. Students are expected to meet high academic requirements. Applicants must submit a physician's statement of disability written on hospital or office letterhead with the physician's full contact details (phone number, email and physical address).

Physical disabilities include:

- Visual impairments (partial or total loss of sight, blindness)
- Hearing impairments (hardness of hearing, deafness)
- Mobility impairments (partial or total physical functional limitation)

THE SCHOLARSHIP AWARD

The scholarship award covers the following:

- **Tuition Fees:** Maximum for two academic years.
- **Stipend:** 500 US\$ monthly, to support living expenses such as housing, food,

- utilities, local transportation and medication.
- **Book Allowance:** An allowance of 500 US\$ per year for the purchase of books and other supplies.
 - **Air ticket:** A round-trip economy fare for the most direct route between the beneficiary's home country and the study destination of host Institute.
 - **Travel Allowance:**
 - One-off payment of 250 US\$ to contribute towards ground transportation from airport and settling-in costs
 - One-off payment of 350 US\$ to assist with shipping and other terminal expenses; upon departure from the host Institution after successful completion of the study.
 - **Computer Allowance:** One-off payment of 1,000 US\$ for the purchase of laptop computer and accessories.

Note: Candidates must complete all academic work within the specified period of the programme (no longer than two years) as this scholarship is not renewable and cannot be extended.

ELIGIBILITY CRITERIA

To be eligible for the Special Scholarship, a candidate must:

- Be a Citizen of an African Union Member State.
- Have a physical disability.
- Be under the age of thirty five (35) years.
- Be a holder of a Bachelor's Degree in the relevant field, at the level of Upper Second Class Honours. The degree must be from a reputable University.
- Have demonstrated outstanding academic achievement as evidenced by academic transcripts, and academic awards if any.
- Have proof of admission to undertake a full time Masters programme in a recognized university of an African Union Member State.
- Be willing to commit to work in an African Union Member State on completion of studies for at least three (3) years.

No application will be considered without an admission letter from a university.

Note: In order to promote, intra-Africa student mobility, candidates are encouraged to seek admission to universities in countries other than their own.

ELIGIBLE FIELDS OF STUDY

The following fields of study are eligible: Social Sciences, Natural Sciences, Engineering, Mathematics, Education Science, and Sports Science. The Masters programme should be of two years duration.

METHOD OF APPLICATION

Interested candidates should complete the Application Form in PDF format as well as the EXCEL Applicants' Data Sheet, which are available on the Africa Union website: www.au.int/nyererere

The applicants should submit their formal application which should include the following:

- Completed application form
- Recent passport-size photograph
- Summarized CV with names and contacts of three referees.
- Certified copies of academic certificates and transcripts
- Certified copies of Passport or national Identity Card indicating citizenship
- Physician's letter confirming physical disability of the applicant.
- Copy of admission letter from a recognized African University
- Two (2) Reference Letters with contact addresses.
- An essay of not more than 500 words that explains why the candidate has chosen his/her particular field of study and its importance to Africa's development.

Note that Electronic Copies of all the above documents should be submitted.

Applicants must scan and produce electronic copies of all the above documents (converted to PDF format) and send to the following e-mail address: mwalimunyaerere@africa-union.org

In addition two (2) sets of hard copies of the above documents must be sent by post to the address below.

Mwalimu Nyerere Scholarship Programme
Education Division
Department of Human Resources, Science and Technology
African Union Commission
P.O. Box 3243
Addis Ababa, Ethiopia

CLOSING DATE: 31st March 2015

As part of the Firelight Foundation's Capacity Building Program, Firelight provides "Newsflashes" to share relevant resources and information with our active grantee-partners via weekly emails and via post on a monthly basis. We hope that by facilitating access to information for grassroots, community-focused organizations, programming for children and families, as well as organizational development, is enhanced. Past editions of the Firelight Newsflash can be found on our website: <http://www.firelightfoundation.org/resources/newsflash>

We welcome your comments, feedback and ideas for upcoming Newsflashes at newsletter@firelightfoundation.org

For more information contact:

Firelight Foundation
740 Front Street, Suite 380
Santa Cruz, CA 95060 USA
www.firelightfoundation.org
+1 831-429- 8750