



16 January 2014

Dear Friends,

Warm greetings in this New Year!

2014 lies before us, filled with possibility. Let's make it a productive year!

Over the last several months, we have been hearing a lot about the Design School (or d.school) at Stanford University. They describe themselves this way:

The d.school is a hub for innovators at Stanford. Students and faculty in engineering, medicine, business, law, the humanities, sciences, and education find their way here to take on the world's messy problems together. Human values are at the heart of our collaborative approach. We focus on creating spectacularly transformative learning experiences. Along the way, our students develop a process for producing creative solutions to even the most complex challenges they tackle.

While many of the d.school's principles were developed to create new high-tech products, NGOs are now using their methods to improve how they serve their beneficiaries. You could consider using these methods with your community members or beneficiaries to improve your current programs or design new ones.

We've included the "how to" for a few of their techniques below. Many more of their methods are located at their website: <http://stanford.io/1lYiY2h>.

Sincerely,

The Firelight Team

(Tool) Brainstorm Rules from the d.school

(Tool) How & Why to facilitate a brainstorm from the d.school

(Tool) How to Interview for Empathy from the d.school

(Tool) Feedback Method: "I Like, I Wish, What If" from the d.school

(Funding Opportunity) ViiV Healthcare 'Positive Action for Children Fund' Call for Proposals 2014

(Tool) Brainstorm Rules - d.school

We have all participated in many brainstorming sessions. However, to make brainstorming really effective, consider the following guidelines.

Brainstorm Rules:

- One Conversation at a Time
- Go for Quantity
- Headline!
- Build on the Ideas of Others
- Encourage Wild Ideas
- Be Visual
- Stay on Topic
- Defer Judgement - NO Blocking

WHY brainstorm

Brainstorming is a great way to come up with a lot of ideas that you would not be able to generate by just sitting down with a pen and paper. The intention of brainstorming is to leverage the collective thinking of the group, by engaging with each other, listening, and building on other ideas. Conducting a brainstorm also creates a distinct segment of time when you intentionally turn up the generative part of your brain and turn down the evaluative part. Brainstorming can be used throughout a design process; of course to come up with design solutions, but also any time you are trying to come up with ideas, such as planning where to do empathy work, or thinking about product and services related to your project – as two examples.

HOW to brainstorm

Be intentional about setting aside a period of time when your team will be in “brainstorm mode” – when the sole goal is to come up with as many ideas as possible, and when judgment of those ideas will not come into the discussion. Invest energy into a short period of time, such as 15 or 30 minutes of high engagement. Get in front of a whiteboard or around a table, but take an active posture of standing or sitting upright. Get close together.

Write down clearly what you are brainstorming. Using a How-Might-We (HMW) question is a great way to frame a brainstorm (e.g. HMW give each shopper a personal checkout experience?). (See more on the “How Might We” Questions” method card.)

There are at least two ways to capture the ideas of a brainstorming:

1. Scribe: the scribe legibly and visually captures on the board ideas that team members call out. It is very important to capture every idea, regardless of your own feelings about each idea.
2. All-in: Each person will write down each of his or her ideas as they come, and verbally share it with the group. It is great to do this with post-it notes, so you can write your idea

and then stick it on the board.

Follow and (nicely) enforce the brainstorming rules – they are intended to increase your creative output.

(Tool) How & Why to facilitate a brainstorm - d.school

WHY facilitate a brainstorm

Good facilitation is key to a generative brainstorm. You brainstorm to come up with many, wide-ranging ideas; a good facilitator sets the stage for the team to be successful doing this.

HOW to facilitate brainstorm

ENERGY – As the facilitator it is your task to keep the ideas flowing. Perhaps the most important aspect of a successful brainstorm is the seed question that you are brainstorming about (see the “How Might We” method card for more information). During the brainstorm keep a pulse on the energy of the group. If the group is slowing down or getting stuck make an adjustment. Create a variation to the “How-might-we?” (HMW) statement to get the group thinking in another direction (prepare some HMW options ahead of time). Or have a few provocative ideas in your back pocket that you can lob in to re-energize the team.

CONSTRAINTS – Add constraints that may spark new ideas. “What if it had to be round?” “How would superman do it?” “How would your spouse design it?” “How would you design it with the technology of 100 years ago?” Additionally you can create process constraints. Try putting a time limit on each how-might-we statement; shoot for 50 ideas in 20 minutes.

SPACE – Be mindful about the space in which you conduct a brainstorm. Make sure that there is plenty of vertical writing area. This allows the group to generate a large number of potential solutions. Strike a balance between having a footprint that is big enough for everyone, but also is not so large that some people start to feel removed. A good rule of thumb is that all members of the group should be able to reach the board in two steps. Also, make sure each person has access to sticky notes and a marker so they can capture their own thoughts and add them to the board if the scribe cannot keep up with the pace. (See more about scribing on the “Brainstorming” method card.)

(Tool) How to Interview for Empathy - d.school

To improve our work, we need to find out what is working and what is not working. Anyone can ask questions, but figuring out the right question to ask to get the information you need can be an art. We hope these tips on how to interview will be

helpful.

WHY interview?

We want to understand a person's thoughts, emotions, and motivations, so that we can determine how to innovate for him or her. By understanding the choices that person makes and the behaviors that person engages in, we can identify their needs and design for those needs.

HOW to interview

Ask why. Even when you think you know the answer, ask people why they do or say things. The answers will sometimes surprise you. A conversation started from one question should go on as long as it needs to.

Never say “usually” when asking a question. Instead, ask about a specific instance or occurrence, such as “tell me about the last time you _____”

Encourage stories. Whether or not the stories people tell are true, they reveal how they think about the world. Ask questions that get people telling stories.

Look for inconsistencies. Sometimes what people say and what they do are different. These inconsistencies often hide interesting insights.

Listen to nonverbal cues. Be aware of body language and emotions.

Don't be afraid of silence. Interviewers often feel the need to ask another question when there is a pause. If you allow for silence, a person can reflect on what they've just said and may reveal something deeper.

Don't suggest answers to your questions. Even if they pause before answering, don't help them by suggesting an answer. This can unintentionally get people to say things that agree with your expectations.

Ask questions neutrally. “What do you think about buying gifts for your spouse?” is a better question than “Don't you think shopping is great?” because the first question doesn't imply that there is a right answer.

Don't ask binary questions. Binary questions can be answered in a word; you want to host a conversation built upon stories.

Only ten words to a question. Your user will get lost inside long questions.

Only ask one question at a time, one person at a time. Resist the urge to ambush your user.

Make sure you're prepared to capture. Always interview in pairs. If this is not possible, you should use a voice recorder—it is impossible to engage a user and take detailed notes at the same time.

Feedback Method: "I Like, I Wish, What If" - d.school

WHY use I Like, I Wish, What if

Designers rely on personal communication and, particularly, feedback, during design work. You request feedback from users about your solution concepts, and you seek feedback from colleagues about design frameworks you are developing. Outside the

project itself, fellow designers need to communicate how they are working together as a team. Feedback is best given with I-statements. For example, “I sometimes feel you don’t listen to me” instead of “You don’t listen to a word I say.”

Specifically, “I like, I wish, What if” (IL/IW/WI) is a simple tool to encourage open feedback.

HOW to use I Like, I Wish, What if

The IL/IW/WI method is almost too simple to write down, but too useful not to mention. The format can be used for groups as small as a pair and as large as 100. The simple structure helps encourage constructive feedback. You meet as a group and any person can express a “Like,” a “Wish,” or a “What if” succinctly as a headline. For example you might say one of the following:

“I like how we broke our team into pairs to work.”

“I wish we would have met to discuss our plan before the user testing.”

“What if we got new team members up to speed with a hack-a-thon?”

The third option “What if . . .” has variants of “I wonder . . .” and “How to . . .” Use what works for your team.

As a group, share dozens of thoughts in a session. It is useful to have one person capture the feedback (type or write each headline). Listen to the feedback; you don’t need to respond at that moment. Use your judgment as team to decide if you want to discuss certain topics that arise.

(Funding Opportunity) ViiV Healthcare ‘Positive Action for Children Fund’ Call for Proposals 2014

ViiV Healthcare is accepting concept notes for ‘Positive Action for Children Fund’ grant program 2014. The grant program is focused on non-governmental and community-based organizations that can deliver change at a community level. The Fund aims to support global efforts towards Countdown to Zero – The Global Plan Towards the Elimination of New HIV Infections Among Children by 2015 and Keeping their Mothers Alive. It also aims to alleviate the impact of HIV and AIDS on women and children’s health by supporting interventions that engage affected communities, developing their capacity to participate and lead.

The work should focus on one or more of the areas of Prevention of Mother to Child Transmission (PMTCT) that ViiV has prioritised for this call for proposals. Please make sure your proposal is relevant to at least one of the following **five themes**:

1. Community interventions addressing loss to follow-up in PMTCT Working with communities to address and overcome causes of loss to follow- up of PMTCT services; objectives should demonstrate how community interventions can

- minimise loss to follow-up by improving retention of women, children and partners in local HIV, PMTCT, ANC and paediatric services
2. Community advocacy for gender equity in education and health, including but not limited to, for positive mothers and their affected families Projects by and for the community should promote women's and girls' access to education and/or health services; Objectives must demonstrate how improvements in access to education and/or health can deliver educational or health outcomes for women and girls
 3. Preventing unintended pregnancies Improving women's knowledge of and access to Sexual and Reproductive Health (SRH) services, projects should enable women living with HIV to exercise their right to comprehensive SRH services
 4. Community intervention to keep HIV negative women negative Targeted primary prevention at a community to level to ensure women who are HIV negative stay negative; with special emphasis on women planning to have families, pregnant women and new mothers
 5. Early infant diagnosis By using community developed interventions and testing to promote continuing care of infants and young children of HIV+ parents, projects should reduce the numbers of infants who go undiagnosed or who are diagnosed too late for successful care and treatment interventions

Your project should consist of new work that has not been previously funded; it can include projects transferred to a new location(s) and/or include the expansion of a recently tested model or pilot. You must make a compelling case for your project: successful Concept Notes will also address the criteria below, which sum up the focus of the Positive Action for Children Fund.

Trying to address every one of the five themes in your application will not improve the likelihood of success and in fact may weaken your submission. Focused initiatives that demonstrate real change in one or two of the themes above are most frequently the strongest proposals.

Closing date Concept notes should be submitted through the online application system by 23:59 (GMT) on Tuesday **11th March 2014**. If your Concept Note is selected you will be notified by July 2014 on next steps to submit a Full Proposal. This is NOT a guarantee that your project will be funded. Successful applicants will be notified of the Board's decision in September/October 2014. Work funded under this call for proposals should commence before the end of 2014.

Your organisation The Positive Action for Children Fund is targeted at helping communities affected by HIV and AIDS. Any properly registered not-for-profit organisation that represents, or is working with, or for affected communities is eligible to submit proposals. Your Concept Note should make clear why your organisation is qualified to propose and do this work. We also need to know the organisation's income for the last financial year (the Positive Action for Children Fund will annually publish details of all its grants and what proportion of grantees' income they represent). Collaborations: **We welcome collaborative projects** with two or more organisations

working together to address one of the Call for Proposals topics. The lead organisation should submit the Concept Note on behalf of all partners. Please see FAQs for details on collaborative applications.

The size and period of the grant For this call for proposals, the **maximum funding available will be £300,000 over three years**. Budgets should be submitted in your local currency and GBE at current exchange rates. Please remember that Positive Action for Children Fund **grants cannot account for more than 50% of an organisation's income**. Grant requests over this proportion of your income will be rejected. The minimum grant request in this round is £60,000 (over 3 years).

Geography

- The Fund has stipulated that at least 80% of its funding overall will go to projects focused on sub-Saharan Africa. In particular we have identified 15 priority countries for PMTCT interventions: Nigeria, Democratic Republic of Congo, **Uganda**, Ethiopia, Cameroon, Mozambique, **Zimbabwe, Zambia, Malawi**, Angola, Burundi, Chad, **Tanzania, Kenya** and India.
- Projects from Nigeria, Democratic Republic of Congo, Mozambique, Burundi and Chad are especially welcomed.
- Projects that are focused in other countries and regions will also be considered – but need to clearly demonstrate the need that the project will address. Please be aware that we receive a very large number of applications from Uganda. We will continue to fund new projects in Uganda, but it is an extremely competitive country for PACF funding. The next most competitive countries are Kenya, Zambia, Zimbabwe and Nigeria.

You should not write a full proposal for the Fund at this stage, but instead submit a Concept Note via the online application system available at <http://bit.ly/1iWZjm3>

Deadline: All applications must be received by 23:59 GMT on March 11th 2014. Remember to attach all required attachments including, proof of your organisation's registered status and last set of audited accounts.

More details are available here: <http://bit.ly/1in9Fc4>

Welcome to our new subscribers this week!

Save the Children International, Malawi
Zimbabwe Child Initiative, Zimbabwe
So They Can, Tanzania
Youth of Good Hope, Malawi
International Collaboration for Community Development and Empowerment (INCCODE), Kenya

Lojeso Organisation, Malawi
Patsimeredu Edutainment Trust, Zimbabwe

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.

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