Newsflash

firelight FOUNDATION

October 25, 2012

Dear Friends,

This year, Firelight has been engaged in a new Strategic Planning process to develop a plan for the years 2013-2018. As we often support organizations in Africa to develop Strategic Plans, we thought it would be beneficial to share resources that Firelight has used to evaluate our Mission, Vision, and Values. These resources have been provided by Kent Glenzer, Associate Professor in Organizational Behavior and Development at the Monterey Institute of International Studies. Kent has been assisting Firelight in developing our new Strategic Plan. To learn more about Kent's work, please visit: http://www.miis.edu/academics/faculty/kglenzer/node/23402

If your organization is considering developing a Strategic Plan, are currently working on one, or have in the past, we would like to hear from you!

Please share with us anything you learned from the process of developing a Strategic Plan, and recommendations you have for organizations working on them.

We hope you enjoy this week's edition of the Newsflash!

Sincerely,

The Firelight Team

(Call for Applications) The World Justice Project's Opportunity Fund to support innovative efforts to strengthen the rule of law
(Call for Applications) African Women Development Fund (AWDF)
(Call for Proposals) Global Fund for Women
(Resource) Definitions of Mission and Vision
(Resource) Unpacking Organizational Identity

(Call for Applications) The World Justice Project's Opportunity Fund to support innovative efforts to strengthen the rule of law

The World Justice Project's seed-grant program called the Roderick B. Mathews Opportunity Fund provides funding to support innovative efforts to strengthen the

rule of law.

Named after one of the founding board members of the World Justice Project, the Opportunity Fund seeks to inject entrepreneurial creativity into rule of law reform efforts. It provides seed grants for selected innovators to test and implement practical solutions on the ground, acting as a justice laboratory.

This online competition, building on the success of previous rounds of the Opportunity Fund, will encourage innovations and engagement across a broad spectrum of stakeholders to advance the rule of law.

All individuals, organizations, and entities are eligible to enter the competition and may submit multiple entries. All entrants will be judged according to established criteria by a panel of distinguished judges. In addition to funding, Opportunity Fund winners will receive publicity, research, and networking support from the WJP. Winners will also have the opportunity to present progress on their projects at the 2013 World Justice Forum, a global gathering to examine the foundational importance of the rule of law and to promote collaborative actions to strengthen the rule of law.

The deadline to submit applications is **30 November 2012**. For more information, visit this site: http://worldjusticeproject.org/opportunity-fund-competition

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(Call for Applications) African Women Development Fund (AWDF)

The AWDF funds local, national, sub-regional and regional organisations in Africa working towards women's empowerment. The AWDF is an institutional capacity-building and programme development fund, which aims to help build a culture of learning and partnerships within the African women's movement. In addition to raising money and awarding grants, the AWDF will attempt to strengthen the organisational capacities of its grantees.

The AWDF funds work in six thematic areas:
- Women's Human Rights
- Economic Empowerment and Livelihoods
- Governance, Peace and Security
- Reproductive Health and Rights
- HIV/AIDS
- Arts, Culture and Sports

Who can apply?
- Organisations can be local, national, sub-regional or regional African women's organisations, from any part of Africa.

• Local women's organisations should send in the names of two referees, one of who should be a member of a women's organisation that operates nationally.

What types of grants do we support?

• The AWDF will give grants for projects related to any of the thematic areas specified above. We expect applicants to build in relevant and reasonable running/core costs into their project proposals.
• We will give grants to national and regional organisations for aspects of organisational growth and development such as strategic planning, developing fundraising strategies, communications systems, retreats, governance systems, etc.
• We will give grants for capital costs such as purchase of computers, printers, photocopiers.

AWDF will make grants in three cycles each year. **Applications can be sent in at any time.**

Organisations can apply for grants ranging from $5000 – $50,000.

Criteria for the review of grant applications:

• Applying organisations should preferably have been in existence for at least three years.
• Women's organisations have to be led and managed by women.
• National or regional civil society organisations may apply for a women-specific project, but will have to demonstrate that there are women involved in their governance, and that the project will be managed by a senior woman in the organisation.
• Potential grantees should show how the project proposal fits into the organisation's overall strategy for the area of work or community in which it is located.
• Organisations have to demonstrate how their work fits into either a local, national or regional strategy for the empowerment of African women.
• Applying organisations should have basic organisational systems and structures in place. We will look for evidence of effective leadership, planning and networking.
• The organisation should have a clear evaluation and sustainability plan for the project
• The potential to raise additional funding.
• Ability to manage funds and account for them in a transparent manner.

The AWDF will not support the following projects:

• Organisations that aim to convert people to any religious belief
• Political parties or women's wings of political parties

- Individuals
- Government departments
- Scholarships and fellowships for academic studies
- Women's organisations which are not led by women

Interested organisations should send in their proposals to the AWDF secretariat in Accra, Ghana, using the grant application guidelines. Applications can be sent in English, French, or Portuguese, by email, fax or post.

Please visit this website to view the grant application questions: http://www.awdf.org/the-process/grant-making/grant-application-guidlines

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(Call for Proposals) Global Fund for Women

Global Fund for Women invests in women's groups that advance the human rights of women and girls. They strengthen women-led organizations based outside the United States by providing grants ranging from $500 to $30,000 for operating and program expenses. They value local expertise and believe that women know best how to determine their needs and propose solutions for lasting change.

Global Fund for Women's grant-making strategy reflects three tiers of grants that include:

v Catalyzing new women-led organizations and initiatives

v Strengthening the work of existing grantees

v Assisting long-term grantees to consolidate accelerate and extend their work, learning and impact

Proposal Intake: Beginning October 15 and closing December 31

To apply: http://www.globalfundforwomen.org/apply-for-a-grant

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(Resource) Definitions of Mission and Vision

Not all people or organizations define "mission" (or "purpose") and "vision" in the same manner. Leadership Teams need to be on the same page about a) their

meanings, b) the substantive content of their mission and vision statements, and c) how to align organizational action with them.

> *Mission*: Why the organization exists. The broad and more abstract value the organization creates. We adhere to, or pursue, our mission.

> *Vision*: A specific end, destination, accomplishment. Tangible. We determine if we have achieved a vision, and are ready for another one.

- Once established, an organization's mission is stable over time. Changes to it are slow and rare.
- "Missions" are constantly pursued; we are always trying to "live up to" our Mission
- Great organizations achieve many visions along the road to fulfilling their mission (purpose).
- "Visions" are successfully achieved, in a specified period of time
- Usually, each new strategic plan is framed by a new vision

The Management Utility of Mission (Purpose) and Vision in nonprofit Social Change organizations:

"Purpose" (or Mission) defines the organization's core value to society. It is a statement of "who we are" and "why we are." Once established, "purpose" (or mission) acts as a screen for who we hire, who we partner with and why, what kinds of funders we align with, and how we wish to work with others. Once established, "purpose" represents a compact with staff and stakeholders, a compact that must always be pursued and deepened and a compact that is easy to shatter through a wrong move by leadership.

"Vision" identifies the changes in society that the organization will render, facilitate, contribute, and/or influence. Once established, "vision" gets translated into concrete organization strategies, investments, and actions. Visions get pinned down through strategic measures or indicators of some reasonable kind. Vision, in short, relates strongly to demonstrable, attributable, and assessable action. Visions are achieved through plans, both strategic and operational.

(Resource) Unpacking Organizational Identity
Good nonprofit strategy almost always centers on organizational change of some sort: strategic plans call for organizations to do something better, more, or different. Changes in what we consider to be desirable social impacts of our efforts – our vision of success – automatically require some kind of

change in organizational identity. Effective strategy, in other words, involves not just a galvanizing set of ideas about the social changes our work fosters but also about organizational evolution and development. Pathbreaking strategy invariably creates tension between "who we are now," and "who we wish to be in the future."

Leadership teams in nonprofit organizations are wise to explicitly address such questions of identity. But organizational identity is a complex phenomenon, one often understood in different ways by different people. Sometimes, it can feel like we are all talking past one another. Getting straight on some definitional issues often allows nonprofit leaders to have more precise conversations about what parts of the organization should change and which parts need to stay the same.

Core Values: These are the things that we hold near and dear as guides to how to behave, prioritize, divide our time, direct our attention, and who and how we interact with external stakeholders. They are sometimes defined as how we want to act as we pursue our mission. A most difficult challenge for nonprofit leadership teams is the tension between espoused values (what we say we value) and values-in-action (what values our behaviors actually reveal).

Unwritten rules/norms: Every organization is filled with tacit, unwritten rules/norms that guide everyday behavior. Staff may not be able to articulate all of them…but *everybody* knows when one has been broken. In one organization I worked with, the CEO *always* spoke last on any issue during meetings, for example. This was not, of course, a written rule: as an unwritten norm, it spoke volumes about that organization's espoused value of "consensus decision making" and the value-in-action, "Joe actually decides."

Collective Understanding of History: As nonprofits change, and as their overall identities shift, competing versions of the organization's "story" emerge. Change efforts can be either greatly facilitated – or seriously derailed – through attention or inattention to how "staff" (as a whole) understand the organization's phases and historical trajectory. Effective leadership teams are continuously managing and shaping this public understanding.

Staff Motivations and Drivers: What brings staff to work everyday, energizes them, and drives them to excellence? How does this align with core values, norms, and visible aspects of organizational identity? Often, as nonprofit organizations go through significant strategic change, those changes require a new generation of staff who may or may not be motivated

and driven by the same things that lit a fire in a previous generation of staff.

Beliefs/Assumptions About How Social Change Happens: In nonprofits, our work centers on social change, rights, and in some form social justice. These are fraught terms, and themselves can be sources of tension and conflict, conflict that gets translated (often) into debates about goals, strategies, or tactics. Often, those debates are not satisfying because we don't dig down into each others' assumptions/beliefs about social change and how it happens. And there are fundamental disciplinary and philosophical/ideological differences in this regard that cannot be ignored. Senior managers – as well as middle and junior managers – leave or join organizations because of these deep philosophical/ideological affinities or disconnects.

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

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