



September 5, 2013

Dear Friends,

This week we continue the conversation on organizational sustainability (see the 18 July, 2013 Newsflash! for more details: <http://bit.ly/17Cy75k>) by focusing on social entrepreneurship.

One way in which Firelight partners with grassroots organizations is to address financial sustainability. We have seen many organizations pursue income-generating activities, some successful and some not. Over the years we have learned that organizations often rush into businesses in the hope that they will earn an income quickly. When in fact, it is the planning stages that ensure the greatest chances of success. The resources provided in this week's Newsflash! outline the pre-planning that organizations need to consider before embarking on an income-generating project.

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

Sincerely,

The Firelight Team

(Resource) Social Enterprise Planning Toolkit

(Resource) Starting a Social Enterprise: Organizational Readiness

(Call for Proposals) Netherlands 'Human Rights Fund for Small Activities'

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(Resource) Social Enterprise Planning Toolkit

This Social Enterprise Planning Toolkit is a practical 'how to' manual for those wishing to form a new social enterprise or expand an existing social enterprise. The Toolkit has been designed to be used as supporting material for training in social enterprise planning; as a self-help guide to individuals and groups establishing their own social enterprise; or for those wishing to plan for expansion of their social enterprise.

How to use the Social Enterprise Planning Toolkit

The Social Enterprise Planning Toolkit is designed to be a basic process guide to carrying out a feasibility study of an enterprise idea, and then writing the enterprise plan in order to be able to present it to potential supporters. It can also be used as a guide to the basic systems for managing social enterprises.

The toolkit is divided into three sections:

Section One is an overview of social enterprise and the history and background.

Including:

- A History of Social Enterprise
- Definition of Social Enterprise

Section Two is the main part of the Toolkit and provides the information and exercises for developing the social enterprise idea and testing its viability. Including:

- Planning for Social Enterprise
- Identify your Stakeholders and Customers
- Develop the Social Enterprise Idea
- Marketing
- Finance
- Social Enterprise Organization
- Social Accounting and Audit
- Legal Issues

Section Three is the outline of the content required in a Social Enterprise Plan, to guide groups and individuals, as they bring the information gathered during the Section 2 processes together, in preparing and writing a plan. Including:

- Writing a Social Enterprise Plan
- Social Enterprise Plan Self-Assessment

The guide is available as a free download in English: <http://bit.ly/15znL2d>

(Resource) Starting a Social Enterprise: Organizational Readiness

The first step in planning for a social enterprise is determining if your organization is actually ready and capable of starting a social enterprise. This involves review of your organization's vision, objectives, capacity, and capabilities.

Questions an organization needs to ask itself include the following:

- Does social enterprise make sense for the organization?
- Is the organization ready for social enterprise with respect to capacity and capabilities?

- If the organization is not currently ready and capable of taking on a social enterprise, what does the organization need to do in order to get ready?

Non-profit organizations that operate social enterprises are **accountable to multiple stakeholders** - clients and community members, funders and investors, and customers. The rules governing private enterprise may seem simple in comparison. What is important to realize is that there are high transaction costs in managing these multiple accountabilities and bottom lines, and the process can lead to tensions around mission focus. For some non-profits the transaction costs, or the capacities required to keep focused, will be too high to proceed with social enterprise.

Organizations that manage to implement a business will face additional **challenges in maintaining or growing that business**. A continual cultural shift needs to take place, towards becoming more entrepreneurial; and there are additional pressures on the organization in terms of staffing, financing, and maintaining existing programs and services.

Any organization that wants to develop an enterprise must be sure it is ready to undertake these challenges. After doing an organizational assessment, many non-profits will decide not to proceed with their social enterprise idea at that time. They may take steps to get ready, or simply take a pass. This is not a failure but an informed decision that will save them from mission drift and expending unnecessary resources.

Take some time to think about your own agency and examine its readiness. **There are three types of readiness to assess:**

- Basic organizational readiness
- Social enterprise readiness
- Business readiness

Begin by ensuring that your non-profit has already developed sufficient capacity to effectively plan, deliver, and evaluate your existing programs and services.

The guide is available as a free download in English: <http://bit.ly/15CLSCY>

(Call for Proposals) Netherlands 'Human Rights Fund for Small Activities'

The 'Human Rights Fund for Small Activities' offered by Minister of Foreign Affairs and the Minister of Foreign Trade and Development Cooperation of the Netherlands is accepting proposals from NGOs.

The goal of this program is to set out in the human rights strategy 'Respect and rights for everyone. Grant applications amount to a maximum of EUR 499,000.

To be eligible for a grant under the Human Rights Fund Small Activities 2013, the activities for which a grant is requested must relate to one of the following (sub)themes from the human rights strategy 'Respect and rights for everyone':

- Protection and support for human rights defenders;
- Equal rights for lesbians, gays, bisexuals and transgender people (LGBT);
- Equal rights for women focused on political participation and prevention of violence against women;
- Combating the most serious human rights abuses (death penalty and torture);
- Promoting freedom of expression and internet freedom;
- Promoting freedom of religion and belief;
- Human rights and development;
- Business and human rights, including child labour.

The duration of a grant under the Human Rights Fund Small Activities 2013 is a maximum of four years if substantiation is provided that this is necessary to bring about structural changes.

The available grant resources are part of the "Human Rights Fund", which is designed to finance activities in the field of human rights in support of the objectives and priorities set out in the human rights strategy 'Respect and rights for everyone', thereby furthering Dutch foreign policy objectives. This may involve both long-term objectives and activities related to current developments affecting Dutch foreign policy.

Eligibility: The Priority countries Human Rights Fund are Algeria, DRC, **Kenya**, Libya, Morocco, Nigeria, Sudan, South-Sudan, Somalia, Tunisia, **Zimbabwe**, **South Africa**

Deadline to apply is **6 September, 2013**. To apply, please visit: <http://bit.ly/15HtemM>

(Call for Proposals) Cordaid Healthcare Award for NGOs

Cordaid (Catholic Organisation for Relief & DevelopmentAid) is accepting applications for the 2013 Cordaid Healthcare Award for NGOs working for the promotion of the health of the young people. The Award provides a grant of € 10.000 to further strengthen activities in this field.

Youth-led Organisations, Community Based Organisations, Faith Based Organisations, Civil Society Organisations, (Non-) Governmental Organisations, and International Development Organisations can submit nominations. Cordaid wishes to put one organization in the spotlight, which makes a difference to the health of young people in fragile areas. At the same time Cordaid also seeks to gain greater insight into how

initiatives are developed and implemented. In particular initiatives that target both sexes, that support youth entrepreneurship and/or collaborate with (local) private actors.

The criteria for organisations selected are those who:

- Display outstanding innovative approaches to promote the health of young people;
- Are active in the above-mentioned field in one of the following countries: Afghanistan, Burundi, Central African Republic, Congo-Brazzaville, Democratic Republic of Congo, Haiti, Sierra Leone, South Sudan and **Zimbabwe**;
- Provide evidence of substantial impact and/or success achieved in this field;
- Take into consideration the sustainability and scaling up of the initiatives.

There will be three review rounds to identify the award winner:

The first Review Round will consist of an eligibility check (form and content) by the Cordaid project team.

The highest scoring 25% of all valid nominations received will be reviewed in Round 2 by a Cordaid Review Team, whereas a shortlist of the 10 overall highest scoring organisations will be reviewed in Round 3.

The Review Panels for round 3 will be external and composed of representatives of a variety of (inter)national development organisations with expertise in the field of health of young people.

Deadline to apply is **22 September, 2013**. To learn more, go here: <http://bit.ly/171a08n>

(Call for Proposals) Whitley Fund for Nature (WFN)

Whitley Fund for Nature (WFN) is pleased to offer “Whitley Awards” to outstanding biodiversity conservation leaders around the world. Whitley Awards are both an international profile prize and a form of project funding (currently £35,000 over one year).

Thematic areas-

- Nature conservation
- Ecosystem approach
- Engage the local community and build capacity
- Education

Eligibility & Criteria-

- Whitley Awards winners are nationals of the countries where their conservation activities are focused (i.e. they were born there or have lived there a long time and have achieved national status) or are local to the region in which they work. This is because we have found these people often have the understanding necessary to bring about long term change and build capacity locally. Recent expatriates from developed, high-income economy countries are not eligible for Whitley Awards.
- Whitley Awards focus on individuals working in locations where international funds are hardest to raise, most needed, and will make the largest conservation impact. The strategic focus of the Whitley Awards is national conservation leadership in countries that are not defined as a High Income Economy by the World Bank.
- Applicants must be able to communicate in English

WFN has a broad scope of interest but projects must be focused on nature conservation. Threatened habitat conservation; projects utilising flagship species as a focal point for mobilising local communities; biodiversity conservation and linked livelihood development projects which reduce pressure on wild resources or utilise wild resources sustainably; human-wildlife conflict resolution; in-situ conservation of endangered species – all would be projects WFN is interested in. In all cases, measurable biodiversity conservation impact is essential.

Deadline to apply is **31 October, 2013**. For more information, please visit:
<http://bit.ly/15HtHFi>

Welcome to our new subscribers this week!

Nomad Charities, Kenya
Tigoung Nonma, Burkina Faso
Rainbow Health Foundation Mbarara, Uganda
Action Health Incorporated, Nigeria
Action for Women Development and Environment, Uganda

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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