
29 April 2016

Dear Friends,

This month's Newsflash is inspired by a training on Human-Centered Design (HCD) that Firelight staff was able to attend last month. In our training, we learned what HCD is, the basic steps to approaching a project using HCD, and heard about some great examples of solutions related to health, community programs and education that emerged from the HCD process. Now it's our turn to share some information on this topic with you! Before we dive in, here is a simplified description from [IDEO.org](http://www.ideo.org) (one of the leading promoters of HCD) of what HCD is "Human-centered design is a creative approach to problem solving [...] It's a process that starts with the people you're designing for and ends with new solutions that are tailor made to suit their needs." HCD has been applied to a range of areas, from developing products that are best suited to consumers needs, to creating office and education spaces and systems that are efficient and have improved functionality, to (our focus) designing programs and services that truly address the roots of the problems that organizations attempt to improve for their beneficiaries.

To quote our own Jim Laske from his blog on HCD with Firelight Grantee-partners (here: <http://bit.ly/1lpiNnU>), "...it is still a difficult task to break free from what you think you know about a situation, a field of study, or a group of people in order to truly listen and understand the people that you are trying to serve. HCD requires that all assumptions be dropped and diverse voices be heard. It takes time to observe, to listen, to create potential solutions, and to test those solutions with the end users." We hope that the articles and resources in this edition will be useful in helping our partners and friends learn about HCD, rethink how we approach problems, and how HCD may be relevant to your work.

We hope you enjoy this month's edition of the Newsflash, and stay tuned for next month!

Sincerely,
The Firelight Team

Article: What are the steps of HCD?

Resource: How to use Human Centered Design: Top Tips List

Article: Can a Bajaji Change a Teen Girl's Life?

Resource: An Introduction to Design Thinking: Process Guide

Resource: The Field Guide to Human-Centered Design

Open for Proposals: ViiV Healthcare, Call for Proposals for Positive Actions for Girls and Women Funds

Open for Proposals: Mama Cash 2016, Supporting Initiatives Led by Women

Article: What are the steps of HCD?

-STEP 1: EMPATHIZE/LEARN

What is the empathize mode? Empathy is the centerpiece of a human-centered design process. The Empathize mode is the work you do to understand people, within the context of your design challenge. It is your effort to understand the way they do things and why, their physical and emotional needs, how they think about world, and what is meaningful to them. Why empathize? As a design thinker, the problems you are trying to solve are rarely your own—they are those of a particular group of people; in order to design for them, you must gain empathy for who they are and what is important to them. How to empathize: To empathize, you:

- Observe. View users and their behavior in the context of their lives. As much as possible do observations in relevant contexts in addition to interviews. Some of the most powerful realizations come from noticing a disconnect between what someone says and what he does. Others come from a work-around someone has created which may be very surprising to you as the designer, but she may not even think to mention in conversation.

- Engage. Sometimes we call this technique 'interviewing' but it should really feel more like a conversation. Prepare some questions you'd like to ask, but expect to let the conversation deviate from them. Keep the conversation only loosely bounded. Elicit stories from the people you talk to, and always ask "Why?" to uncover deeper meaning. Engagement can come through both short 'intercept' encounters and longer scheduled conversations.

- Watch and Listen. Certainly you can, and should, combine observation and engagement. Ask someone to show you how they complete a task. Have them physically go through the steps, and talk you through why they are doing what they do. Ask them to vocalize what's going through their mind as they perform a

task or interact with an object. Have a conversation in the context of someone's home or workplace – so many stories are embodied in artifacts. Use the environment to prompt deeper questions.

-STEP 2: DEFINE

What is the Define mode? The Define mode of the design process is all about bringing clarity and focus to the design space. It is your chance, and responsibility, as a design thinker to define the challenge you are taking on, based on what you have learned about your user and about the context. After becoming an instant-expert on the subject and gaining invaluable empathy for the person you are designing for, this stage is about making sense of the widespread information you have gathered. The goal of the Define mode is to craft a meaningful and actionable problem statement – this is what we call a point-of-view. This should be a guiding statement that focuses on insights and needs of a particular user, or composite character. Insights don't often just jump in your lap; rather they emerge from a process of synthesizing information to discover connections and patterns. In a word, the Define mode is sense making. Why define? The Define mode is critical to the design process because it results in your point-of-view (POV): the explicit expression of the problem you are striving to address. More importantly, your POV defines the RIGHT challenge to address, based on your new understanding of people and the problem space. How do you define? Consider what stood out to you when talking and observing people. What patterns emerge when you look at the set? If you noticed something interesting ask yourself (and your team) why that might be. In asking why someone had a certain behavior or feeling you are making connections from that person to the larger context. Develop an understanding of the type of person you are designing for – your USER. Synthesize and select a limited set of NEEDS that you think are important to fulfill; you may in fact express a just one single salient need to address. Work to express INSIGHTS you developed through the synthesis of information you have gathered through empathy and research work. Then articulate a point-of-view by combining these three elements – user, need, and insight – as an actionable problem statement that will drive the rest of your design work.

A good point-of-view is one that:

- Provides focus and frames the problem
- Inspires your team
- Informs criteria for evaluating competing ideas

- Empowers your team to make decisions independently in parallel
- Captures the hearts and minds of people you meet
- Saves you from the impossible task of developing concepts that are all things to all people
(i.e. your problem statement should be discrete, not broad.)

-STEP 3: IDEATE

What is the Ideate mode? Ideate is the mode of the design process in which you concentrate on idea generation. Mentally it represents a process of “going wide” in terms of concepts and outcomes. Ideation provides both the fuel and also the source material for building prototypes and getting innovative solutions into the hands of your users. Why ideate? You ideate in order to transition from identifying problems to creating solutions for your users. Ideation is your chance to combine the understanding you have of the problem space and people you are designing for with your imagination to generate solution concepts. Particularly early in a design project, ideation is about pushing for a widest possible range of ideas from which you can select, not simply finding a single, best solution. The determination of the best solution will be discovered later, through user testing and feedback. How do you ideate? You ideate by combining your conscious and unconscious mind, and rational thoughts with imagination. For example, in a brainstorm you leverage the synergy of the group to reach new ideas by building on others’ ideas. Adding constraints, surrounding yourself with inspiring related materials, and embracing misunderstanding all allow you to reach further than you could by simply thinking about a problem.

-STEP 4: PROTOTYPE

What is the Prototype mode? The Prototype mode is physically generating things that are intended to answer questions that get you closer to your final solution. In the early stages of a project that question may be broad – such as “do my users enjoy cooking in a competitive manner?” In these early stages, you should create low-resolution prototypes that are quick and cheap to make (think minutes and money) but can elicit useful feedback from users and colleagues. In later stages both your prototype and question may get a little more refined. A prototype can be anything that a user can interact with – be it a wall of post-it notes, a gadget you put together, a role-playing activity, or even a storyboard. Ideally you bias toward something a user can experience to bring out more emotions and

responses from that person. How to prototype? Start building. Even if you aren't sure what you're doing, the act of picking up some materials (post-its, tape, and found objects are a good way to start!) will be enough to get you going.

Don't spend too long on one prototype. Let go before you find yourself getting too emotionally attached to any one prototype. Identify a variable. Identify what's being tested with each prototype. A prototype should answer a particular question when tested. That said, don't be blind to the other understanding you can gain as someone responds to a prototype. Build with the user in mind. What do you hope to test with the user? What sorts of behavior do you expect? Answering these questions will help focus your prototyping and help you receive meaningful feedback in the testing phase.

-STEP 5: TEST

What is the Test mode? The Test mode is when you solicit feedback, about the prototypes you have created, from your users and have another opportunity to gain empathy for the people you are designing for.

Testing is another opportunity to understand your user, but unlike your initial empathy mode, you have now likely done more framing of the problem and created prototypes to test. Both these things tend to focus the interaction with users, but don't reduce your "testing" work to asking whether or not people like your solution. Instead, continue to ask "Why?", and focus on what you can learn about the person and the problem as well as your potential solutions. Ideally you can test within a real context of the user's life. For a physical object, ask people to take it with them and use it within their normal routines. For an experience, try to create a scenario in a location that would capture the real situation. Why test? To refine prototypes and solutions. Testing informs the next phase of prototypes. Sometimes this means going back to the drawing board. To learn more about your user. Testing is another opportunity to build empathy through observation and engagement—it often yields unexpected insights. To refine your Point Of View. Sometimes testing reveals that not only did you not get the solution right, but also that you failed to frame the problem correctly. How to test? Show don't tell. Put your prototype in the user's hands – or your user within an experience. And don't explain everything (yet). Let your tester interpret the prototype. Watch how they use (and misuse!) what you have given them, and how they handle and interact with it; then

listen to what they say about it, and the questions they have. Create Experiences. Create your prototypes and test them in a way that feels like an experience that

your user is reacting to, rather than an explanation that your user is evaluating. Ask users to compare. Bringing multiple prototypes to the field to test gives users a basis for comparison, and comparisons often reveal latent needs.

Source: Selected pieces taken from the Institute of Design at Stanford <http://stanford.io/1Su9cYn>

Resource: How to Use HCD- Top Tips List

Discovery. There's no better way to understand the people you're designing for than by immersing yourself in their lives and communities. Start with hearing the voices and understanding the lives of the people you're designing for. Talk to them in person, where they live, work, and lead their lives. Once you're there, observe as much as you can. Record exactly what you see and hear, but also pay attention to your impressions.

Conversation Starters. Get a reaction and spark dialogue by coming up with a bunch of ideas around a central theme. If you're working in sanitation, you could ask, what is the toilet of the future, the toilet of the past, a super toilet, the president's toilet? As the person you're designing for shares her take, be open to however she interprets the concepts. You can learn a lot about how she thinks.

Brainstorm. Observe a handful of rules when you brainstorm, the goal of which is to promote openness, to generate lots of ideas, and to prize creativity and innovation over immediate feasibility. Brainstorms work best when the group is positive, optimistic, and focused on dreaming up as many ideas as possible.

Rapid Prototyping. Prototypes are tangible expressions of your ideas, and they can take an array of forms from models to storyboards to skits to physical mockups. Build your idea in just enough resolution to test it, get feedback, and understand how to push things forward. Prototypes are meant only to convey an idea — not to be perfect. So build them so that you can quickly move through a variety of iterations, each time incorporating what you've learned from the people you're designing for.

Source: Aaron Britt for PSI, <http://bit.ly/1KfMyj1>

Article: Can a Bajaji Change a Teen Girl's Life?

In Tanzania, 44 percent of girls under 18 are already mothers. Pam Scott, IDEO.org and PSI used human-centered design to learn how to give teen girls a chance for a different future.

“Human-centered design has a role in solving every problem,” says Pam Scott, a serial design thinker whose career has wended from advertising to customer research to a board seat at IDEO.org to a current chapter that might be dubbed activist philanthropy. A born connector, Scott has spent nearly three decades working at the intersection of design and impact, and much of her power lies at getting the right people in the room and prompting them to ask — and answer — the right questions.

“It’s only from a place of deep empathy and connection, that you can have real impact. That’s our creative starting point,” says Scott of what is at the base of a methodology that marries a handful of cutting-edge techniques resulting in a “new form of human-centered design that not only deeply engages community members in the creative process, but also the NGO that serves that community.”

Scott, one of a growing number of female philanthropists inspired to focus on women and girls, chose to sponsor a project with PSI to address unintended pregnancy in Tanzania. “It’s very unpopular. Acknowledging that unmarried teens can be sexually active is a lightning rod issue, leaving a good number of donors less inclined to support teen pregnancy prevention,” she says. “I wanted to take some risks and I knew the best partner to do that would be PSI.”

“First, I did a six-month third-party data review,” she says, “to build on an insight my colleagues at IDEO.org shared: ‘Teens do not believe that family planning clinics are for them, largely because they aren’t planning a family.’ Everything I studied supported this insight. I also discovered that programs all over the world treated unintended teen pregnancy as a medical challenge. And it’s not. It’s a social challenge with a medical component. Knowing that, I knew we had to understand the social context in which unintended teen pregnancies exist. And the only way I know how to do that is to talk to teens and all of those who satellite around them.”

Over the summer of 2014, Scott began to design a creative process to take on the challenge. She wanted to involve great thinkers from PSI, other social sector

organizations and for-profit institutions to develop fresh approaches. She believed there was an opportunity to disrupt the traditional approach to adolescent reproductive health by making it more teen-friendly and ultimately impactful.

By fall, she had enlisted PSI board member Rebecca Van Dyck, a tribe of IDEO.org designers (led by creative director Patrice Martin) and her husband former Yahoo! CEO Tim Koogler to join her in partnering with PSI Tanzania's Susan Mukasa and her team on the effort. Together they would conduct a week long design immersion in Bagamoyo, Tanzania.

But Scott thought the team wasn't complete. "Gandhi's credited with saying 'What you do for me but without me you do against me.' Not only did PSI need to have a strong voice in the creative process but so, too, did the people of Tanzania," she says. To that end, the project's first phase would be an insight-gathering trip to Tanzania. In January 2015, team members from IDEO.org and PSI traveled around Tanzania meeting teen girls and the influential people — parents, teachers, boyfriends, and town elders, among others — central to their lives. Insights revealed there was a complex web of cultural influences that unintentionally supported the likelihood that girls would become pregnant. Studies showed that these influences were, in fact, at least partly responsible for 44 percent of girls in Tanzania becoming mothers by age 18. Using the research insights as inspiration, Scott and her team agreed on five design strategies that might inspire new thinking:

- Leverage youth culture to spark a teen-centric conversation about contraception.
- Motivate health care providers to offer products and services in teen-friendly ways.
- Create or build on existing opportunities for girls to thrive.
- Dispel myths by rebranding modern forms of contraception.
- Inspire men and boys to be part of the solution.

Come April, with briefs in hand and a team of 34 people assembled, the design immersion kicked off in the town of Bagamoyo. Participants represented an array of perspectives — doctors, educators, business people, marketers and designers — who came together for the week. Even though a great number were from Tanzania, the first day team members concentrated on getting to know the

people of the village. Split into pairs and triads, they went out on learning journeys. “Everyone buzzed around the village meeting with locals to get a greater appreciation and respect for how teen pregnancy lives within and is influenced by societal norms and culture,” Scott wrote to friends the night before prototyping was to begin.

Now split into five design teams, the next day brought team members to their knees — with paper, markers and scissors to mockup designs of the ideas they’d brainstormed. With tangible models to share, design teams immediately got feedback on their concepts from the people of the village. “Some of the ideas teams loved best died fast,” says Scott. “Others thrived and got better with feedback from the villagers.”

Soon six ideas started to rise to the top. One design team dreamt up a fleet of girl-friendly bajajis (a three-wheel motorcycle taxi) — driven only by young women trained in sexual and reproductive health. Within 24 hours, the design team rented a bajaji, completely transformed it, and recruited and trained a female driver. “Come Thursday morning, they were in business, giving girls rides around town,” says Scott. Contraception messages were posted inside and perhaps most encouraging, the girls who rode in the vehicle said they’d love to make money as a driver of one.

Scott’s design team created some edutainment called Girl Nation Radio and recorded a show in a fully kitted-out studio until the wee hours of the night. When she and her team took it into the field, they were shocked to learn that the six-minute piece resonated beyond girls. “The content was just too juicy not to listen!” says Scott. “Women and men were sucked in by the drama of the mini-novella and didn’t even flinch when some potentially shocking content was shared.”

“Human-centered design offers a chance to upend business as usual in the social sector,” said IDEO.org’s Martin. “It’s an approach that gets us farther faster because we learn from the people we’re designing for, quickly get our ideas into their hands, and then iterate based on the feedback they give us.”

Human-centered design can be a pretty radical shift. It asks you to learn first hand, synthesize disparate ideas, and test a solution by making it tangible. It’s an approach that starts from the point of view that you don’t know the answer, but

the people you're designing for probably do. While the immersion process led to several very promising ideas that will be further vetted in the months to come, Scott was equally excited by the fact that, "Everyone who participated in the immersion now has a much deeper understanding of human-centered design and how to create impact by starting from a place of deep empathy."

Source: Aaron Britt for PSI, <http://bit.ly/1NIN6Us>

Resource: An Introduction to Design Thinking- Process Guide

This resource further outlines the steps involved in the HCD process, as summarized in our first article.

<http://stanford.io/1Su9cYn>

Resource: The Field Guide to Human-Centered Design

This resource is the comprehensive guide to Human-Centered Design, produced by [IDEO.org](http://www.ideo.org), one of the field's most prominent organizations. This resource is available as a free PDF for download.

<http://bit.ly/1rns8f2>

Open for Proposals: ViiV Healthcare, Call for Proposals for Positive Actions for Girls and Women Funds

Deadline: April 26, 2016

ViiV Healthcare is seeking proposals from organisations for its Positive Actions for Girls and Women Fund with an aim to tackle the harmful practices and norms that limit the aspirations of girls and women and increase their vulnerability to HIV and to fund projects which focus on the reducing the commoditization of girls as well as supporting projects and organisations that advocate for girls and women.

Objectives:

- Reduce the commoditization of girls (e.g. sexual or gender-based violence, early marriage, forced sex work, inter-generational relationships)
- Support existing projects, organisations and innovators that advocate for girls and women

Funding Information: The 2016 Call for Proposals is limited to applications of £50,000 over two years (about £25,000 per year).

For more information, please go to: <http://bit.ly/1TCwD4a>

Open for Proposals: Mama Cash 2016, Supporting Initiatives Led by Women

Deadline: May 31, 2016

Applications are open for Mama Cash 2016 Grants that support ambitious feminist and women’s rights organisations and initiatives led by and for women, girls and trans people.

The Mama Cash was the first international women’s fund in the world and is still alive and kicking. For 2016, Mama Cash expects to approve grants to approximately 20 new groups, in addition to the planned renewal grants to current grantee-partners. Mama Cash supports groups and initiatives that: Work from a feminist and/or women’s rights perspective, Are self-led by the women, girls and/or trans people they serve, Have the promotion of women’s, girls’ and/or trans people’s human rights as their primary mission, and not just as the focus of part of their programmes, Push for structural and fundamental change, Focus on issues that are under-addressed and/or contested.

Themes: Body, Reproductive justice, Changing sex, sexuality and gender norms, Reframing and ending violence, Money (economic justice), Labour rights, Environmental justice, Voice, Accessing and Redistributing Power – Political Participation, Shifting Stereotypes through Arts and Media

Eligibility Criteria

Applicants include groups, organisations, networks and other women’s funds. They are led by and work for sexual and ethnic minorities, adolescent girls, trans people, indigenous women, low-income women, single mothers, women with disabilities, migrant women, sex workers, rural women and women workers in both formal and informal sectors. Applicants must be based outside of the United States or Canada.

Grant seeking organization must have annual operating budgets below EUR200,000. Applicant organization or initiatives must have their primary mission to promote the women’s, girls’ and/or trans people’s human rights. Individuals or businesses are not eligible to apply for Mama Cash Grants. Applicants must work from a feminist and/or women’s rights perspective; self-led by women, girls

and/or trans people they serve. Applicants must push for structural and fundamental change and be connected to other organizations in women's rights and/or other social justice movements.

For more information, please go to: <http://bit.ly/1U6Om3w>

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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