



May 10, 2012

Dear Friends,

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

Sincerely,

The Firelight Team

(Call for Applications) Ford Motor Company's International Fellowship of 92nd Street Y for Community Leaders from the NGO Sector

(Call for Submission) Opportunity for NGOs around the World to register for ECOSOC Consultative Status with the UN

(Call for Applications) UNESCO's International Training Course on Disaster Risk Management of Cultural Heritage

(Resource) Do you have these policies and systems in your NGO?

(Call for Applications) Ford Motor Company's International Fellowship of 92nd Street Y for Community Leaders from the NGO Sector

The Ford Motor Company is accepting applications from community leaders in select countries for the 2013 International Fellowship of 92nd Street Y. The program aims to enhance the efforts of emerging leaders in communities throughout the world.

The fellowship is an opportunity for community leaders from the NGO sector to learn, build skills and develop networking. The program provides classes and participatory workshops in nonprofit management, leadership and strategic thinking in partnerships with the Picker Center for Executive Education at Columbia University's School of International and Public Affairs.

Participating countries change each year. So far, 233 individuals from 58 countries have participated. The 2013 fellowship program is accepting applications from community leaders who are citizens and residents of China, El Salvador, Ethiopia, Honduras, India, Israel, Lesotho, Nepal, Nicaragua, South Africa and Swaziland.

A successful applicant must demonstrate that he or she:

- is a community leader engaged in the nonprofit sector, either professionally

or as a volunteer;

- is successfully addressing issues that affect the community's well-being;

and

- would benefit from an intensive three-week nonprofit

management training course in New York.

Applicants must be 21 years of age or older, though younger applicants should note that we are looking for candidates with several years of leadership experience. We seek candidates from a variety of backgrounds with the aim of creating a group of Fellows who will work well together and offer a diversity of views and experiences.

Candidates should be emerging leaders addressing issues whose resolution can have a significant positive impact on their communities, on their countries, and—collectively—on the world.

Airfare, accommodation, food, transportation, instruction, and other program-related expenses are included in the fellowship. Each participant receives a stipend upon arrival.

Deadline for Submission: June 30, 2012

For more go to: <http://www.92y.org/Uptown/International-Relations/Ford-Motor-Company-International-Fellowship/2012-Application-and-Brochure.aspx>

(Call for Submission) Opportunity for NGOs around the World to register for ECOSOC Consultative Status with the UN

NGO Branch at the United Nations Department of Economic Affairs invites non-governmental organizations around the world to register for the Economic and Social Council (ECOSOC) consultative status providing them the opportunity to take part in formal UN deliberations.

ECOSOC consultative status is governed by ECOSOC resolution 1996/31, which outlines the eligibility requirements for consultative status, rights and obligations of NGOs in consultative status, procedures for the withdrawal or suspension of consultative status, the role and functions of the ECOSOC Committee on NGOs, and the responsibilities of the UN Secretariat in supporting the consultative relationship.

Consultative status is granted by ECOSOC upon recommendation of the ECOSOC Committee on NGOs, which is comprised of 19 Member States.

Eligibility Requirements

International, regional, sub regional and national non-governmental, non-profit public or voluntary organizations may be granted the consultative status. NGOs affiliated to an international organization already in status may be admitted

provided that they can demonstrate that their program of work is of direct relevance to the aims and purposes of the United Nations. In the case of national organizations consultation with the Member State concerned is required.

The NGO's that can be granted the consultative status must:

- have been in existence (officially registered with the appropriate government authorities as an NGO/non-profit) for at least two years,
- have an established headquarters,
- have a democratically adopted constitution, authority to speak for its members, a representative structure, appropriate mechanisms of accountability and democratic and transparent decision-making processes.

The basic resources of the organization must be derived in the main part from contributions of the national affiliates or other components or from individual members.

Organizations established by governments or intergovernmental agreements are not considered NGOs.

Status Categories

There are three categories of status: General consultative status, Special consultative status and Roster status.

General Consultative Status

It is reserved for large international NGOs whose area of work covers most of the issues on the agenda of ECOSOC and its subsidiary bodies. These tend to be fairly large, established international NGOs with a broad geographical reach.

Special Consultative Status

is granted to NGOs which have a special competence in, and are concerned specifically with, only a few of the fields of activity covered by the ECOSOC. These NGOs tend to be smaller and more recently established.

Roster Status

It is for those organizations that apply for consultative status but do not fit in any of the other categories. These NGOs tend to have a rather narrow and/or technical focus. NGOs that have formal status with other UN bodies or specialized agencies (FAO, ILO, UNCTAD, UNESCO, UNIDO, WHO and others), can be included on the ECOSOC Roster. The roster lists NGOs that ECOSOC or the UN Secretary-General considers can make "occasional and useful contributions to the work of the Council or its subsidiary bodies."

Participation in International Conferences

NGO's in general consultative status, special consultative status and on the Roster, that express their wish to attend the relevant international conferences convened by the United Nations and the meetings of the preparatory bodies of the said conferences shall as a rule be accredited for participation. Other non-governmental organizations wishing to be accredited may apply to the secretariat of the conference for this purpose.

Deadline for Submission: June 1, 2012

For more go to: <http://esango.un.org/paperless/Web?page=static&content=intro>

(Call for Applications) UNESCO's International Training Course on Disaster Risk Management of Cultural Heritage

The UNESCO Chair on Cultural Heritage and Risk Management International Training Course on Disaster Risk Management of Cultural Heritage 2012 will be held from September 8-22, 2012 at Kyoto, Kobe, Tohoku (JAPAN).

The main objective of the course is to provide an overview of the various aspects of disaster risk management of cultural heritage.

The training course would include classroom lectures, field based learning through site visits and practical demonstrations at the World Heritage Sites of Kyoto and Kobe, workshops, team projects, discussions and individual/group presentations.

The course is offering support for eight participants from developing countries to participate in the course. Participants from developed countries are required to cover their travel/living costs, though there is no tuition fee.

Deadline for Submission: May 19, 2012

For more go to: <http://www.fundsforngos.org/disaster-relief/unescos-international-training-disaster-risk-management-cultural-heritage/>

(Call for Applications) Peace, Security and Development Fellowship for African Scholars

Countries/Region- Africa

The programme seeks to nurture junior African Scholars interested in pursuing a career in Peace, Security & Development, and to equip them with the skills necessary to achieve this. Through taught courses as well as rigorous mentoring activities, the programme will accomplish the following objectives:

- Increase the pool of African experts on peace, security and development and working to generate African-led ideas to address the security and development challenges on the continent.
- Foster studies on peace and security issues within the African institutions of African institutions of higher learning, and ensure that academic institutions have better access to knowledge and expertise on these issues
- inject skills within regional and national centers of excellence so that they can strengthen their research capacity on peace, security and development topics with independent and critical approaches.
- Contribute to expertise on peace, security that grounded in the pursuit of excellence and integrity.

Deadline for Submission: May 18, 2012

For more go to: <http://www.codesria.org/spip.php?article1584&lang=en>

Do you have these policies and systems in your NGO?

Here is part one of a two part checklist of policies and other management systems necessary for NGOs to run effective organizations and mobilize resources for development work. You can click on the links below to know more about these policies and systems, refer samples and identify gaps in your organization.

1. Organizational Chart for your NGO (read more...)

Organizational charts give a pictorial representation of the functioning styles of your NGO. It provides a graphic view of the hierarchical system and the levels of responsibility in an organization. It is relevant to present an organizational chart because it gives a quick, bird's-eye view of the management structure of an NGO.

Organizational charts are mostly found in annual reports, brochures and other promotional material of the NGO. But it is also essential for fundraising and donor proposals. Many donors and donor agencies are interested to know how the operational systems of the NGO are structured and how roles and responsibilities of various staff members are distributed. Organizational charts also become useful when new employees join the organization and they need to be oriented to the working environment. Organizational charts also aid the management to understand the understaffed and overstaffed sections and arrange

transfers between them accordingly.

If your NGO has a board of directors comprising of community members, then an organizational chart presents the best opportunity to highlight this. You can mention how the beneficiary community is involved in the decision-making activities of the organization.

Go to this link to see an example organizational chart: <http://www.fundsforngos.org/free-resources-for-ngos/organizational-chart-ngo/>

2. Equal Employment Opportunity and Affirmative Action Statement in NGOs (read more...)

NGOs are meant to address various social discriminatory patterns existing in our society. Your organization may be implementing a number of projects to reduce exploitation and uphold the rights of the marginalized communities. But what if somebody points out that there is discrimination right inside your organization?

This may be possible because NGOs are so keenly involved in development work that they often sideline the issues existing within their own organization. To counter such problems, it is best to have a policy that addresses such a situation beforehand. Besides, having an “Equal Employment Opportunity and Affirmative Action Statement” speaks many things about your NGO. You can also start making recruitments based upon this policy.

So what does the “Equal Employment Opportunity and Affirmative Action Statement” signify?

The “Equal Employment Opportunity and Affirmative Action Statement” signifies nothing more than what you have been doing with your communities: upholding everyone’s rights and ensuring equality. It places a policy statement for your organization that it practices equality at the workplace and does not discriminate anyone in the organization on the basis of sex, religion, caste, creed or race. Such a policy becomes handy when you are trying to make recruitments.

Here is a sample “Equal Employment Opportunity and Affirmative Action Statement”:

“The Organization is committed to providing equal employment opportunity without regard to race, color, religion, sex, sexual orientation, disability, or any other protected status with respect to recruitment, hiring, upgrades, training, promotion, and other terms and conditions of employment. This policy complies with applicable state and local laws governing non-discrimination in employment.

The Organization values people from diverse backgrounds, working to create an open atmosphere of trust, honesty and respect. Harassment or discrimination of any kind – including that involving race, color, religion, gender, age, national origin, citizenship, disabilities, sexual orientation, veteran status, or any other similarly protected status – is unacceptable. This principle applies to all aspects of employment, including recruitment, hiring, placement, transfer, promotion, layoff, recall, termination and other terms and conditions of employment.”

3. Leadership Succession Plan for your NGO (read more...)

A “Leadership Succession Plan” may sound irrelevant for many NGOs in developing countries because these organizations do not visualize their future beyond projects. But now as time moves ahead and first generation leaders have to hand over responsibilities to the second generation for continuing the services of the organization, it is important to have a “Leadership Succession Plan.”

While it is true that succession will happen one day, is a plan essential? Yes, because if an organization decides upon handing over management responsibilities to a new leader at the last minute, it can cause misbalance in the structural system. Organization may end up being unmanageable and inefficient if proper leaders are not identified and promoted. A plan helps in identifying potential leaders, strengthen their capacities and then allow smooth transmission of responsibilities. Besides, a plan also helps ensure that there is back up to cover any risk of suddenly not having a leader. A Leadership Succession Plan also pleases the donor agency because the principles of accountability and transparency have been upheld by the organization.

How to develop the “Leadership Succession Plan” for an NGO?

The “Leadership Succession Plan” is mostly based upon the Performance Management System of the organization. The Performance Management is a critical component of the Human Resource Development. It ensures better performance and growth of your organizational staff. While applying it, more skilled staff members begin to rank well at the top. They can be used for filtering more talent to finally identify the leader under the Leadership Succession Plan. To know more about Performance Management System, visit this link.

Some tips on the “Leadership Succession Plan”

- The Board of Members should support and approve the plan
- When developing the Leadership Succession Plan, make sure that you have identified the leadership needs of your organization in the next five, ten or fifteen years
- Leadership Succession Plan is not about just identifying one leader such a

director. It is also about the team of leaders within the organization, who lead others and handle major responsibilities. During staff analysis, list out the individuals who may be retiring in the next five years or so and what skills and competencies are needed to fill their positions.

- Through Performance Assessments, identify the potential staff members who can become the next-generation leaders of the organization

- List out skills and competencies needed for leaders in the present generation like for example, they need to be familiar with technology which is a requirement in this age unlike for the first generation leaders of NGOs.

- Determine the training and development needs of the potential leaders in the staff and being the process of involving them in the decision-making process of the organization.

4. Human Resource Management System for NGOs (read more...)

Capacity-building for NGOs is an ongoing process. As we move ahead to bring about social change, we also end up facing new and unexpected challenges. However, constant training and exposure to new ideas can lead organizations to address these challenges and improve their organizational growth.

FUNDSFORNGOS.ORG has compiled resourceful information about managing human resources in NGOs so that they are able to achieve improvement in leadership, management and governance.

Organizational development is a critical aspect of fundraising. If the systems of your organization are set right, you not only perform better, but you also have the prospect of attracting donors to support and empower you.

The “Human Resource Management for NGOs” here aims to make small and medium-sized NGOs understand and assess organizational behavior and functioning; manage organizations through planning, implementing and monitoring activities strategically; improve the performance of their staff; build effective management systems, policies and plans and improve long-term sustainability and resource mobilization.

Go here to learn more about different aspects of Human Resource management in NGOs: <http://www.fundsforngos.org/human-resource-management-2/human-resource-management-ngos/>

5. Job Descriptions for NGO Staff (read more...)

Writing job descriptions for staff is a necessary part of a well-managed human resource management system. However, often NGOs ignore to define the role of their staffs even after they join the organization for work. Maintaining job descriptions not only reflect the effectiveness of the organization’s human resource

policy, they also lay out clarification for the staff and also mitigate any conflicts in the future. Below is some basic information about what job description is and how it can be developed.

A job description usually comprises of the following information of an individual staff about to be recruited or about to join the organization for work:

- Title of the Job
- Location or Base
- Date of Joining
- Name of the Supervisor
- Qualifications
- Tasks or Assignments

In some cases, these are also referred to as “Terms of reference” and they go into further details of defining the objectives, scope and deliverables of the staff position in addition to the above –mentioned points. As we can understand here, a job description is useful in the following manner:

- It clearly outlines the role and responsibilities of each staff working in the organization and how the person is contributing to the overall vision of the work.
- It helps in recruiting the most suitable candidate for the expected job work and it can be used for job advertising purposes as well.
- A clear record of tasks listed in the job description also enables the organization to provide better orientation for newly recruited staff.
- Job descriptions are also useful for accounting and financial management systems
- A job description plays an important role for the organization in monitoring and evaluating the performance of the staff.

Go here to find an example job description: <http://www.fundsforngos.org/free-resources-for-ngos/a-simple-format-for-ngos-to-write-job-descriptions-for-their-staff-2/>

For more on this resource go to: <http://www.fundsforngos.org/free-resources-for-ngos/policies-systems-ngo/>

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
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