

25 July, 2011

Dear Friends,

No matter how big or small the organization, creating and maintaining organizational structure is fundamental to overall sustainability. This week's Newsflash will be about organizational structure and will cover some of its core components: an Organizational Chart, Internal Communications, and Job Descriptions. Although the main reason for developing these core components is to enhance the impact of your organization, they might help draw attention and funds from donors, as well.

We hope that you find value in the following information and resources.

Sincerely,

The Firelight Team

(Call for Nominations) Ashoka's Changemakers Global Competition, "Making More Health"

(Call for Applications) Human Rights Prize of the French Republic

(Call for Applications) FLOW: Funding Leadership and Opportunities for Women

(Call for Applications) Ibrahim Leadership Fellowships opportunity for young African mid-career professionals

(Call for Applications) Global Change Leaders: Certificate Program for Emerging Women Leaders from the Global South

(Resource) Organizational Chart

(Resource) Internal Communication

(Resource) Job Descriptions

(Call for Nominations) "Making More Health – Achieving Individual, Family, and Community Well-being" global competition

Ashoka's Changemakers in partnership with Boehringer Ingelheim has announced the "Making More health – Achieving Individual, Family, and Community Well-being" global competition seeking innovative models that are transforming the field of health to sustainably increase the well-being of individuals, families, and

communities.

In this context, nominations are invited from solutions and collaborations along the entire health continuum, from prevention and lifestyle, to detection and treatment. Eligible initiatives may target a wide variety of populations throughout the world and include (but are not limited to) those that:

- Increase access to quality health services and treatment
- Empower individuals, families, and communities to address local health issues
- Target vulnerable and underserved populations

Eligibility

Making More Health: Achieving Individual, Family, and Community Well-being is open to all individuals (with the exception of prescribing physicians), teams, and organizations (charitable organizations, public or private entities) from around the world.

Assessment Criteria

Changemakers and Boehringer Ingelheim are interested in a variety of approaches that address the challenge of Making More Health. The winning entries will best meet the following criteria:

- **Innovation:** This is the knock-out test—if the work is not innovative, the judges will not give it high rankings.
- Making More Health especially seeks to identify solutions that go beyond, or improve upon, established health systems, and that reach individuals, families and communities previously left behind by such systems.
- **Social Impact:** Initiatives should employ a comprehensive approach to addressing the root causes of problems within health.
- Some innovations will have proven success at a small level, while others may have engaged millions of people in communities around the world. Some solutions will achieve their impact quickly, while some will seed change for the long term.
- **Sustainability:** For an innovation to be truly effective, it must have both a model of sustainable impact and a viable organization.

Prizes

Early Entry Prize:

Two early entry prize winners will be eligible to win a cash prize of US \$1,000.

Final Winners:

Changemakers online community will select three winners for a cash prize of US \$10,000 from among 10 and 15 finalists, selected by a panel of independent judges of Ashoka or Boehringer Ingelheim

Deadline for early entry prize is **August 17, 2011**

Deadline for Online competition submissions is **September 21, 2011**

For more information and details, please visit this link: <http://www.changemakers.com/morehealth>.

(Call for Applications) Human Rights Prize of the French Republic

The human rights Prize of the French Republic was created in 1988 to honour and award individuals or organizations working across the world for human rights. The award is presented irrespective of nationality or borders for the work undertaken in France or abroad. The 2011 Human Rights Prize of the French Republic, 'Liberty, Equality, Fraternity', will be presented by the Prime Minister of the French government.

Interested NGO will have to present a field mission or project undertaken in France or abroad, concerning one of the two themes for 2011.

Theme 1: The fight against human rights violations on the grounds of sexual orientation and gender identity

A large number of countries throughout the world still prohibit sexual relations between adults of the same sex, with some countries even going as far as applying the death penalty. The criminalisation of homosexuality goes hand in hand with discriminatory laws and attacks on individual freedom and privacy, cruel or degrading treatment, arbitrary detention and extra-judicial executions. Following the 'Declaration on Sexual Orientation and Gender Identity' of December 2008, France made a commitment by creating a fund within the Ministry of Foreign and European Affairs intended to finance the information and awareness-raising initiatives of local, national and regional authorities, and also initiatives concerning defense, protection and legal access for LGBT people. The projects awarded with the Human Rights Prize can be related to actions intended to combat the criminalisation of homosexuality, human rights violations linked to sexual orientation and gender identity, and prejudices.

Theme 2: Combating violence against women

Combating violence against women has for several years been a clear priority of

French policy on human rights advocacy, whether it be at national, regional or international level. Therefore, in the same year as combating violence against women was declared a national grande cause, the law of 9 July 2010 concerning violence specifically against women, violence within couples and the impact of the latter on children was passed, promoting preventive measures and the protection of women. Whether they relate to violent acts committed in times of peace or war, the projects awarded the prize could be linked to initiatives to prevent such violence, to protect and support victims, to promote gender equality and to combat discrimination and the impunity of perpetrators.

Five prize winners will share a total award of €75,000 granted by the Prime Minister of France.

A special mention will be conferred on the five runners-up.

The jury will announce the winner on 9 November 2011. The 2011 prize will be presented by the Prime Minister in a formal ceremony in Paris around 10 December 2011.

Last date for submitting the application is **September 16, 2011**

*For more information and details, please see the attachment to this email.

(Call for Applications) FLOW: Funding Leadership and Opportunities for Women

FLOW is a new fund initiated by the Dutch Foreign Ministry to strengthen the rights and opportunities for women and girls worldwide.

FLOW will focus on three priorities: security (including violence against women and UN Resolution 1325), economic empowerment (with an emphasis on food security, land, water and economic rights) and political participation. In these three priorities female leadership is seen as an important instrument.

NGOs that meet the criteria are welcome to apply for a FLOW grant. (Criteria can be found

here: http://www.minbuza.nl/en/Key_Topics/Development_Cooperation/Grant_Programmes/FLOW_Funding_Leadership_and_Opportunities_for_Women/How_to_apply)

The NGOs should “contribute in a result-oriented way to structural poverty reduction in developing countries by promoting equal rights and opportunities for women and girls. The aim of providing grants to such organizations and their programmes is to promote gender equality and the empowerment of women as a building block for structural poverty reduction.”

Organizations can independently submit a grant application or form part of a consortium in a joint application. A consortium-based application should have a lead organization which will be responsible for implementing the proposed project.

Applications have to be submitted by post with copies on paper and on CD-ROM to the Ministry of Foreign Affairs in The Hague, Netherlands. No email or online applications will be accepted. The last date for accepting the applications is **29 July 2011**. Even applications which are postmarked on a date before the application deadline will be considered to be submitted on time, provided they are delivered no later than one week after the deadline has passed. For more information and to download the application form, visit this link: http://www.minbuza.nl/en/Key_Topics/Development_Cooperation/Grant_Programmes/FLOW_Funding_Leadership_and_Opportunities_for_Women.

(Call for Applications) Ibrahim Leadership Fellowships opportunity for young African mid-career professionals

The Mo Ibrahim Foundation offers a range of academic scholarships to support aspiring leaders for the African continent. Candidates from sub-Saharan Africa, who meet the different criteria for each programme, are encouraged to apply for these scholarships.

Ibrahim Leadership Fellowships

The Mo Ibrahim Foundation, in partnership with three of the world's most influential multilateral organisations has launched the Ibrahim Leadership Fellowships programme. Working with the African Development Bank (AfDB), the United Nations Economic Commission for Africa (UNECA), and the World Trade Organization (WTO) the Fellowships Programme will help to prepare the next generation of outstanding African leaders by providing them with unique mentoring opportunities.

Having identified a lack of opportunities for aspiring leaders across Africa to gain critical experience at the highest levels of multilateral organisations, the Mo Ibrahim Foundation has worked with these partners to create the Fellowships. The AfDB, UNECA, and WTO will each host an Ibrahim Fellow in their executive offices. The expectation is that Ibrahim Fellows will go on to play a major role in the governance and development of the African continent.

Ibrahim Leadership Fellows will be selected by the institutions in conjunction with the Mo Ibrahim Foundation and will take part in a 12 month fellowship with one of the participating organisations.

Eligibility

The applicants for these fellowships must be young professionals, mid-career and new executives under the age of forty, or forty-five for women with children. The Fellows will be nationals of an African country with 7-10 years of relevant work experience and a Master's Degree. They will support the work of the institution to further promote the economic development of the continent.

Application Procedure

Candidates interested in applying for Ibrahim Leadership Fellowships with AfDB, UNECA or WTO will have to submit their applications directly to the desired organization.

The deadline for applications is **July 31, 2011**.

For more information, visit this

link: <http://www.moibrahimfoundation.org/en/scholarship/scholarships/scholarship-opportunities/ibrahim-leadership-fellowships.html>

(Call for Applications) Global Change Leaders: Certificate Program for Emerging Women Leaders from the Global South

Global Change Leaders program is a new 20-week certificate program that will be offered by the International Centre for women's Leadership at the Coady International Institute in Nova Scotia, Canada.

The Global Change Leaders program is targeted at emerging women leaders from the global south who are working in the development field. These are women who have at least two years of demonstrated leadership qualities and are outstanding in the work that they do in their organizations and communities. They have tremendous potential to develop into strong leaders and to have great impact through the development work they are doing.

The 20-week program will offer them an opportunity to strengthen and enhance their leadership skills through a 10-week leadership development program facilitated by experienced faculty at the Coady International Institute, a 10-week placement in an international organization aligned with their work, and an opportunity to receive mentoring from selected established women leaders from around the world. On-campus education will begin in January, 2012. The program will provide financial support to selected participants.

The Institute would like to seek your help in identifying outstanding emerging women leaders from your programs, organizations and community partners in the global south. Please encourage these women to apply as soon as possible, or send them a recommendation for an emerging leader that you know of so that they can contact them directly. Places are limited and it will be highly competitive.

Last date to apply: **1 September 2011**

The program qualification requirements, application form, reference forms and FAQs are available at this link: <http://www.coady.stfx.ca/women/change-leaders>.

(Resource): Organizational Chart

What is an organizational chart?

An organizational chart is a diagram that illustrates the structure of an organization and the relationships between varying positions and employment levels.

Why is an organizational chart important?

An organizational chart—a visual map-- is an important management tool; it helps managers to see who their employees are, where their positions lie in the greater scheme of the organization, and any patterns that might exist between them. An organizational chart can become even more useful when it lists the skills of each individual (and thus each position), which allows the managers to discern what gaps would need to be filled should an employee leave, and to create internal teams based on matching or complementary skill sets.

“Organizational charts provide the greatest value when used as a framework for managing change and communicating current organizational structure. When fully utilized, org charts allow managers to make decisions about resources, provide a framework for managing change and communicate operational information across the organization.” [1]

**Because an organizational chart only reflects formal relationships, it does have limitations. We recognize that many of your organizations have important informal relationships that are equally as important to acknowledge, if not track and map.*

To see an example of an organizational chart, click here: <http://www.coady.stfx.ca/women/change-leaders>.

**Please do not be overwhelmed by this example; we recognize that many of your organizations are small and do not have the staff to support this type of structure. Do not worry: the point is to create an organizational chart that reflects your organization so that you can use it to your benefit.*

To download a template to create an organizational chart, click here: <http://office.microsoft.com/en-us/templates/basic-organization-chart-TC010085481.aspx>

(Resource): Internal Communication

An organizational chart facilitates *internal communication*, another pillar of strong organizational structure. Having a visual of the big picture makes communication within the organization easier.

Sharing the organizational chart with the whole organization is an important way to communicate valuable organizational information and also to communicate organizational values of inclusion and participation.

More specifically and more practically, an organizational chart allows each member to see and understand what other members do, what skills they have, and, in turn, what ways they might partner and/or share resources and information; a lack of understanding of the organization as a whole limits communication, learning, reflection, and adaptation.

But communication goes far beyond the use of an organizational chart. Communication, both internally and externally, is directly linked with an organization's long-term success. To read about organizational communication, and to learn how to improve your organization's communication skills, visit this link: <http://managementhelp.org/organizationalcommunications/internal.htm#anchor467829>.

**Keep in mind that not all of this information applies to you, so feel free to pick and choose and adapt information as necessary.*

For another article on improving internal communication, visit this link: <http://www.charityvillage.com/cv/archive/acov/acov11/acov1133.asp>.

(Resource): Job Descriptions

Creating and documenting job descriptions is an important ingredient to sound organizational structure. We understand that many small organizations function without formalized versions, but we believe that there are many benefits to developing them.

What is a job description?

This is a simple question with a simple answer. A job description is a document that describes the responsibilities and duties of an employee. This description enables an employee to understand where his/her job begins and ends, and exactly what kinds of activities and skills are required of the position.

What is the purpose of a job description?

Source: <http://www.humanresources.hrvinet.com/purpose-of-job-description/>

A job description is a form of communication that serves as an agreement between manager and team-member about the work that the team-member is expected to perform. As such, a job description clarifies expectations and standards.

Purpose of job description for employee

An employee uses a position description:

- * For understanding and establishing training objectives and developmental goals / objects.
- * As a tool to understand his/her area of responsibility.
- * For understanding new assignments and/or working conditions
- * As a jump start for recommending improvement to work

Purpose of job description for supervisor or manager

A supervisor or manager uses position descriptions:

- * Introduce new employees to their positions
- * To clearly delineate work assignments and detect overlaps or gaps in those assignments
- * As tools to manage their organizations
- * Basis for developing performance plans
- * Assist employees to acquire a greater understanding of their assigned duties
- * Reassign and/or fix functions and responsibilities of their assigned organization
- * Evaluate work performance
- * Assist in hiring and placing employees in positions for which they are best suited
- * Improve work-flow and technical for work accomplishment
- * Make decisions concerning reorganizations / realignments / reductions in force

To read more about job descriptions, and to access resource to help you write job descriptions, click here: <http://www.humanresources.hrvinet.com/purpose-of-job-description/>.

Be sure to scroll down to **Related Documents** at the bottom of the page to access

additional resources.

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 newletter@firelightfoundation.org.