Appendix 1

List of participants of organisational self assessment and capacity building action plan workshops for FLAT

	Name	Designation
1.	Juliana Bwire	Director/board member
2.	Steven Fungo	Program Coordinator/board member
3.	Joyce Maiga	Gender officer
4.	Cuthbert Fungo	Training and Field Supervisor
5.	Grant Hosea	Field officer
6.	Manento Kitururu	Volunteer
7.	Mathias Peter	Volunteer (Group leader)
8.	Mbelwa Gabagambi	Facilitator

Appendix 2 Action plan for the project

ACTION PLAN FOR THE CAPACITY BUILDING PROJECT FOR FLAT

	2003			2004												2005
	SEP	NOV	DEC	JAN	FEB	MAR	APRL	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN
Introducing myself to FLAT	■	■														
Discussing the project with FLAT			■													
Facilitating the Organisation Self Assessment				■												
Preparing the first progress report				■	■											
Submission of the first report						■	■									
Facilitating to develop the CBAP					■											
Preparing the questionnaire							■	■								
Preparing and submission of the 2nd progress report							■	■								
Administering the questionnaire									■							
Workshop for the OD intervention										■	■	■	■	■	■	■
Data analysis and interpretation									■	■						
Project Report writing (Draft)										■	■	■				
Sharing the draft report with FLAT												■				
Production and submission of the final Project Report												■	■			

Appendix 3:
Management Assessment Tool (MAT)

1.0 STRATEGIC VISION

1.1 Organizational Vision and Values	No vision of desirable society being sought. No one in the organization is clear about basic principles generally associated with NGOs such as not-for-profit, non-partisanism, volunteerism, not self-serving, and shared commitment and values. Work reflects no consistent value base.	Vague idea of society desired. Nothing written down. Leader of organization is clear about what the organization is trying to achieve and values which generally reflect basic NGO principles. Work generally reflects these values, some of the time.	Some staff have a clear vision of the desired situation. Some staff can articulate the organization's values which are consistent with basic NGO principles. Daily work and major decisions generally reflect these values.	Clear vision held by all staff. Written statement clear. All staff are able to clearly and consistently articulate the values of the organization consistent with basic NGO principles. The design of project activities and the daily work of the staff consistently reflect these values.
1.2 Mission Statement	No one is clear about the mission of the organization.	Leader is clear about the mission of the organization.	Key staff were involved in defining the mission of the organization and are able to clearly and consistently explain it to others.	A clear written mission statement exists which all staff participated in writing, agree on, and are able to explain. The statement is displayed in a place that all staff and visitors can easily see. The mission statement is periodically reviewed and revised as necessary.

1.3 Long-range Goals	The organization has no long-range goals; planning and activities are day to day.	The organization has general long-range goals. However, these goals may be vague or just a list of activities. Goals set by leader with little in any input from other staff.	The organization has long-range goals stated in terms of impact which are consistent with the vision, values and mission of the organization. Senior staff were actively involved in formulating these goals. Senior staff are able to clearly articulate these goals.	The organization has clear, focused, realistic and time-bound written long-range goals which are consistent with the vision, values and mission of the organization. All staff were involved in formulating these goals. All staff are able to clearly articulate these goals.
1.4 Target Groups and Constituency	No clear target group or little if any attempt to reach their stated target group.	Has a stated target group however program activities are only loosely connected to the needs of this target group. Actual beneficiaries often inconsistent with stated target group.	Criteria and procedures in place for identifying target group members. Needs of the defined target group are clearly defined. Activities of the organization are clearly designed to address the identified needs. The majority of the actual beneficiaries match the stated target group.	Clear criteria and procedures in place for identifying target group members; organization constantly monitors target group selection. Needs have been identified with the defined target group. Organization is constantly and consciously refining program activities to more effectively address these needs. Actual beneficiaries consistently match the stated target group,

1.5 Program Development and Design	No clear program design. Activities managed on a project-by-project basis and are largely donor or leader driven.	Programs are generally developed within a framework of long-range goals. Senior management takes primary responsibility for designing programs, sometimes in consultation with potential donors. Beneficiaries involved only as recipients of a program's activities.	New programs are generally consistent with the organization's vision, values, mission and long-range goals, and reflect reasonable attempts to meet the needs of the defined target group. Some attempt made in involve project staff in the design of new programs. Beneficiaries are consulted in developing program strategies.	All new programs are consistent with the organization's vision, values, mission and stated long-range goals. Program development and design are clearly directed at addressing the needs of the defined target group. Senior management and project staff work together in deciding on program priorities and designing programs. Beneficiaries are active partners in program development and design.

2.0   PROJECT DESIGN AND MANAGEMENT

2.1 Problem Identification and Needs Assessment	Problem identification and needs assessment reflects NGO and/or donor perceptions and priorities. No attempt made to involve potential beneficiaries in this process. Project activities are primarily defined by donors or in response to available funding.	Problem identification and needs assessment is based on a few informal contacts with potential beneficiaries.	Problem identification and needs assessment is based on informal communication with beneficiary group. Fair understanding of needs and attempt at mobilizing participation.	Problem identification and needs assessment is based on a structured participatory needs assessment conducted with beneficiary group.

2.2 Project Planning	No project objectives defined.	Individual project activities are usually consistent with long range goals and overall program strategies. Management staff design activities and set objectives. Project objectives tend to be focused on the activities of the organization. Little consideration given to available financial or staff resources.	New projects are generally consistent with long range goals and overall program design, and make some attempt to respond to the problems and needs identified by the defined target group. Project staff design and understand project activities, and are involved in setting project objectives. Some project objectives reflect anticipated results from the perspective of the defined target group. Clear,objectives defined which realistically reflect available staff and financial resources. Project design is technically sound and appropriate to the situation of the intended beneficiaries.	New projects are consistent with long range goals and overall program design, and clearly reflect attempts to respond to needs identified by the defined target group. Project staff work together with beneficiaries in designing project activities and setting project objectives. Project objectives reflect anticipated results from the perspective of the defined target group. Project objectives are consistent with internal, external and community resources and time. Alternative strategies considered and innovative approaches developed.

2.3 Work Planning	No work plans prepared.	Work plans developed but not followed.	Specific tasks for carrying out activities clearly defined, and developed with and understood by all project staff however plans are often overly ambitious and difficult to implement. Plans are reviewed only infrequently, if at all.	Specific tasks for carrying out activities clearly defined, and developed with and understood by all project staff. Plans are reviewed and updated on a regular basis to respond to changing circumstances. Realistic deadlines established for all tasks. Responsibilities for tasks clearly identified. Work plans consistent with available resources (staff, funding, beneficiary capacity, etc.).
2.4 Implementation	Work being done but not according to any plan. No beneficiary participation in implementation.	Only upper management following plan – staff taking orders from management. Frequent difficulties encountered in implementing plans. Some beneficiary participation elicited.	Project staff implement work plans to achieve quality and timely progress towards meeting objectives. Significant beneficiary participation in implementation.	Staff able to independently follow through on work plans to achieve project objectives. Beneficiaries fully involved in implementation.

| 2.6 Monitoring | No outputs defined or targets set for activities. Staff unaware of the need to monitor activities.

Activities not being monitored. Staff work without guidance or understanding of the rationale for activities. | Monitoring indicators may have been identified however little effort made to systematically collect information on these indicators.

Senior management define indicators and monitor progress; staff only respond to management orders.

Little initiative taken by staff to improve their own work. | Procedures in place for routinely collecting basic monitoring information on all project activities.

Project staff actively involved in defining monitoring indicators and targets. Activities being monitored regularly by all staff.

Staff take initiative to address problems encountered in implementing the activities for which they are responsible. | Monitoring information collected and analyzed on an on-going basis. Staff prepare regular, clear monitoring reports on activities.

Project staff work together with beneficiaries in defining monitoring indicators and targets.

Project staff work together with beneficiaries to use monitoring information to improve the effectiveness of activities. |
|---|---|---|---|---|
| 2.6 Evaluation | Little thought given to assessing progress in achieving the goals and objectives of the program or individual projects.

Organization doesn't value learning from experience. | Organization understands the importance of evaluation but does not evaluate performance.

Little or no learning from past work shared within the organization. | Senior management evaluates projects on an irregular basis. Staff participate only in response to management orders.

Written reports may be prepared but are rarely used in bringing about improvements. | All staff involved in regularly evaluating program performance. Community input is also actively sought.

Comprehensive evaluation reports are prepared and are used to guide improvements in strategies and activities. |
| 2.7 Gender | Little or no thought given to gender issues in project design or implementation. | Organization claims to address gender issues however this is not reflected in the design of program activities. | Program design and implementation consistently reflects concern with gender issues. | Gender analysis carried out as part of the needs assessment process. Program activities seriously attempt to address gender issues with some success. |

2.8 Cost-effectiveness	No concern about the quality or quantity of program activities.	Organization places more emphasis on increasing the quantity rather than the quality of activities.	Organization is aware of the need to improve program quality and is trying to make improvements with at some success.	Organization is aware and constantly working to improve quality and cost-effectiveness before increasing the quantity of activities. Changes implemented reflect success.
2.9 Project Sustainabilit y	Organization shows no interest in ensuring project sustainability. No on-going support to past projects. Sustainability of natural resources not taken into consideration in the design of projects.	Organization is aware of the need for sustainability however the focus is on the financial sustainability of the organization. Little interest shown in the sustainability of project activities. No consideration given to the strengthening of community management as a means of sustaining activities at the community level. Environmental concerns are considered occasionally but usually dismissed.	Attempts to address questions of project sustainability are reflected in project design, execution and follow-up. Community management incorporated into sustainability strategies. Environmental issues are part of all project designs but given low priority.	Project results are clearly sustainable even when external inputs come to an end. Management and control of activities have been transferred to communities with some success. Protection of the environment is given serious attention in the design of projects.

3.0 MANAGEMENT PRACTICES

3.1 Governance and Structure

1. By-laws	Organization has no clear idea what by-laws are.	Organization knows what by-laws are and why they are needed but does not have written by-laws.	Organization has basic written by-laws which need improvement.	Organization has appropriate written by-laws. By-laws are consistently applied to run the organization.
2. Government Registration	Organization is only aware that it needs to register with the government.	Organization knows how and where to register.	Organization has applied for registration.	Organization is registered and consistently complies with registration and reporting requirements.
3. Boards (Advisory/Governing)	Organization is not aware of Advisory Boards and Boards of Directors, or their necessity.	Organization is aware of Advisory Boards and Boards of Directors and their necessity however does not yet have a board.	The organization has an Advisory Board which is providing some guidance and support; or has established a Board of Directors however the board is either not very active or has an unclear role.	The organization has a functioning governing body (i.e., Board of Directors) with an appropriate balance of skills and experience to be able to assist the organization (e.g., finance, personnel, fund-raising, program). Roles and responsibilities of the governing board are clear and agreed upon.

4. Organizational Structure	No apparent structure.	The organization has a structure which may be written down.	Clear structure with organigram showing lines of responsibility and communica-tion, but not completely appropriate to the needs of the organization.	Clear structure with organigram showing clear lines of responsibility and communication, which reflects the needs and major activities of the organization.
	Work is blocked by lack of clarity in roles and responsibilities. Staff often feel they are asked to do things that are not their job.	Staff are confused about structure and understand the organigram to show lines of power rather than lines of responsibility and communication. Work is sometimes impeded due to lack of clarity in lines of responsibility and communication.	Occasional difficulties arise from unclear lines of responsibility and communication.	Staff understand their roles, responsibilities and position within the structure. Clear lines of responsibility and communication facilitate the smooth functioning of the organization.

3.2   Leadership

Organizational Leadership	Either indecisive or autocratic, fails to give a clear sense of direction to the organization, or frightens and discourages staff.	Leader's communication and action generally support organization's purpose but at times inconsistent (e.g., top down leadership in an organization implementing participatory community development).	Leader's communication and actions support the goals of the organization.	Leader gives a clear sense of purpose and direction to the organization, is respected and admired, and motivates staff.
		Leadership making some effort to develop and clarify purpose for the other staff.	Leadership making visible effort to clarify and communicate purpose through meetings, discussions and workshops.	Leadership able to gain staff agreement on organizational purpose.

3.3   Decision Making

1. Participation	Leader doesn't value participation and team building, has no confidence in staff, does not listen, is autocratic, makes decisions alone, a lot of secrecy.	Leader values only some staff. Demonstrates belief that most people cannot be trusted with information or to make decisions for the good of the organization.	Leader values and tries to encourage participation, however not consistently. Information sharing is selective and decisions are sometimes made before asking for input.	Leader demonstrates value of people and staff by listening and being open to ideas. Information is shared with staff in the belief that they can assist in making good decisions. Staff encourage/support each other, and are committed to a team approach to decision making, planning and problem solving. There is transparency, full staff participation, and a sense of ownership.
2. Delegation	Leader/supervisors do everything themselves, take all the credit, fearful of losing control, too busy doing their own things to manage staff.	Leader/supervisors delegate tasks by command but do not give enough authority for them to be carried out. Staff told how to do the task but not the reason.	Leader/supervisors delegate tasks. Enough authority is delegated to achieve the task and staff decisions are generally supported. Staff know how to carry out the task and understand how the task relates to overall plans.	Leader/supervisors clearly delegate appropriate levels of responsibility and authority to staff, and staff decisions are supported. Staff take responsiblility for, and have the capacity to, develop tasks to carry out assigned activities.

3. Meetings	No meetings.	Irregular meetings, no clear purpose or agenda for meetings which are held. Lots of talking but decisions are not made nor issues resolved. Most staff resent and/or are bored by meetings.	Regular meetings, with purpose and agenda, Issues are raised and discussed, decisions are generally made but not always followed up on Only some staff participate in discussion.	Regular meetings, clear purpose and agenda, issues are raised and discussed freely and openly. Decisions are made and documented, plans developed and followed up on. Everyone participates in discussions. Staff take responsibility for their own meetings and actively work to make them better.
4. Problem Solving	Problems generally ignored.	Leader attempts to fix some problems, however little attempt made to understand underlying causes of problems.	Management identifying and finding solutions to problems. Staff makes changes only when told.	Entire staff engaged in identifying problems and finding solutions.
3.4 Organizational Culture			

1. Internal Communic ations	No communication among staff or between departments. Staff receive information too late or not at all.	No formal communication among staff or departments. Some informal communication or one-on-one meetings. Staff often receive information too late to be of use.	Some formal communication among staff and departments. Staff generally receive information on time.	Formal, regular communications among staff and departments. Relevant information received on time. Coordination issues addressed as part of doing work.
2. Creativ ity/Innovati on	Staff show little interest in finding ways to improve their work. Organization does not encourage creative thinking.	Some staff show interest in finding ways to improve their work. The organization does not consistently encourage creativity or innovation.	Many staff show interest in finding ways to improve their work. Organization encourages creativity and initiative however does not know how to plan or follow up on it effectively.	All staff actively looking for ways to improve their work. Organization consistently encourages, rewards, and follows up on creative or innovative initiatives.
3. Gender	No consideration given to gender issues in organizational policies, staffing decisions or management.	Organization says they are addressing gender issues however this is not reflected in policies or actions.	Organizational policies and management practices reflect concern for gender issues.	Organizational policies and management practices reflect serious attempt to address gender issues with some success.

4. Conflict Resolution	There are a lot of major conflicts which do not get resolved and tend to get worse. Conflict is a major block to getting work done. Staff think about various conflicts, not about work. Problems are not acknowledged and no attempt is made to resolve them.	Some staff complaints, but organization's work is not severely affected. Attempts are sometimes made to solve conflicts but without tackling the root causes.	Differences of opinion rarely become conflict. Very few staff complaints. Organization attempts to deal with the root causes of conflict, but not consistently.	Differences of opinion do not become conflict. Very few staff complaints. Organization is aware of a variety of conflict resolution methods. Time spent coming to agreements and promoting the team seen as promoting the work of the organization.

3.5 Information Systems and Reporting

1. Information Systems	No systematic procedures for gathering information on program or organizational activities.	Some systems in place for collecting information however information collection is erratic. Available information is rarely used in making decisions.	Basic systems in place for gathering information on key program and organizational activities. Some analysis and use of information in making decisions.	Comprehensive systems in place for collecting, analyzing and disseminating appropriate information from both internal and external sources. Information routinely used in making decisions.
2. Reporting	Never writes reports.	Reports written but lack relevant, understandable information.	Reports contain relevant information but are not timely, or are not presented in the best possible way.	Timely, relevant, informative, and interesting reports written and submitted to relevant parties.

4.0 HUMAN RESOURCE MANAGEMENT

4.1 Human Resource Planning

1. Staff Resources	Staff lack most of the skills necessary to do their jobs.	Staff have the basic skills necessary to do their jobs.	Staff have appropriate skills to do their jobs well.	Staff have high level of skills to do their current jobs, and to assess and improve their work.
	Many important organizational tasks are not being done by anyone.	Staff are available to carry out most important organizational tasks however implementation of plans often constrained by lack of staff resources.	Staffing levels are appropriate for the work that has been planned – neither too many nor too few.	Staffing levels are regularly reviewed and adjusted as necessary to reflect changes in organizational needs.
2. Staff Developme nt	Staff show no interest in developing their own skills.	Staff express some interest in developing their skills, but take no initiative to do so.	Staff demonstrate an active interest in developing their skills.	Staff devote personal time and effo to developing their skills.
	The organization demonstrates little understanding of the importance of continuing staff development.	The organization demonstrates some understanding of the importance of staff development.	The organization demonstrates clear understanding of the importance of staff development.	The organization places a high valu and priority on continuing staff development.
	The organization has no plans or strategies for developing staff.	The organization has no formal plans or strategies for staff development.	The organization has developed staff development plans and strategies but has trouble following them.	The organization has staff development plans and strategies which are clearly linked to organizational plans and the trainin needs of individual staff members.
	No opportunities for staff development are provided.	Some staff have access to staff development opportunities but these are not always appropriate.	Despite the lack of clear plans, the organization takes advantage of available opportunities appropriately.	These plans are being conscientiously implemented.

4.2   Staff Management

1. Job Descriptions	No written job descriptions. Staff are confused about roles and responsibilities, unclear tasks. This confusion is a block to getting work done.	No formal job descriptions, or job descriptions incomplete, only in English and not working documents. Some understanding of roles and responsibilities. Routine work is carried out with no major problems.	Job descriptions are written in Khmer and adequate. Roles and responsibilities are clear and generally followed. Individuals take responsibility for carrying out their allotted tasks.	Written job descriptions are periodically reviewed and updated to reflect changes in roles and responsibilities. Roles and responsibilities are clear and consistently carried out. Staff are flexible in taking on additional responsibilities in response to changes in circumstances.
2. Supervision	No supervision. Staff left to work independently with very little guidance, monitoring or support. Leader often unaware of who is doing what.	Some supervision but supervisors seem more concerned with control than support. Staff reluctant to raise problems with supervisors.	Supervisors occasionally provide guidance, advice and support. Staff sometimes willing to raise problems with supervisors, and supervisors raise these issues with top management as necessary.	Work is monitored on a regular basis through meetings, direct observation in the field and reports. Supervisors consistently provide appropriate guidance, advice, and support. Problems are regularly raised, discussed, resolved and new plans made at all levels.

3. Feedback	No feedback or feedback is limited to criticism. Staff do not know when they are doing good work or how they need to change to do work more effectively.	Some feedback however not always constructive. Feedback rarely effective in reinforcing good work or stimulating necessary changes.	Feedback is provided on a regular basis which is generally constructive, objective and timely. From the feedback, staff know when they are doing good work and how they could work more effectively.	Staff give and receive constructive feedback which results in positive behavior changes.
4.3 Personnel Policies	No formal personnel policies are place; the organization does not recognize the need for such policies. Personnel decisions made on an ad hoc basis, inconsistently, and sometimes unfairly.	The organization understands the need for developing personnel policies, but does not have anything in writing. Existing informal policies are not consistently applied.	The organization has developed written personnel policies which address most personnel issues in a fair and reasonable manner. Policies are being applied fairly consistently and respected by all employees, including the leader.	The organization has developed written personnel policies which reflect the organization's values and support the organization's purposes. Procedures in place for regular review and revisions. Policies are consistently applied.

5.0	ADMINISTRATIVE MANAGEMENT			
5.1	**General Office System**			
1. Office Visibility	No clear address; very difficult to find office. No mailing address; nobody knows how to reach.	Have address but hard to locate. Has mailing address but difficult to contact.	Office is clearly and appropriately identified. Office hours are posted. Has reliable mailing address which everybody knows.	Office is clearly and appropriately identified. Office hourse are posted. Mailing and other contact information publicized through NGO directories.
2. Files	No files maintained, just stack of papers.	Have files but no clear order.	Copies kept of all outgoing and incoming communication. Systematic filing system in place, files are labeled in some fashion. Responsibility for maintaining files clearly defined. Often difficult for staff to locate needed information in the files.	Copies kept of in/out communications and correspondence log maintained. Systematic central filing system is routinely maintained and reviewed regularly. Critical or sensitive documents are properly stored. Necessary files are easily accessible to staff. Information is readily available, easy and quick to get to.
3. Maintenance of office and equipment	No maintenance, many things broken, office a mess.	Maintenance on an ad hoc basis.	Office maintenance the responsibility of administration staff only. System in place for maintaining equipment but not consistently followed.	Entire staff takes responsibility for office maintenance. Everything works and is regularly serviced, things repaired ASAP, and office is clean and organized.
5.2 Internal Control Procedures				

1. **Proc urem ent Proce dures**	No procedures.	Some procedures exist but not followed.	Organization has clear procedures for authorizing procurement of goods and services. Quotations required from more than one source for purchases over a specified amount. Procedures generally followed.	Organization has clear procedures for authorizing procurement of goods and services. Quotations required from more than one source for purchases over a specified amount. Procedures consistently followed.
2Inventory and Stock Control	No inventory or stock control system.	Some items listed on an inventory log. Stock control system in place but items not always available when needed or else items go missing.	All items are listed and labeled as required. Stock control system in place but heavily bureaucratic.	All items listed with appropriate identifying information, current location. Inventory list routinely updated and verified. Stock control system runs smoothly.
3. Travel and Transport	No policy, use of transport abused.	Policy exists, but applied on an ad hoc basis.	Policies written down but not always respected; policies may not be entirely appropriate.	Appropriate written policies on travel and transport in place. All staff understand and respect these policies.

6.0 FINANCIAL MANAGEMENT

6.1 Accounting

1. **Bookke eping**	No one is responsible for bookkeeping. No proper records are kept of financial transactions.	Several staff are involved in handling bookkeeping. Transactions not recorded in cashbook on a current basis.	One person designated to handle bookkeeping. Transactions recorded reasonably and accurately however are not consistently recorded on a current basis.	One person designated to handle bookkeeping. Transactions recorded in each register accurately, and on a curren basis. Accounting system includes cash control ledger, cost allocations, cumulative income and expense statement, and cash, bank and fund reconcilations.
2. **Supporting Documenta tion**	No supporting documents for transactions.	Some transactions are supported by vouchers however no receipts are attached. Some transactions have receipts however no vouchers are prepared.	Most transactions supported by vouchers with appropriate supporting documentation attached.	All transactions supported by vouchers with appropriate supporting documentation attached

3. **Cash Management**	No cash box or safe. No bank account. No cash reconcilations conducted. Several staff handling money.	Has cash box or safe. Has bank account. Cash/bank reconciliations conducted but not regularly. Responsibility for handling cash clearly defined. No estimates prepared of cash needs for activities for the next period. Cash on hand often excessive.	Has cash box or safe. Has bank account. Cash/bank reconciliations conducted regularly (at least monthly). Responsibility for handling cash clearly defined. No formal estimates prepared of cash needs for activities for the next period however cash-on-hand is generally consistent with needs.	Has cash box or safe. Has bank account. Cash/bank reconcilations conducte regularly (at least monthly). Responsibility for handling cash clearly defined. Prepares cash planning worksheet for activities for the next period. N excessive cash kept on hand.
6.2 Financial Management				
1. **Financial Policies and Procedures**	No set financial policies or procedures.	Some financial policies and procedures have been defined however are not put into practice.	Financial policies and procedures are in place but not consistently followed.	Written financial policies and procedures have been developed ar are consistently used to ensure the security and proper use of funds, and accurate and timely reporting t donors and other relevant entities.

2. Financial Reporting	No reports prepared.	Reports are occasionally prepared.	Regular, reasonable and accurate financial reports are prepared.	Reports done accurately and on a timely basis (monthly, quarterly, etc.).
	No one in the organization knows the real financial position of the organization.	Available reports are of no help in managing the organization or projects.	Senior management has reasonably accurate and timely information on the financial state of the organization. Project managers have reasonably accurate and timely information on the financial status of their projects.	Senior management and project managers have complete, accurate and timely information on the financial state of the organization.
	Unable to inform funders how money was used.	Reports to funders are not prepared in a timely manner.	Reports to funders usually submitted on time.	Reports to funders consistently submitted on time.
3. Budgeting and Budget Management	No project budgets. No organizational budget.	Project and organizational budgets prepared however no attention is paid to these in making spending decisions.	Project and organizational budgets are prepared. Expenses are compared with the budget however no action is taken when problems are identified.	Project and organizational budgets prepared. Expenses are compared with the budget regularly and used to make decisions on proposed expenses. Action taken to address any problems which arise.

7.0   EXTERNAL RELATIONS

7.1   Networking and Strategic Partnering

1. Contacts with other NGOs (Local and International)	Demonstrates no understanding of the importance of making contacts with other NGOs.	Demonstrates some understanding of the importance of making NGO contacts	Demonstrates understanding of the importance of making contacts within the local and international NGO community.	Demonstrates clear understanding of the importance of making contacts with other NGOs.
		Can provide no examples of coordination or partnership with international and local NGOs except for donor.	Participates in regular meetings or makes regular contact with other NGO representatives primarily for information sharing.	Participates in regular meetings or makes regular contact with other NGO representatives on issues of common concern.
		Demonstrates little knowledge of other NGOs working in their region or sector.	Demonstrates some knowledge of the work of other NGOs working in their region or sector.	Cooperates with other NGOs working in their region or sector.
				Organizes and leads regular meetings with other NGOs.

2. Contacts with Government	Demonstrates no understanding of the importance of building contacts with local or national government.	Demonstrates some understanding of the importance of building government contacts Can provide no practical examples of coordination or partnership with local or national government ministries or representatives. Demonstrates little knowledge of what local government is doing in their region or sector.	Demonstrates understanding of the importance of building contacts with local and national government. Participates in regular meetings or makes regular contact with government representatives. Demonstrates knowledge of the work of the government departments implement-ing activities in their region or programmatic area.	Demonstrates clear understanding of the importance of building contacts with local and national government. Participates in regular meetings or makes regular contact with government representatives to coordinate activities or provide input on government programs. Collaborates with government in project delivery, shares human and physical resources.
3. Contacts with Technical Community	Demonstrates no understanding of the importance of building contacts with the technical community (e.g., agricultural experts, health experts, technical institutes such as IRRI, etc.)	Demonstrates some understanding of the importance of building contacts with the technical community. Has difficulty in determining technical assistance needs and seeking outside advice.	Demonstrates understanding of the importance of building contacts with the technical community. Is able to determine some needs and find some technical expertise when needed. Participates in meetings and occasionally initiates contact.	Demonstrates clear understanding of the importance of building contacts with the technical community. Is able to determine own needs and initiate contact with technical experts. Participates in meetings or makes contact with experts on a regular basis. Organizes seminars with technical experts for itself and other NGOs and development agencies.

7.2 Advocacy

Advocacy	Demonstrates no interest in or understanding of the importance of advocacy.	Demonstrates some understanding of the potential role of the organization in advocacy. Can provide no practical examples of advocacy work at any level.	Demonstrates understanding of the importance of advocacy and can articulate the organization's position on policy issues. Participates in meetings with government representatives to pursue their advocacy goals.	Advocacy is clearly identified as a part of the organization's mandate and organization's position on policy issues is clearly articulated. Participates in regular meetings, initiates regular contact with government representatives to pursue their advocacy goals.

7.3   Fundraising and Financial Sustainability

1. Fundraising	Organization has no one responsible for fundraising and shows no interest in pursuing other sources of funding.	Understands the importance of fundraising however doesn't know how to do it.	Organization devotes staff time to fundraising, and has been able to secure funding from more than one source.	Organization has a clear strategy for raising funds and devotes adequate staff time to implementing this strategy. Funding secured from a variety of different sources.

2. Donor Fundraising and Relations	Demonstrates no understanding of the importance of building contacts with donors.	Demonstrates some understanding of the importance of building contacts with donors. Can provide no practical examples of coordination or partnership with donors.	Demonstrates understanding of the importance of building contacts with donors. Demonstrates knowledge of donors and trends in donor funding. Regularly makes contact and meets with current and potential donors. Maintains positive working relationship with donors and usually complies with donor reporting requirements in a timely manner.	Demonstrates clear understanding of the importance of building and maintaining good relationships with donors. Follows strategy to initiate contacts and meet with potential donors on a regular basis. Demonstrates knowledge of donors and trends in funding. Maintains up to date information base on potential donors. Maintains effective working relationship with donors and consistently complies with donor reporting requirements in a timely manner.
3 Other Fundraising	Organization has never considered fundraising from sources other than donors.	Organization has considered non-donor fundraising strategies but has no clear ideas about how to do this.	Organization able to mobilize some contributions from other sources.	Organization has a clear strategy for raising funds from sources other than donors, and is quite successful in mobilizing these other resources.
4. Beneficiary Contributions	Organization has taken no steps towards mobilizing contributions from beneficiaries.	Organization understands the importance of having beneficiaries contribute to activities and has made some effort to mobilize contributions to project activities (material, financial, labor, etc.).	Mobilizing beneficiary contributions to project activities are build into the design of activities.	Beneficiaries not only make substantial contributions of resources, they also take active part in making decisions on how local resources are raised and used.

Po Box 80192
DAR ES SALAAM

29 September, 2003

EXECUTIVE DIRECTOR
FAMILY LIFE ACTION TRUST (FLAT)
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RE: PROVIDING TECHNICAL ASSISTANCE TO YOUR ORGANSIATION
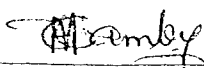
The caption above is concerned.

I am a student at the Open University of Tanzania in for the Community Economic Development Masters Programme. I have joined the 2003/2004 programme that began in September 2003. As one of the requirement for the course, I am supposed to work with one local organisation and provide free technical assistance in addressing the organisation capacity building areas in order to increase the organisation's effectiveness. The assistance may involve some training, advice and general sharing of experiences depending on both the organisation needs and my capacity/competence in the specific issues of concern.

I acquired a Bachelor of Science degree in Animal science from Sokoine University of Agriculture and a certificate of Facilitating Organisation Development (FOD) from East African Support Unit for NGOs. I have an experience of two years working in as a facilitator of capacity building for NGOs at the grass root level.

I have heard of your organisation and admired to work with in accomplishing both the organisation objectives and my studies requirements. I therefore request you to allow me to work with your organisation at this end.

Accepting my request also means FLAT's commitment in accepting my facilitation and involvement in the organisation's issues as one of the resource person in your organisation's technical team. I will be available in case you need some other discussion before you make the final decision concerning this request.

Yours truly,

Mbelwa Gabagambi
MSc CED Student
Open University of Tanzania
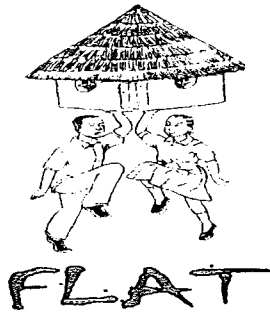
Family Life Action Trust (FLAT)

P.O. Box 34056 Dar es Salaam, Tanzania.
Kijitonyama Block 44, Plot no 308
Nearest to Kijitonyama Primary school
Cell: +255 744 537 880/ +255 741 608 798
Email: flatinfo@netscape.net

Ref: FLAT/027/03

MBELWA GABAGAMBI,   06th October 2003
P. O. BOX 80192,
DAR ES SALAAM.

Dear Sir,
RE: PROVIDING TECHNICAL ASSITANCE TO FLAT

The caption above is concerned.

Referring to your letter dated 29th of September 2003 concerning your application for technical provision to FLAT, FLAT has appreciated your interest and agreed your request as we will work together towards the achievement of the desired organization goal.

FLAT management team welcome you for the detail discussion on how we will work together and other terms of agreement.

Yours truly,

JULIANA MWIMA BWIRE
EXECUTIVE DIRECTOR.

"Let's act towards health of the family"