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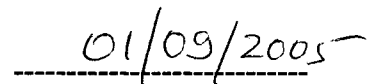(2005)

CAPACITY BUILDING PROCESS
FAMILY LIFE ACTION TRUST (FLAT)

GABAGAMBI MBELWA GODFREY

SUPERVISOR CERTIFICATION

This is to certify that I have gone through the project for Mbelwa Godfrey Gabagambi and found it in a form acceptable for the partial fulfillment of the requirement for the Master's of Science in Community Economic Development of the Southern New Hampshire University and Open University of Tanzania
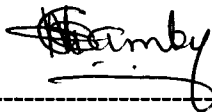
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DECLARATION

I Mbelwa Godfrey Gabagambi declare this dissertation for fulfilment of Master's of Science in Community Economic Development is based on my own effort and solely done by myself unless where quoted for learning purpose. It has not been presented at any University or Institution for similar purpose.

Mbelwa Godfrey Gabagambi

DEDICATION

This project is dedicated to my father Alfred Gabagambi and my mother Eugenia Gabagambi, whose prayers and good wishes have encouraged me to complete this work.

ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CBAP	Capacity Building Action Plan
CBO	Community Based Organisation
CDC	Centre for Disease Control
CED	Community Economic Development
CIDA	Canadian International Development Agency
FLAG	Family Life Action Group
FLAT	Family Life Action Trust
HIV	Human Immunodeficiency Virus
MAT	Management Assessment Tool
NGO	Non-Governmental Organisation
OD	Organisation Development
OSA	Organisation Self Assessment

ABSTRACT

The project was implemented basing on the request presented by the management of Family Life Action Trust, in which the main assignment was capacity building in organisational development for FLAT. The assignment based on assisting FLAT to develop interventions that would help the organization to identify short and long term interventions, and identifying appropriate ways to implement them.

Short tern intervention was developed through an organizational self-assessment, which provided ground for the development of the capacity building action plan (CBAP) for 2004. Long term capacity building interventions were developed. This included helping the organization to develop the organization's core question, which will continue being reflected over a longer period of time.

The analysis conducted revealed that FLAT's members and volunteers have attained the level of education that is enough to make the organisation grow. They however, have less experience in NGO field. The gap between their skills and the work they are doing is big. The main motivation of the staff is experience and desire to contribute in addressing pressing needs of the community. Most of the volunteers' and staff expectations are therefore met.

The organisation has experienced a big staff turn over, resulting from volunteers getting better jobs elsewhere. There is a good attempt to develop good management practices. In addressing this, the organisation is strengthening the Board of Trustees, which appears to be not effective. FLAT's reputation in the community is very good.

In the course of this project, FLAT was facilitated to enter into partnership with Concern Worldwide (Tanzania) to get more capacity building assistance. The organisation was also facilitated to implement fundraising initiatives, which resulted into winning two grants amounting Tsh. 10,000,000. FLAT was also facilitated to implement the CBAP, including the training and general mentoring support.

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CHAPTER ONE

1.0 BACKGROUND OF FLAT

Family Life Action Trust (FLAT) is a youth-led initiative organization founded December 2002 and got registered March 2003. It is currently run by the group of youth volunteers under the supervision of the board of Trustees. It is based in Kijitonyama area

Vision: Secured healthy family for children and youth

Mission: To promote social lifestyle of the family, which facilitate open communication and participation with regard to children and youth.

1.1   FLAT Programmes and Activities

FLAT is currently/ planned to implement the following projects;

a)   **Family Life Action Groups (FLAG)** is project of community-based groups focusing young people under 25 years. The project aims at facilitating open discussion on reproduction health among the group members as they all share their beliefs and feelings regarding the matters arising.   The discussions increase the group members'

awareness on key life skills issues, who then disseminate the same information to their families and the community at large.

b)   **AIDS Action Office** is a supportive office aims at facilitating psychosocial support and dissemination of information to children, youth and parents. The office activities are provision of counselling services, educative materials, and facilitation of weekly discussion series.

c)   **Beyond Awareness Campaign** is a communication project aims at disseminating accurate information and stimulating the discussion on life skills issues and youth challenges through artistic interpretations.

d)   **Gender Desk** aims at raising the awareness of the community regarding gender issues and advocates for the support to the sexually abused victims.

e) **Parent-Child communication forum,** A forum aims at promoting a social lifestyle of the family, which facilitate good parental care for healthy children and youth.

f) **Anti-drug Project,** aim at raising the awareness of the youth on the effect of alcohol and drug abuse, also the role of the family in protecting different kinds of harm resulting from alcohol and drug abuse

g) **A programme on Youth sexuality and Gender:** An eight months programme established under the support from Concern Tanzania (an

Irish international development organisation based in Dublin, Ireland, with a branch in Tanzania, commonly known as Concern)

Table 1: Summary of the basic data for FLAT

CSO	Family Life Action Trust (FLAT)
Status	FLAT is an NGO based in Kinondoni Municipal, founded in 2002 and registered in 2003. It operates in Kijitonyama ward.
Target group	The primary target group is children and youth (under 25 years) and the secondary target group is the parents and other family members
Vision	Secured health family life for children and youth
Mission	To promote health and social life style of family, which facilitates open communication and participation with regard to children and youth
Activities	- Facilitating and supporting family life action groups (FLAGS) - Offering counselling and information on AIDS through the AIDS action office - Offering counselling and information on gender through the Gender Desk - Conducting parent-Child communication forum - Implementing the anti-drugs projects
Summary	FLAT is a new organisation and most of the current staff are youth. The organisation is offering counselling services to youths and children in the areas of gender and HIV/AIDS. It facilitates youths and children to form family life action groups (FLAGS) as an approach of reaching communities.

2.2. Assignment: Capacity building for FLAT

The project focused on addressing the challenges faced by FLAT, which were based on one big problem statement as follows:

Problem Statement:

FLAT's poor performance in both Organisational and Project implementation

Poor performance was therefore a key problem, which was observed by not only the staff and members, but also by some few direct beneficiaries, who were also complaining for having their needs and expectations not met. Despite having staff with good education, commitment and basic skills on organisation management, still FLAT could not get funds to support projects and keep staff. There were some gaps in internal systems and procedures, which reduced the organisation's credibility among members, donors and other stakeholder.

The project was therefore designed to contribute in enhancing the effectiveness of FLAT to address the needs of her target communities.

Assignment:

Providing mentoring support to FLAT and creating organisational development interventions which suggest the necessary areas to be addressed in order to enhance FLAT's effectiveness

A Capacity Building Project was designed to facilitate the organisation reflect on its prevailed situation and identify different alternatives to address the priority challenges. This was meant for FLAT to identify and address her capacity building issues, thus enabling setting grounds for to enhance its effectiveness in delivering quality and relevant services to its beneficiaries. Capacity building with FLAT as described in this project involved a combination of different types of capacity building interventions and processes but at different levels. This was not done as an activity, but rather as a process that continued for a longer period, being fuelled by FLAT's commitment to mentor opportunities for organisation changes within itself.

Through this process, the facilitator and the organisation members/staff aimed at facilitating the growth of FLAT's capacity 'to self-reflect, to self-regulate and to take control of her own processes of improvement and

learning. This was a continuing process to enable the sustainability of FLAT as a professional, relevant and legitimate organization, to fulfil its stated mission. The project did not involve just training but rather a combination of factors/activities focused on the improvement of an organization's performance in relation to its mission, working environment and practical resources. To varying degrees, it included the investment in property and equipment, training, information and communication strategies, personnel, and relationship with other stakeholders.

The primary goal was to increase FLAT's effectiveness in a changing or improving her capacity to deliver services to beneficiaries. This was to be achieved by improving internal management structures, working processes and procedures, as well as strengthening partnerships between FLAT and other various actors in the development process.

It was therefore expected that this capacity building project will **set key steps** that will help FLAT to become strong, autonomous, sustainable, legitimate in the eyes of their communities and effective in their anti-poverty activities. In so doing, the organisation was to play a meaningful role in poverty alleviation in Tanzania.

In carrying out this project, FLAT was considered as an organisation with her own, unique organisation with her internal organisational development

needs. A tailored capacity building strategy was therefore collaboratively drawn up based on the organisation mission, vision and ethos. This therefore required an effective facilitation that will meet FLAT where they're at, working at the pace that suited them and promoting ways of working appropriate to their scale, status and level of organisation. A process that is expected to continue for a longer period was initiated, and it is the responsibility of FLAT to determine the nature and direction of its own development. This was also viewed as a process that was internal to the organisation itself.

CHAPTER TWO

2.0   LITERATURE REVIEW

2.1 THEORETICAL REVIEW

2.1.1 What is an organisation?

Groups of individuals bound by some common purpose who come together to achieve joint objectives (North, 1990). It is a formal group of people with one or more shared goals

2.1.2 NGOs and Public Services

The different roles of state and NGOs in service provision are analysed in a report by Robinson and White (1997). They argue that while NGOs play an important role, there are a number of common deficiencies with the service provided by voluntary sector. These include limited coverage, variable quality, amateurish approach, high staff turn over, lack of effective management systems, poor cost effectiveness, lack of co-ordination, poor sustainability due to external dependency.`

Green and Mathius (1997) also argued that while some NGOs may have a comparative advantage as individual NGOs, this does not mean that this applies to the NGO sector as a whole.

2.1.3 Core concept of capacity building

What is organisational capacity? The simplest definition of capacity is the ability of an organisation to achieve what it sets out to do; to realise its mission (Fowler 1997). In this sense, capacity measures an organisation's performance in relation to those it is set up to benefit.

Institutional development and capacity building have become the latest catch-phrases in the development field. In recent surveys of northern NGOs, over 90% of all respondents claimed to be undertaking specific approaches to strengthen their Southern partners (James, 1994).

There have been different opinions on what capacity building means to different people. James (1994) has indicated capacity building as an approach aimed at creating the conditions in which change can take place from within an organisation. He therefore views capacity building assistance as an explicit intervention that aims to improve an organisation's effectiveness and sustainability in relation to its mission and context.

In general, capacity building is an umbrella word encompassing a wide range of activities that contribute to improving the performance and sustainability of NGOs as defined by Caroline (1995), and of CBOs (see Eade and Williams, 1995)

Capacity building involves a change process. Processes are the ordered set of activities that are used to generate the outputs of organisations. Michael Hammer and James Champney (1995) define a business process as, "a collection of activities that take one or more kinds of input and creates an output that is of value to the customer."

Hammer and Champney contrast the process way of thinking with a simple task focus, where each individual activity is viewed in isolation. Their work is thus a step towards a more holistic view of organisational life. Processes can cut right across structural boundaries such as departments, divisions or even firms; if the process can be managed and designed to operate as a seamless whole enormous efficiencies could follow. A better perspective on process comes by considering the interactions between the people who actually interact with one another to deliver the process. Winograd & Flores' notion of *commitments* (1986) is worth exploring further in this context. These processes should therefore lead the organisation to come up with different new stories (Denning 2001) on new development interventions that indicates an improved level in terms of performance .

In order for organisation to develop, they definitely need assistance; in this case, we talk of capacity building assistance. Capacity building assistance may be defined as an explicit intervention that aims to improve an organisation's effectiveness and sustainability in relation to its mission and context (James 1994). Thus, effective organisations depend on the existence of institutions which create rules which everyone (including the managers) must accept, thus sub-ordinating their personal needs and interests to those of the organisation as a whole (Dorcas et al,2000).

2.1.4 Changing trend in development assistance

Northern NGOs have long been interested in developing the capacity of NGOs in Africa. Growing enthusiasm for capacity building however, is due to changes in content and form of the support.

Caroline (1995) has explained that Northern NGOs' development assistance to the South has followed a trend with there main generations, each with a different approach towards capacity building. These were:

- First generation was welfare oriented, where Northern NGOs worked directly with communities and attempted to alleviate the conditions of poverty by transferring goods and services to the poor.

- The second generation involved a shift from temporally poverty alleviation to attempts to initiate a process of sustainable development, by promoting self help initiatives.

- The third generation NGO strategies are concerned with sustainable systems and institutions.

It is through the third generation concept, where the concept of capacity building is seen as the main intervention towards sustainable systems and institution, hence sustainable development. Building the capacity of communities and associations should not focus on their needs, problems, or deficits; rather, attention must be directed to assets, skills, and capacities of their members and staff (Kretzmann & McKnight,1993)

2.1.5 Participation in capacity building

Despite remnants of doubt lurking in corners of the official aid system, particularly in development banks, there is a common understanding that participation is crucial to the success of development work at all levels of action (Fowler, A 1997). There is such a vast amount of writing on this topic that in my view there is little left to be said about the concept.

A working definition therefore may be: participation is a process through which stakeholders influence and share control over decisions and resources that affect their lives (Fowler, A 1997).

The most important type participation is what is called authentic participation (Oakley, 1991) a process of engagement, which is not simply treated as a co-opted input, and a mean for making externally supported development happen more effectively, but is regarded as a foundation for any development strategy. What has to be addressed is why authentic participation is so seldom happening in practice

For some economists, the cost-benefit case for participation has still not been sufficiently demonstrated resting on an assumption that 'participation' is only significant in micro-development work done by soft social scientists. This is a gross misleading of the principle, which is equally relevant for negotiating loans. Lack of ownership of loans by governments due to inadequate involvement, for instance participation of recipients, was identified as one reason for the decreasing performance of the Bank's lending portfolio (Wapenhans, 1992). The principle of participation as a stance in all lending interactions makes business sense.

However, participation may not be as impressive and consistent as conventional wisdom would suggest (Fowler and Biekart, 1996)

2.2 EMPIRICAL REVIEW

2.2.1 The practice of Capacity Building

Capacity building involves engagement in the long-term organisation development interventions. Lewis (2001) sees capacity building as a term beset by conflict and confusion because it is open to a number of different interpretations. At one level, it is concerned with building the organisational capacities of NGOs to survive and fulfil their mission. At another level it is concerned with building the capacity of civil society in its broadest sense, and strengthening the capacity of key stakeholders (including communities, families and individuals) to participate in the political and social arena (Eade 1997). Yet in spite of the latitude of interpretation, the need for capacity building is universally accepted.

Organisation Development (OD) interventions differ from the prescriptive and problem solving organisation interventions. OD is more comprehensive, not restricted to changes in one particular department or system in the organisation. It encompasses the wider issues of organisation identity, culture and behaviour. OD is about moving the organisation on by taking deliberate planned steps to create an environment that will enable staff to understand and deliver the organisation's objectives. Responding to and working with key stakeholders forms an essential part of this process

As expected, capacity-building interventions aims at ensuring positive changes within organisations or institution. There have been many reported changes on the improvement on the effectiveness of the organisations after the implementation of capacity building intervention.

2.2.2 Capacity Building Models:

Capacity building practitioners have designed and are using different models in the process of enhancing the effectiveness of organizations. Some models like the Diagnostic Model for Capacity Building within regulatory agencies Model used in South Africa, provides a systemic framework (Beer, 1985) to demonstrate how intervening parameters affect the progress of regulation from its inception to delivery and subsequent evaluation. Models of this type are common within management literature and provide a means by which the main forces for and against organisational change can be identified along lines suggested by Pollitt and Bouckaert (2000).

If it is possible to visualise the management of regulation in this way then a systemic understanding can give rise to actions that are coordinated and consistent in improving performance and less randomly chosen (Asch and Bowman, 1989). Of particular importance is the Model's ability to describe how actions embodied in the management components may support or

inhibit capacity building as represented in four variables, namely: Key skills provision

- ◆ Effective group / institutional learning
- ◆ Managers as enablers of high performance
- ◆ Appropriate culture for high achievement
- ◆ Appropriate culture for high achievement

Stirton and Lodge, (2003) suggest that the success of different capacity building models depends on how they verify the existence of the link between the management components and capacity building and to give rise to a practical realization for improving internal practices. This also may result in quality in the regulatory process and the "embeddedness of regulatory institutions (Mehta, 2002)

2.2.3 Approaches to building capacity

Different approaches have been used in building the capacity for non-governmental organizations. Drummond and Marsden (1995) in their study of sustainable development note that effective interventions are targeted at points in which flows of energy are most concentrated and have the greatest influence on the overall dynamics of the system. This idea of targeting interventions is echoed by Light (2000). If nonprofit organizations

are asked to undertake too many changes simultaneously, the efforts are likely to be diluted, ineffective, or ignored.

When appropriate capacity building interventions are designed and properly implemented, chances that organization performances will change are very high. Caroline (1995) reported the significant improvement of the organisation known as Triple Trust organisation in South Africa. The organisation was found in 1988. The challenge it was facing was not a question of strategy or loss of focus as many NGOs face, but rather it was related to the organisation structure and deteriorating staff management relations. A series of capacity building intervention to the organisation resulted in the significant improvement. The following table provides the observed changes from 1988 and1994.

Table 2: Triple Trust Indicator of Growth

Indicator	1988	1994
Number of staff	4	70
Training Centres	1	20
Budget	R 100,000	R 3,500,000
Trainees	200	1300

2.3 POLICY REVIEW

2.3.1 Capacity Building and Global Policies

The process of globalisation has led, in the last years of twentieth century to the demand for the development of universal set of principles to guide social policy (Ferguson, 1999). These principles not only ensure minimum standards for every country in terms of change, but also equip people to make most of the new opportunities that globalisation engenders (Brown, 1998).

The activities of civil society organisation are protected by the rights to free association and participation in development planning. Participation of civil society organisations in policy and programme planning and implementation is given as a key mechanism for achieving development goals. Ferguson, (1999) has mentioned that the commended policies to promote civil society actions include:

- Encouraging the development of civil society organisation among vulnerable and marginalised groups
- Establishing legislative and regulatory frameworks for involving civil society organisation in planning processes
- Supporting capacity building programmes for civil society organisation in areas such as participatory planning, programme design and advocacy.

2.3.2 NGO under the political influence of the governments

The most difficult question about the independence of NGOs is whether they come under governmental influence. Individual governments do at times try to influence the NGO community in a particular field, by establishing NGOs that promote their policies. This has been recognized by quite common use of the acronym GONGO, to label a government-organized NGO. The government of Tanzania recognises the contribution of NGOs in the development processes. This has been revealed by the introduction of the NGO policy, which also supports collaboration between NGOs and government. Andrew (1998) however raise a question of whether such forms of collaboration will lead to a loss of independence by NGOs and compromise their position as advocates on behalf of the poor and marginalized.

In the Community development policy of Tanzania (1996), the government refers the concept of community development as those measures that enable people to recognise their own ability to identify their problems and use the available resources to earn and increase their income, and build a better life for themselves. In order to achieve this, the government emphasizes that people must be enabled to develop their capacity to identify their problems and plan ways of solving them.

Creation of such a policy may mean that the government is accepting the idea brought by Turner and Hulmar (1997:21) that: …..'administration management and policy making are highly political activities which involve conflict and bargaining.

CHAPTER THREE

3.0 METHODOLOGY AND STRATEGY

3.1 PROCESS OF DATA COLLECTION

As there are different phases of the project as it will be described later, the nature of data collection was adopted to facilitate enough information necessary for these different phases too. However, the major sources of data were documentary analysis, key informant discussions and the beneficiaries.

3.1.1 Documentary analysis

The first one was aimed at enabling deep understanding of the organisation and its immediate situation. The basic initial information of the organisation was collected from different organisation documents, and this provided the basis for the selecting an appropriate methodology for the project. The organisation documents consulted included the following:

- Organisation constitution

- Organisation by-laws

- Monthly reports

- Annual reports

- Correspondences (e.g. letters) and

- Minutes of different organisation meetings.

3.1.2 Key informant discussions

Different groups of people were contacted to provide information that was needed at different stages of the project. Through this category, Focus Group Discussions were arranged with organisation staff, organisation target groups and other stakeholders as explained in the project strategy.

3.1.3 Direct Observation

Working with FLAT on this project provided an opportunity for being very close and getting involved in the day-to-day activities of the organisation. Through this approach, a lot of information was obtained by direct observation approach. This was very useful as it helped in getting the information that could sometimes not be easily obtained through the questionnaire or focus group discussion, especially issues those relating to the sensitive organisation culture.

3.2 PROCESS FACILITATION STRATEGIES

Participation was a key principle towards facilitating the whole process of capacity building in this project. FLAT had to understand the process and

get a clear picture on how this process will benefit the organisation. The role, responsibilities and expectations of the organisation staff were matched with the expectations of the facilitator, and this was a good incentive towards the members active involvement and hence ownership of both the process and the results of this process. FLAT therefore with the assistance fro the facilitator, identified the type of approaches or strategies that were comfortable with but relevant for their organisation.

Analysis of the initial basic organisation information collected indicated that FLAT is a new organisation, which has not existed for long. It also indicated two areas of the organisation that needed immediate attention. These issues were relating to both :
- Organisation development (OD) and
- Project management.

The process was implemented with strong focus on the Organisation Development side, under the assumption that if FLAT is good in terms of organisation development, will have the ability to address challenges under the project management, the vice versa being not always true.

This project was designed to bring practical changes to FLAT. A tailor made facilitation approach specific for FLAT was developed to meet FLAT's needs and expectations. Facilitating FLAT'S capacity building process was therefore divided into two phases as follows:

3.1 PHASE 1: SHORT TERM CAPACITY BUILDING PROCESS FOR 2004.

This phase aimed at identifying issues of concern to be addressed within the year 2004. The process therefore involved the following the following cycle:

3.1.1 Analysis of the organisation's current situation.

This was the first step that was done to guide and lead the process that leads to a controlled transition of an organisation. This step helps to get an understanding of the present situation of the organisation. The members of the organisation undertake a comprehensive review of its current state, identifying, in particular, the prevailing strengths and weakness of the organisation in relation to its ability to deliver what the members want from it. This is a self assessment approach that enables an organisation to look closely at itself and the systems it has in place in order to identify strengths and areas for further development. It is usually conducted using a structured tool, asking an organisation team to look at themselves against clearly defined measures, reflect on progress and think about future action. For the sake of this process, an Organisation Self Assessment tool named as Management Assessment Tool (MAT) was used.

3.1.2 Deciding upon a desired new situation for the organisation.

This is the second step following the organisation self-assessment. During this step, the members understand the strengths and weaknesses of the organisation in relation to what they want from it, they should be able to envisage a changed organisation that is able to satisfy their needs of it. They should develop a shared, agreed vision for the future of the organisation. This vision should be reached by consensus among the membership, so as to create a unity of purpose, and should be based on members' and stakeholders' desired outputs of the organisation. The vision must fulfil what the stakeholders want from the organisation, not what they think other people (eg. donors) might want from it. If a Vision Statement is developed that does not reflect the true will of the membership, there is little chance of meaningful support for change, and a good chance of resistance to it.

3.1.3 Mapping the way from the current situation to the desired new one.

At this stage, the membership is aware of the prevailing strengths and weaknesses of the organisation, and it has a vision of how it wants the organisation to be in the future. Based on this knowledge, the organisation's members should be able to formulate a Capacity Building Action Plan (CBAP) that will help them to bring about the desired overall

change, through a whole series of incremental changes within the organisation and in its relations with the outside world.

The nature of the changes depends upon the judgement and priorities of the members. In drawing up the plan, members take into account the risks identified during the OSA, and draw up contingency plans to counter them. This also involves devising ways to capitalise on the opportunities that have been identified.

3.1.4 Managing the transition.

At this stage, the focus is on implementing the CBAP developed, and carefully identifying any other changes that may be needed. Some of the activities may not be implemented as planned because by implementing certain activities other issues planned in the plan are addressed indirectly. This may result in a situation of making some changes in the plan. These changes may involve either adding or removing some activities from the plan.

3.1.5 Repeating the process

Capacity building is not just a linear exercise, with a beginning, middle and end. It is a process that continues, formally and informally, throughout the life of an organisation. However, it is important that change continues to be based on consensus within the organisation and effectively managed by leaders. The process does not end with the completion of CBAP implementation - it begins again, with an evaluation of the new, prevailing situation, the conception of a new vision and the formulation of a new plan.

The main tools were:

- Management Assessment Tool (MAT)
- Local organisation First Assessment Tool (LOFAT)

3.2 PHASE 2: LONG TERM CAPACITY BUILDING PROCESS

The long-term capacity building process aimed at facilitating the organisation to reflect on it situation in broader context. The process follows almost the similar stages as mentioned in the first phase, but for this case the planning and interventions done are basing on the long term and general situation of the organisation. This phase enabled FLAT to identify some other key issues that were not identified during phase 1.

The process under phase 2 involved the following steps:

3.2.1 Matching FLAT'S capacity with beneficiaries' expectations:

This involves the analysis of the general FLAT's capacity and how it matches with the direct beneficiary's expectations. This step identified the magnitude of the gap between the capacity of FLAT to deliver and the need or expectations of FLAT's direct beneficiaries.

Methodology:

This was done by collecting and analysing the data that assisted in providing the information on both the capacity of the organisation and the expectations of FLAT's beneficiaries.

Tool used:

The main tool applied was focus group discussions with both FLAT members/staff and the groups of beneficiaries (children and youth). The result of these focus group discussions informed the findings resulted from the organisation self assessment and other capacity assessment processes.

3.2.2 Developing an organisation reflection question:

This was developed through an Organisation Development Intervention within FLAT. This came up with one general organisational question that FLAT need to reflect upon of a certain period of time. This question was to be pinned in the office wall, and be revised frequently by staff and volunteers, trying to see to it that it guides FLAT in addressing the identified **organisational core issues**.

Methodology

A series of workshops was done to discuss the organisation situation. The model of the **organisation level of complexity** was used as a tool to guide the facilitation process which will result in identifying FLAT's general core challenges that need special attention, and one core organisation question that FLAT will continue to reflect upon for a longer period. This question is not meant to be answered immediately, but to guide the organisation in reflecting for an extended period (one or two years) on the way it is working, basing on the identified challenges. It is expected that as the organisation continues to reflect and address the issues identified from this process, the relevancy of the question will therefore be challenged as well. The question will be modified once it will be no longer relevant to addressing the challenges of FLAT.

3.3 APPLICATION OF THE METHODOLOGIES AND TOOLS:

3.3.1 Collecting Information about the Organisation.

The basic but necessary information about the FLAT was collected initially through discussion with volunteers, reading the organisation's documents as well as discussing with their target group. This was an informal way of getting to know more on the organisation. More information was gathered formally as the project work continued. The tool used in collecting this initial information was the Local Organisation Assessment Tool (LOFAT). This has some questions that covered some basic issues of the organisation. A meeting to collect this information was done with members of FLAT, who also responded accordingly. This information helped to get the idea of the nature and type of capacity building project that may be necessary and relevant to the organisation.

3.3.2 Conducting Organisation Self Assessment (OSA)

The analysis of the FLAT's present situation was facilitated through the exercise of organisation Self Assessment (OSA). This was in form of a two days workshop whereby the FLAT management got an opportunity to pass through the indicators of an effective organisation and relate them with the current situation of their organisation. The main tool for this assessment was the Management Assessment Tool (MAT), which was developed,

tested and adopted by PACT Cambodia in 1998 with the local organisation in Cambodia.

In order to make this assessment more relevant and helpful for FLAT, the tool (ie. MAT) tool was modified to suit the level of the organisation. The modification included change in the facilitation process. Members of the organisation were given the opportunity to assess themselves instead of the facilitator assessing their organisation. Organisational members assessed their organisation in each of the indicator, using the scale that was developed. They scored their organisation in each indicator, and gave descriptions to indicate the actual issues that justify that score. The score were as follows:

Poor	1
Average	2
Good	3
Excellent	4

The suggested application method was also not very relevant because it has some The tool appeared to be very relevant for FLAT.

3.3.3. Participants.

The participants of the process were the management of FLAT, including some few board members. These are people who are involved in managing

day to day activities, who could also assess the strengths and weaknesses of their organisation.

3.3.4 Main areas covered:

As mentioned earlier, this approach enabled an organisation to look closely at it and the systems it has in place and to identify strengths and areas for further development. The main priority areas were:

- Strategic vision
- Project design and management
- Management practices
- Human resource management
- Administrative management
- Financial management
- External relations

3.3.5   Outcomes:

At the end of the exercise the following were realised:

- Strengths and weaknesses of FLAT realized by the participants.
- FLAT volunteers increased awareness in their organization.
- Volunteer's commitment to their organization was increased.

3.3.6 Measures of success

- Measures of success for this exercise will include:

- Change/increase in overall organization effectiveness.

- Development of the feasible and realistic capacity building action plan for 2004.

- New initiatives to address the organization challenging issues identified in this OSA adopted and followed.

- The workshop report is included as an attachment to this report.

Table 3: INDICATORS AND DESCIRIPTIONS FOR EACH SCORE

INDICATOR	SCORE	REASONS/DESCRIPION
1.0 STRATEGIC VISION		
1.1 Organization Vision	3	✓ FLAT has a Vision statement ✓ Not clear to all volunteers ✓ Agreed and shared to all volunteers ✓ It guides FLAT's work.
1.2 Organization values	1	✓ Values are not clear to all volunteers, not applied, need to be refined.
1.3 Mission statement	2	✓ FLAT has a Mission statement. ✓ Clear and explicitly to the key volunteers, not clear to all volunteers. ✓ All volunteers participated in formulating.
1.4 Long –range Goal	1	✓ FLAT has no long-range Goal. ✓ Goals depending to the Projects/ Programs. ✓ Goals are clear and time bound but not long-range. ✓ Key volunteers in a project know the Goals
1.5 Target group and	3	✓ Age limit in place for identifying target

constituency		✓ group. ✓ Age group limit is written down. ✓ Activities of the organization are clearly designed to address our mission. ✓ Volunteers are not aware of target group age limit.
1.6 Program Development and design.	2	✓ New programs are consistent with the organization vision, mission and stated organization objectives, and reflect reasonable attempts to meet the need of the target group. ✓ Volunteers participate in design of programs ✓ Ideas of all volunteers are valued and respected ✓ Target group is not involved in program design. ✓ Lack of knowledge in program design

2.0 PROJECT DESIGN AND MANAGEMENT		
INDICATOR	SCORE	REASONS/ DESCRIPTION
2.1 Problem Identification and Need Assessment.	2	✓ Problem identification is based on a few informal contacts with potential beneficiaries. ✓ Lack of skills and resources ✓ Need assessment has never been done ✓ Participator observation. ✓ Target group and beneficiary are not involved.
2.2 Project planning	2	✓ Management volunteers design activities and set objectives. ✓ Lack of skills ✓ Project activities tend to be focused in the activities if the organization.
2.3 Work planning	1	✓ Volunteers have no work plan. ✓ Work plan consistent with available (project out side pressure or lack of resources).
2.4 Implementation	1	✓ Implementation of activities

		sometimes falls in action plan and sometimes not, dues to external force like supporters' interests and lack of resources. ✓ Lack of resources is one of constrains when ✓ implementing the activities
2.5 Monitoring	2	✓ Monitoring indicators have been identified however little efforts made to systematically collect information on this indicator. ✓ Senior management defines indicator and monitor and monitor progress, volunteers only respond to the management orders.
2.6 Evaluation	1	✓ Formal evaluation has been not conducted. ✓ It is a short time since FLAT founded and no active project has reached the end. ✓ Internal activities depending to the activities. ✓ Each designed project/program has its indicators of impact. ✓ All volunteers involved in identified indicators ✓ FLAT intend to design monitoring evaluation and reporting tool. ✓ Finding for internal evaluation has been well documented and shared
2.7 Gender	3	✓ There is awareness regarding gender issues ✓ Special committee (Gender desk) has formulated to deal with gender issues. ✓ Gender desk fail to undertake some activities due to lack of specific skills and resources. ✓ Gender sensitivity within FLAT and to the target group.
2.8 Cost effectiveness	3	✓ FLAT is aware of cost effectiveness

		✓ Measures have been taken to insure cost effectiveness.

2.9 Project sustainability	2	✓ Key volunteers understand about the project sustainability.
		✓ FLAG Project is one of the sustainable project
		✓ Lack of Skills
		✓ Measures taken to insure sustainability are
		    ♦ The project to become a community based.
		    ♦ Target group involved in insuring sustainability.
		    ♦ All their ideas are implemented.

3.0 MANAGEMENT PRACTICES		
INDICATOR	**SCORE**	**REASONS/ DESCRIPTION**
3.1 Governance and structure		
1. By laws	3	✓ FLAT has written by laws for Trustees and volunteers. ✓ No chain of command. ✓ For Trustees by-laws written by Board of trustees and for volunteers written by management team. ✓ Leadership is not strictly on by laws ✓ Lack of resources and no respect of by laws
2. Government registration	3	✓ FLAT is registered under the Trustee Ordinance (Cap375) March 2003. ✓ No report has been sent to the Government.
3. Board (advisory/ governing)	3	✓ FLAT has a board, which guide and provide support even though is not very active. ✓ Board members are few, there is a need of appointing other people to be Board members.

		✓ There is no any stakeholder representing the board. ✓ Last meeting of the board of the trustees was on 2nd Sept 2003.
4. Organization Structure	3	✓ The Organization has its structure.

3.2 Leadership

Organization leadership	2	✓ Lack of skills and experience for some leaders. ✓ Lack of human resources. ✓ Lack of funds ✓ Lack of mobilization skills ✓ Lack of organization management experience ✓ Leaders are responsible to mobilize funds, human resources, and community in solving community problems.

3.3 Decision making

1. Participation	4	✓ There was no any decision that leaders took alone. ✓ Decision made democratically. ✓ Good working relationship between volunteers ✓ Leaders consider volunteer's participation in decision making. ✓ All volunteers participate in preparing action plan. ✓ Key volunteers are usually selected to prepare the organization budget, transparence is important. ✓ All volunteers suggestions are accepted and discussed with all volunteers
2. Delegation	3	✓ Leaders delegate the tasks. ✓ The decision that cannot be delegated by the leaders is the financial decision out side the budget. ✓ Any tine a volunteer can go to supervisor for decision.

		✓ Volunteers feel concerned and subjected when their decisions are taken into consideration. ✓ Volunteers are allowed to make decisions that are within their job description and will not affect the organization development and plans. ✓ Some volunteers feel proud when they are given tasks by their supervisor but other fill unconfotable. ✓ Job description is not clear sometimes results to big work-load delegated to some volunteers
3. Meetings	3	✓ FLAT has board of Trustees meetings. ✓ Weekly management team meeting take place every Friday of the week 16:00 hrs to 16:30 hrs. ✓ Monthly meetings take place every first Monday of the month, from 15:00 hours to 17:00 hrs. ✓ Every management team member has the right to form the agenda and present to the chairperson for verification. ✓ Chairperson can call irregular meeting at any time needed. ✓ Decisions made by voting and sometimes after one volunteer convince others. ✓ Attendance in the meeting is very poor, but those who attend are very active. ✓ Members who do not attend the meetings do not have the tendency of reading minutes of meeting they missed.
4. Problem solving	3	✓ When major problem appeared in the organization, Executive director call for emergence meeting to discuss the problem and made decision about the

		problem together with the management team. ✓ Organization finds solution by considering the rules and regulations of the organization and type of problem.

3.4 Organization culture	3	✓
1.Internal communication	3	✓ Volunteers receive information on time ✓ Formal communication among volunteers and departments exists ✓ Poor participation for some volunteers in formal communication (Not attending meetings, not reading memo &minutes.
2. Creativity / innovation	3	✓ FLAT is interested in new ideas and aware of the source. ✓ Volunteers provide new ideas for improving work. ✓ FLAT encourage volunteers to come up with new ideas. ✓ Lack of skills in planning on how to follow up on it effectively (project cycle management) ✓ Lack of resources.
3. Gender	3	✓ FLAT have women in senior management. ✓ FLAT is aware of gender issues related project work ✓ No written gender policy. ✓ FLAT is serious about empowering women and making real plans on gender issues.
4. Conflict resolution	3	✓ FLAT experience minor conflicts. ✓ Has the negative effect to the organization ✓ No procedures for conflict resolution. ✓ Sometime flat is dealing with these minor conflicts. ✓ Some of the flat volunteers have conflict resolution skills but they are

		not applied effective
5. Information systems	1	✓ No system has been designed for collecting information for a moment. ✓ FLAT understands the need to have necessary information available when planing or taking decision. ✓ Information is routinely shared between volunteers and department. ✓ Reports are written for internal and external uses. ✓ Lack of skills in reporting writing. ✓ Report writing format is need in Organization ✓ Report is not provided in time.

4.0: HUMAN RESOURCE MANAGEMENT

4.1: Human resource planning

1. Staff resources	3	✓ Some volunteer have appropriate skill to perform their jobs well. ✓ FLAT members are volunteers. ✓ Most of FLAT members have different level of skills in the work need to be done.
2. Staff development	3	✓ FLAT volunteers have been discussing their development issues in the meetings and workshops. ✓ FLAT management plan to take their volunteers to the training. ✓ FLAT had created opportunity to some volunteers attending seminar. ✓ Lack of enough resources.

4.2 Staff management

1 Job description	2	✓ No formal job description. ✓ Some volunteers understand their roles and responsibilities ✓ Formal and written job descriptions are currently prepared.
2 Supervision	2	✓ FLAT has supervisors. ✓ Supervisors provide guidance, advice, and support ✓ Volunteers are reluctant to work under the supervision and following

		the chain of command. ✓ Supervisors need to be empowered with leadership skills
3. Feedback	3	✓ All times volunteers receive feedback from their supervisors ✓ Feedback has been discussed and criticized through meetings. ✓ Feedback of the seminars and workshops are not provided effectively
4.3 Personal policies		✓ FLAT's policies and guidelines are in final process to be out.
5.1 General office systems		
1. Office visibility	4	✓ The office is in open space, target area and has a signboard to direct where the office is. ✓ All contacts are in signboard and in headed paper.
2. Files	3	✓ Copies of all in and out communication documents are kept in the files, even though not in a proper and filing system. ✓ All files are open and visible to all volunteers. ✓ There is special person who keeps records in the files.
3 Maintenance of office and equipment	3	✓ The office is clean and orderly because there is a responsible person and all equipment are well maintained. ✓ Entire staffing is responsible to take care of all equipment within the office. ✓ No resources for maintenance.
5.2 Internal control procedures		
1.Procurement procedures	1	✓ Not procedures (not applicable) ✓
2. Inventory and stock control	1	✓ No inventory and stock control system

		(not applicable)
3. Travel and transport	1	✓ No policy (not applicable)

6.0: FINANCIAL MANAGEMENT

6.1 Accounting

1. Book keeping	3	✓ FLAT has responsible person for holding book keeping ✓ Transactions are properly recorded. ✓ More skills are needed.
2. Supporting document	4	✓ Vouchers and receipts support all transactions.
3. Cash management	2	✓ FLAT has Bank account ✓ FLAT has no cash box or safe ✓ No cash or Bank reconciliation conduced ✓ Responsibility of handling cash is clearly defined.

6.2 Financial management

1. Financial policies and Procedures.	2	✓ Financial policies and procedures are in process and will be out soon.
2. Financial reporting	2	✓ Financial reports are prepared. ✓ Need skills in report writing.
3. Budgeting and budget management.	2	✓ Reports and organization budgets are prepared. ✓ No much experience.

7.0: EXTERNAL RELATIONS

7.1 External relation

1.Networking and strategic partnering	3	✓ FLAT make efforts to cooperate with other organization (local and international.)
2. Contac with Government.	3	✓ Demonstrates understanding of the importance of building contacts with local and national Government.
4. Contact with technical Community.	3	✓ FLAT feel the need for technical assistance and are concerned about the quality of work.

		✓ Contact with the technical community has been made(FACT Mutare, Zimbabwe and Concern World Wide Tanzania)
7.2 Advocacy		
Advocacy	2	✓ Not all volunteers are familiar with the concept advocacy. ✓ Less experience of Advocacy work ✓ Advocacy project is in process.
7.3 Fundraising and financial management		
1.Fundraising	2	✓ Volunteers understand the term fundraising. ✓ All volunteers play they are roles in fundraising issues ✓ There is no specific person responsible for fundraising. ✓ There are no strategies for fundraising. ✓ Lack of fundraising skills.
2. Donor fundraising and relation.	2	✓ No experience with donor funding. ✓ Start partnership with concern on Jan 2004. ✓ Efforts has been done make contact with other donors but not successful. ✓ There is lack of fundraising skills.

3. Other fundraising	3	✓ Other sources of funds are
		   ♦ Volunteers contribution
		   ♦ Community member contributions
		   ♦ Institutions : (FACT, Family Federation for World Peace, ADRA International)
		   ♦ Business company (cowbell Wonderful Milk Co.Ltd)
		✓ Most of sources are effective because of keeping contact also they accept our work.

4. Benefiting contribution	2	✓ FLAT understands the value and

		importance of beneficiaries making contribution to activities.
		✓ Beneficiaries are contributing materially and financially though the financial side is little
		✓ Lack of mobilization skills.

3.4 Developing The Organisation Capacity Building Action Plan (CBAP)

In order to address issues identified in the OSA, FLAT was facilitated to develop the CBAP for 2004. This was facilitated in a form of a workshop that was arranged in responding to some recommendations made during the OSA described above. In this stage, FLAT management and staff agreed on some key steps that require immediate attention for the year 2004. As indicated in the results of the organisation self assessment, there were some areas that FLAT was doing very good, and there were those that were not proceeding well. The activities that were planned therefore aimed at maintaining the good and addressing the weak areas. The objectives of developing the capacity building action plan were therefore as follows:

- To improve the organisation performance in the identified weak areas in the organisation

- To maintain the situation that was found to be quite good within their organisation.

Implementing a capacity building action plan takes time and other resources. There has been a danger for the young organisations to concentrate more on either capacity building activities and do very little on the project activities, or vice versa. For example, many organisations spend much time attending workshops, trainings, seminars, study visits, and other internal organisation development processes like developing manuals and systems, which are equally important for the development of their organisation. However, the main goal of establishing that organisation should be given priority as well. An organisation is not born just to develop, but to reach certain goals or visions which are achieved through implementing projects.

While the organisation is implementing the capacity building initiatives that focus mainly on organisational development aspects of the organisation, the other organisation projects have to continue as well. A balance between the allocation of time and resources for the capacity building activities and the projects has to be taken into consideration. This was taken into consideration by FLAT, and a realistic and achievable capacity building plan was therefore developed.

One of the major constraints to the implementation of the capacity building plan was poor financial capacity. Since the plan included some other activities that did not require funds at all or that required small amount of

funds, these were implemented first. The organisation continued to look for other external support for the implementation of the activities that needed high amount of funds. This was done by:

- Seeking funds from other institutions/donors, and/or

- To link up with other institutions offering such services for free or with little contribution from participants.

FLAT management are commented for offering good progress on this activity because most of the planned activities are implemented accordingly.

3.5 DEVELOPING THE ORGANISATIONAL REFLECTION QUESTION

This was a stage in which the organisation was facilitated to develop her general question that will guide her reflection process in a longer period. The main tool used was the *organisational level of complexity*. In facilitating this process, the facilitator began by clarifying the process to all the staff and creating a general understanding and consensus on the approach. The initial discussion aimed at analysing the relevance of the process to the organisation and generating strong commitment to all the staff. This was such an important step because the question has to be owned by the organisation, and the whole staff are supposed to commit themselves to reflect on the question occasionally once it is developed, and ensuring that it adds value to their process on their organisation development.

The process:

3.5.1 Review of the organisation current status

This was done in the form of a story telling, whereby one staff who has been with the organisation since inception was requested to tell the story about FLAT. It involved all the process from registration, selection of board members, developing programs and implementing all the programs. It mentioned briefly all the challenges they have faced so far and some general successes. Other staff were also allowed to contribute to the story in the areas that needed more information.

At the end of this process, almost all the participants had reminded themselves on the development stages that their organisation had passed, and this was a strong base for further reflection.

3.5.2 Identifying the organisation challenges:

Participants were given enough time to reflect on their organisation individually and then come up with a maximum of four main challenges or main causes of challenges faced by FLAT. A long discussion then followed, and they identified the following as their challenges or causes of challenges:

1.   Lack of funds
2.   Less facilities/equipment

3. Less volunteerism spirit among FLAT members and volunteers, which hinders their active participation

4. Tendency to give up easily when faces constraints

5. Less influence to the '"external world"

6. Less collaboration with other organisations

7. Staff are not self motivated to build up their skills

8. Less sense of "responsibility and accountability" among staff

9. Less incentive to staff

10. Few skilled staff

11. The organisation is still young, with little experience in "life skills" field.

12. The Board of Trustees is not supportive enough, eg. in resource mobilisation.

13. Youths' expectations do not match with FLAT's capacity

14. Staff are not given enough training in the specific key areas of their respective programs.

3.5.6 Plotting The Challenges On The Six Levels Of Complexity

A tool of the organisational level of complexity was introduced to the staff and they were requested to plot their challenges to their respective level of complexity. That meant trying to identify an appropriate level that if

addressed specific challenge could be solved. The came out with the results

as follows:

Table 4: Organisational Level of Complexity

Level of Complexity	CHALLENGE
Resources	Lack of funds
	Less facilities/equipment
	Less incentive to staff
Goals/ Vision/ Mission	Youths' expectations do not match with FLAT's capacity (financially)
	Less volunteerism spirit among FLAT members and volunteers, which hinders their active participation
Structures/ systems/ procedures	Less sense of "responsibility and accountability" among staff
	The Board of Trustees is not supportive enough, eg. in resource mobilisation.
	Staff are not given enough training in the specific key areas of their respective programs.
Organisational Values and Organisation culture	Staff are not self motivated to build up their skills
Relationships	Less influence to the "'external world"
	Less collaboration with other organisations
Environment	The organisation is still young, with little experience in "life skills" field.

3.5.7 Coming up with the general organisation's question

The facilitator led the members and volunteers to a strong discussion to find

up how the challenges link with the general organisation situation and the

different levels of complexity. They then agreed that the most key element

of many challenge is the first level (resources) and this has a lot of influence

to other levels. They then came up each with a question that explains the

general situation that FLAT needs to address. A total of five questions were

developed. After a strong discussion challenging each question, one

question was developed and the whole group worked to enrich the question.

The final question was then developed, which was as follows:

What structures/systems and procedures should FLAT develop and follow in order to develop its capacity to generate resources and manage good relationship among staff/volunteers and other stakeholders in the process of reaching its goals in the prevailing environment?

The members then decided to put the question on the notice board, and they will be reflecting on it on monthly basis. The question will also assist the organisation to reflect on its necessary changes to improve its systems and structures, as a way of improving its capacity to address the main challenges.

CHAPTER FOUR

4.0 MAIN FINDINGS AND RECOMMENDATIONS FROM THE WHOLE PROCESS

There were many organisational diagnosis interventions that were helpful in coming up with findings from the processes undertaken in both the long and short-term capacity building interventions for this project. These interventions included the documentary review, conducting the organisational self-assessment, developing of the organisation question, conducting interviews with the staff/volunteers. The focus group discussions were also held with the member of FLAT, members of the FLAG groups (FLAT beneficiaries). The discussion focused on trying to link up the identified gaps on the organisation self assessment and the result of the discussion on the organisational level of complexity tool with the expectations from the beneficiaries. The findings below serve as additional information to providing better and relevant capacity building strategies and interventions, basing on the actual situation of FLAT. The findings are as follows:

4.1 MAIN FINDINGS

4.1.1 Staff and volunteers' education background
This is an important element to consider while arranging for the organisation capacity building intervention. Most of the changes within the organisation will depend on the ability of the management to introduce new capacity

building initiatives as well as the ability of the members or staff to grasp new concepts or approaches and make use of them for the betterment of their organisation. The education background of the people involved in the organisation, in most cases, will determine their ability to absorb the concept, read the environment and adopt the necessary better ideas.

FLAT's staff and volunteers have a medium level of education. Most of them (72%) have attended the college education, and 28% having the secondary education. Although none has a first degree, but almost all the persons attended the college education have attained an Advanced Diploma level. This is regarded as a reasonable high level, enough to prove good results, if some other relevant short courses are taken to address specific programmatic capacity building/training needs.

Good educational level among the staff and volunteers for FLAT is therefore one of the reasons for good results achieved so far. The members are able to read the situation and interpret the situation to their own environment. When attending conferences and workshops, the staff and volunteers are able to come up with the lessons learnt, which are relevant to their organisation. This is even how the organisation began, whereby two youth who attended the workshop organised by FACT Mutare in Zambia came up with an idea of establishing an organisation dealing with youth issues.

4.1.2 Staff Work experience

FLAT is still a young organisation led by youth, most of whom have recently graduated from social Welfare Institution in Dar es salaam. The organisational culture of volunteerism has also contributed to recruiting young people who do not have much field experience, but who feel that they could work with FLAT and contribute to the development of youths while attaining field experience. Their expectation is that this experience will enable them qualify for better jobs in future.

Most of the volunteers and staff have worked with FLAT as their first organisation to work with. Few have worked with one or two organisations before working with FLAT. Those who have worked with other organisations before, none had a big position. They were involved in other volunteering positions.

FLAT is therefore a young organisation, composed with people with little work experience. The fact that most of the people involving in the day-to-day activities of the organisation have not worked with other organisations indicates low level of exposure to the environment of the NGO field. The danger for this is sometimes less ability of the organisation to compare and challenge itself, or greater fear to take risks and hence being resistant to accepting or testing some good ideas which they have never seen them work somewhere else.

4.1.3 Gap between staff skills and their work

Both volunteers and staff have revealed that there is a gap between their skills and their work. This was revealed from the focus group discussion, and also from the findings on their professional background and the type of the work they are doing. Most of the members and volunteers have indicated both less training on their specific program areas, and little experience on the type of their work they are doing. The main gaps that were revealed by the organisation leaders included lack of experience in

- Project Management

- Human Resource Management

- Conducting researches

One of the reasons for this gap was claimed to be low education level for some staff. This still serves as a challenge for these staff to grasp the concepts when attending the few training opportunities that arise. It was also observed that these are such training topics that are normally not well covered as cross cutting topics in the overall formal studies. That is the reason for the leaders with advanced diploma on Social studies but having less knowledge on these important areas for their organisation.

Although 86% of the staff/volunteers have attended at least one training relating to their field of work, this still does not seen as enough to equip them with required competency to undertake their required tasks within the organisation. This figure has included participating in small workshops relating to their work, where only certificates of attendance are being offered. There were not regarded by some organisational members as intensive training. At least, most have participated in the Life skills workshop, with was very relevant to what they are actually doing. The remaining 14% have claimed to have never attended a course relating to their own work. FLAT's struggles to address these challenge is also limited by its efforts in focusing more on projects, with little emphasis on developing its staff. There has been a number of training in which staff members and volunteers have attended, but these seemed to be not enough to bring the desired big changes over a short period of time.

Despite these challenges, still the organisation is doing quite better because of the few but strong experienced leaders, as well as the commitment from both the members and volunteers. The spirit of exploring possible opportunities and finding other organisations to partner and/or collaborate with serves as fuel for the survival and development of the organisation.

The analysis revealed that only one member, who is the leader of the organisation has attended the course of Organisational Development (OD). This being an important course for Leaders of NGOs, it is possible that the good performance of the organisation is also greatly contributed by the OD skills offered by this influential leader. Also at least 24% have participated in the project management course in their life time.

Taking a number and types of information that members and staff are attaining, one may easily judge that there are enough training offered to the organisation. In one sense, yes, because there are many training opportunities that different staff or volunteers participate. However, the records on the relevant training for work they are doing has revealed a contradiction/. This therefore suggests for better monitoring on the type of the training attended by the staff, and their impact to the organisation.

4.1.4 Staff motivation:

While trying to understand the expectations of the beneficiaries from the organisation, it is also very important to understand what motivates staff to work for that organisation. One thing that was evident is that each staff or volunteer has his/her own motivation. It is not good sometimes to have general assumptions on issues that may seem to be people's motivation for work. In many cases, people are expected to be motivated by the salary

they are getting from their job. While this stands to be true for some people in certain environment, it may as well not be the case for others.

The simple analysis of FLAT has revealed a mixture of motivating forces to the organisational members and volunteers. Considering that most of the members/volunteers do not have work enough experience, good environment for getting experience is one of the driving forces for their active contribution in the organisation. The analysis has indicated that 50% of the staff are mainly interested in getting work experience, which will help them to get some other better jobs in the future. 50% have also indicated their desire to help youths and children in addressing their development challenges. While this cannot be well doubted, the chance of this being true remains big, especially considering the way staff have survived without getting financial support for a long period.

4.1.5 Staff and volunteers expectations

The degree of the involvement and commitment of the staff and volunteers depends on the degree at which they see their expectations being met. The analysis has shown that almost 86% of all the staff are seeing their expectations from the organisation being met. This may be as one of the reason for their greater involvement and commitment to the organisation affairs. The fact that many of the staff are not putting financial gain as number one thing for their engagement with FLAT has made it easy for the

organisation to meet its staff's expectations. Getting such people in the organisation may be a great challenge, and when obtained, it may be very difficult to maintain them because after getting experience one will then need to go and work in a better-paid job, which may not be available for the organisation. This has therefore an implication to the staff turn over.

4.1.6 Staff turn over

Over the few years of her operation, FLAT has experienced a high staff turn over. This has continued to be a big challenge. The staff are leaving the organisation not because they are not satisfied with their treatment to the organisation, or not because they are not having their expectations met, but just because they get better paid job to other organisations.

Most of the people engaged with FLAT are working as volunteers, who are mainly concerned with either assisting the development initiatives for youth and children, or want to gain working experience so that they can work in bigger organisations and get better paid. Once this later objective is met, staff then moves to other organisations. Some moved because they went for further studies. Retaining the non-paid staff after they have gained working experience is a big challenge. The organisation may need to set up a system in which staff could work for sometime and leave without leaving many negative effects. This could be in a form of a volunteering scheme.

4.1.7 FLAT level of growth

The organisation is still young, but has greater potential for growing and becoming a stronger organisation in the near future. The organisation has made considerable achievement within a small period. Considering the small period of implementing activities, the level of both performance and growth is convincing.

4.1.8 Systems and Procedures

There is a good attempt to develop good management practices. FLAT has developed the financial procedures that are being used already. This has increased their credibility to their donors and even members are now happy because funds can easily be well accounted for. However, a treasurer still needs more training on financial management, or otherwise, an more qualified accountant will be needed very soon, as the organisation grows and gets more funds to handle.

4.1.9 Functioning of the Board of Trustees

Most of the big decisions need the approval from the Board of Trustees. However, the board is not as active as it should have been. This is one of the reason for not having important constitutional changes for a longer period. The management has tried to make some small changes, by influencing some few board members to get involved and respond to some important issues that needed immediate attention.

There are many board members who have left the country for studies or work, and they are not communicating with the organisation, but still retain the position of board members. Since the remained board members do not make up the column to make good decision, it becomes very difficult to make big changes that need approval of at least half of the board members. Cases like giving disciplinary action to a board member needs the approval of the board, which can not be done because the board members are not around. In general, this provides a big challenge to the organisation.

4.4.10 Beneficiaries' expectations

The beneficiaries consulted were mainly the youths working directly with FLAT, those that participate in day-to-day activities and events organised by FLAT. Their general observations was that they are happy with most of the services provided by FLAT, and their expectations are met to the large extent.

The beneficiaries however, mentioned that the area not addressed by the organisation is financial support for youth whose families are not able to support them financially, including orphans and those from very poor families. They expect FLAT to provide them with not only funds but also information on where they could get such services.

Youths also indicated that FLAT's interventions do not reach youths directly at their homes, schools and streets. They see it as a gap, which if bridged provided more room for the organisation to understand the youth situation and assist them much better.

4.1.11 FLAT's reputation to the community

The organisations reputation to the community was found to be good, as observed by the members themselves and the youths. This was indicated by both moral and financial support they are getting from the people in the community. It serves as a good opportunity for more collaboration and support in the future interventions that will need active participation of the community members.

4.2   GENERAL ADVICE, RECOMMENDATIONS AND WAY FORWARD

4.2.1 General advice/Recommendations:

1.   Attempts to strengthen the Board of Trustees should continue. Members of BoT should be contacted, even by electronic mails and asked to sign the declaration that would give more power to the few board members that are around, together with the organisation top management to recruit new board members. This will help the board to fulfil its function of approving some bigger decision, which can not be approved because most of the board members are either not around or are involved in other issues of their interest.

2.   While maintaing and using volunteers still remain a very relevant and practical approach for FLAT, emphasis on recruiting some volunteers with professional experience on some key areas of FLAT's work should be given priority. The organisation is engaged in very sensitive issues like counselling, offering advises and offering legal and human rights support. These are areas that require good professional competencies. Recruiting some few experienced volunteers with professional background on such areas would add great value to the organisation's efforts and give FLAT more credibility to both the society and donor community.

3.   FLAT is using volunteers to work for her projects. It is obvious that volunteers are not there to work for longer-term contracts. There is therefore a need for establishing a good volunteering scheme, which will give room for recruiting volunteers and preparing them to move to some other better jobs, but without causing much negative effects to the organisation once they leave the organisation. Any volunteer leaving the organisation should not be a surprise or stress to the organisation. This should be expected at any time.

4.   Establishing a recruiting procedure, basing on the competency of the applicant. This may be applied when the organisation needs a person to take up a position that requires professional competencies.

5.   Most of FLAT's staff have little working experience, and have worked with few other organisations. For this reason, FLAT may need to accept the challenges of learning from others, but trying to ensure strong attachment to her goals and vision. The strong attachment to the vision and mission aims at ensuring that the organisations not easily driven away from her original vision by copying approaches and projects developed by other organisations, which may not be appropriate and/or relevant for FLAT.

6.   The organisation is involved in the areas that are being researched quite a lot and also that require continuous researches. This therefore continues to raise more debates and opinions regarding issues to youths, culture, policies etc. It is therefore very important to make sure that the organisation is linking the ongoing academic and policy debates with her experience to the community. This requires developing the spirit of researching and documenting lessons learnt. While the organisation do not have competent researchers, it may be appropriate for FLAT to emphasise on collecting and reading researches conducted by other people/institutions and/or teaming up with other good researchers.

7.   FLAT has now developed, and has already jumped the stage of operating like a family. There is therefore a need to ensure systems to guide different organisational issues are put in place. FLAT has developed a

financial manual, and this should continue to be used as much as possible, not only in accounting for the funds received from donors, but should be the organisational culture.

8.   FLAT being the young organisation, needs to be more keen in documenting the lessons learnt, and establish a procedure for making use of these lessons. There are many good things that the organisation has done already, which could be informing their next step.

9.   Through this project, many good ideas and plans (e.g. BCAP) have been developed. Testing them for almost a year has provided good success, and this justifies their relevance and applicability to the organisation. The plans were developed with a high level of participation of all the staff, and this increased chances for higher staff commitment to the plans, more commitment is therefore expected if the same participation spirit will be nurtured. This project is not meant to end immediately, therefore FLAT should continue to maintain her commitment towards implementing and following up on the established plan, and even looking for more capacity building support from reputable institutions/individuals. Funds and time for capacity building should be set aside, especially for those interventions requiring bigger amount of money.

4.2.2 General lessons learnt

- Effective capacity building interventions must address the unique needs of an organisation in its particular stage of development at that specific time.

- In order to build capacity it is necessary to have a thorough, rational and explicable theory, or understanding, of what it is that you are trying to achieve.

- The process becomes easier when one is working in the field with the people and organisations who are willing to learn and therefore are committed to the capacity building process.

- Critical self-reflection is very crucial for the facilitator. This will maintain the required *level* of responsiveness and strategic clarity, it is necessary that it constantly engages in critical self-reflection, learning and strategising.

- *"Letting go", that is, a* willingness to relinquish control, to let go, is necessary if the capacity builder is to be open to the client organisation changing.

- ***Growing is sometimes painful.*** The organisation has to accept painful internal changes where necessary, so as to respond to her changing needs and changing environment.

- Lack of the skills required for the successful employment of varied strategies is a serious constraint. Adequate human resource

development processes and good management practices are crucial in enhancing the effectiveness of the organisation

- ***Flexibility is a key***, and it should be practiced by the facilitators, organisation and donors

CHAPTER FIVE

5.0 THE OVERALL PROJECT IMPLEMENTATION/ACCOMPLISHMENT

A series of capacity building activities for FLAT have been implemented. These activities have concentrated in addressing the short term issues (for the year 2004) which are covered under phase 1 of the capacity building process cycle and has set some important procedures necessary to enable FLAT address the long term issues which are covered under phase 2 of this process. These activities included the following:

5.1 Facilitating FLAT to enter into partnership with Concern Tanzania.

One of the major achievements for FLAT is an opportunity to inter into partnership with Concern Tanzania (commonly known as Concern). This is an international organisation that supports capacity building initiatives for local development organisation. Concern works following the demand driven approach, whereby it supports partner organisations to address their capacity building problems, for the purpose of increasing their effectiveness in addressing livelihood priorities of the poor.

Being in partnership with Concern will enable FLAT to address the long-term issues in a more systematic and simple way. Concern staff are

expected to respond to the capacity building initiatives that FLAT will have embarked on. This will include sponsoring FLAT to attend different training, workshops and seminars. There is also an opportunity for FLAT to get some technical advice from Concern staff as well as getting small grants to support FLAT's projects.

Through this project, FLAT is also facilitated to take the advantage of their partnership with Concern to gain credibility to both the society/community they serve and other development actors including other donors

5.2 Facilitating Fundraising Initiatives:

The most stressing issue presented by the organisation in the fist contact with the organisation was a big financial crisis. The organisation being new, had no track record of the projects it has implemented, and this was one of the reasons for not getting donor support, as most donors want experienced NGOs to deliver and not emerging ones. Through this project, FLAT was therefore facilitated to address this challenge. The procedure involved:

> ➢ identifying all the possible funding opportunities in Tanzania, especially in Dar es salaam

> ➢ identifying the appropriate source of funds relevant for FLAT, and collecting their requirement or guidelines.

> ➢ reflecting on what are the necessary steps that FLAT could do to get at least one long term solution in for the financial challenges.

Through this process, a Tsh 3,000,000 project proposal for the Youth Life Skills Project (YLIP)" was developed and presented to Concern Tanzania was funded. FLAT for the first time received Tshs 3,000,000 and this was the big break through after several attempts. Other procedures to continue addressing this issue were put in the capacity building action plan too.

Other proposals were prepared and submitted to other donors and are waiting for response. These include those submitted to:

i.   Centre for Disease Control (CDC)

ii.   Finland Embassy

iii.   Research on Poverty Alleviation (REPOA)

iv.   CIDA

5.3 Facilitation in the implementation of CBAP

The organisation has managed to do some capacity building initiatives as indicated in their CBAP. This includes the following:

i.   Training on resource mobilisation,

ii.   Training on proposal writing

iii. Training on facts about HIV/AIDS.

iv. Reflection on the organisation situation and arranging planning schedule for both capacity building and project plans. Issues of financial sustainability, organisation guidelines and

procedures/manuals, organisation systems (report writing/sharing systems, monitoring and evaluation systems were sees as the areas that needs improvement

v. Providing general mentoring support in the implementation of organisation project and capacity building action plans

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