

## **ASSESSMENT OF FINANCIAL PRACTICES ON THE FINANCIAL STABILITY OF COMMUNITY PROJECTS IN THE CATHOLIC DIOCESE OF MOSHI**

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### **Abstract**

The purpose of the study was to assess the financial practices on the financial stability of the community projects in the Catholic Diocese of Moshi. The study employed a convergent design under a mixed research approach. The target population was 342 including community projects centers, staff, and beneficiaries. A purposeful sampling technique was used to select community project centers and employees in designated areas. A simple random sampling under stratified sampling technique was used to sample 18 volunteers and 45 beneficiaries, a total of 76 respondents. Self-administered questionnaires, an interview scheduled and documentary analysis were used for data collection. Quantitative data were transcribed into themes. The study findings show that the aspect of the financial practices was well excised by the Diocese, hence, contributing to the financial stability of the community projects. This study is recommended that the Church should provide financial training to volunteers and zonal coordinators, because there are partners in working on the projects, need to know various matters concerning the projects especially financial matters. Lastly, the use of the financial professional available to acquire investment opportunities. They can help the Diocese with financial investments, such as buying shares, bonds, and others.

## 1. Introduction

Financial stability is contributed by the capability of the organization to generate adequate revenue and managing the resources. This helps the organization to operate for the future long term. Thus it helps to cover all the required costs and maintain the reserve funds. They are many factors that contribute to financial stability, including financial practices. Whereas the financial practices form the basis of fundraising plans and management of funds by ensuring effective allocations and uses. (Mawudor, 2016) Defined financial stability as the state where the organization is certain about the future financial conditions, of covering the costs, from its revenue generated internally or externally of the organization. The organization which is not capable of generating enough funds faced financial difficulties. Most nonprofit organizations considering instability sources such as donations when making their budget (Mawudor, 2016). This source of funds is not certain because it depends on the kindness of the donors. The donor could send the exact amount according to the requestor or less, which could affect the budget implementation. Herman and Say, (2021) indicated that this unpredictability of donor funds might shock the leaders on how to fix the budget and make sure that the projects will survive and meet the organization's missions. Due to this unpredictability of funds may hesitate the leaders to think about extending the programs and future development of the community project.

Abongo&Ombaba, (2013) opine that financial management capacities are the key to set proper administration and policies, for handling financial resources. Financial management capacities comprise the setting of financial practices needed in managing funds. The empirical study of Mussa&Anyass, (2020) proven that the organization with sound financial management capacity normally are complying with International Financial Reporting Standard. The organization which applies these standards can be able to perform their financial affairs including budgeting plan and financial report preparation. Lohrey (2021) provide that the financial standards comprise various procedures includes the manual for preparing a budget, set of an internal control system, and training of personnel. The funder would like to know how their money is spent, hence, the clarity of financial information will encourage them to continue supporting. Hence the financial stability can be attained because financial practices seem to be a key determinant to NPOs.

The Catholic Church in the World has various investments which own for supporting the community projects established all over the World. Dreyfuss, (2019) provides that in the USA Mother Cabrini Heath foundation has assets of 3.2 US billion collected from its Diocese and used to support health care services which are located all over the world and developing countries in particular. The missionaries from various parts of Europe came to Africa including Tanzania to spread the Christianity faith Kitawi&Iyumbu, 2015). Although the missionaries preaching the Gospel, but also work for the poor in providing some necessities for their lives.They established community projects based on educations, health, and other human development projects. These established projects were financed and managed by themselves, but currently, the support reduced (Bartzary, 2011). The local church that takes the possessions experiencing financial difficulties begins to find other ways of getting funds to finance the community projects.

The Catholic Diocese of Moshi is among the earliest Church established in Tanzania, in 1910, as an apostolic vicariate of Bagamoyo (CDOM, 2010). Since then, the Diocese has been carrying the ministry of evangelization and provision of social services through the community projects established. The Diocese has six community projects which provide services to disadvantaged groups which include Orphans and Vulnerable Children (OVCs) and HIV patients which is coordinated by Rainbow center. The Diocese established these projects to support the government in its effort against HIV prevention and care (CDOM, 2010). The project of Gender and Development (GAD) was established to help disadvantaged families (men and women) improve their lives standards through the initiated income-generating activities. These activities include piggery poultry, dairy goat, and hot culture projects (CDOM, 2010). The income generated from these activities helps these families to settle their family need. The other two projects are based on schools for disabilities, one vocational training school for youth disadvantages, and one orphanage center. These community projects are financed by donors, especially external donors. The funded amount needs to be managed properly by allocating and utilized accordingly. Hence, this study was set to assess the contribution of financial practices on the financial stability of community projects in the Catholic Diocese of Moshi.

### **1.1 Statements of the problem**

The Church requires financial resources to finance the community projects established. However, the financial stability of these community projects is still a challenge. Herman and Say (2021) provide that nonprofit organization and churches consider unstable sources of funds while planning, which create financial challenges. This is because relying on this unstable source make the project facing difficulties in fixing the budget, when the funds arrived were not sufficient. Furthermore, financial practices are very important to be exercised in the organization to lift the income generation and control the expenses. Good financial practices include fundraising plans and proper record keeping which helps to produce accurate financial information, to enable the organization to use it in their plans. Mussa and Anyass, (2020) state that good financial management practices ensure that organizations can secure long-term funding from donors who understand and share the mission of the organization. The organization needs to be close with the donor by establishing regular communication to report the progress of community projects and to show trust. Many studies have been done on financing and sustainability of community projects to NGOs and NPOs, but none has been done on the contribution of financial practices on the financial stability of the community projects in the Catholic Diocese of Moshi, Tanzania. This study aimed to assess financial practices on the financial stability of the community projects in the Catholic Diocese of Moshi, Tanzania.

### **1.2 The objective of the study**

To examine the contribution of financial practices on the financial stability of community projects in the Catholic Diocese of Moshi, Tanzania.

### **1.3 Theoretical framework.**

This study adopted the Resource Dependency Theory which was introduced by Pfeffer and Salancik, (1978) as cited by Neinhueser, (2017). The basic aspect of the theory was critical and important resources which were needed by the organization to function Neinhueser, (2017). The organization can acquire the resources which are key for the operation whether internally or externally. This resource comprises financial, human, and material resources Archibald, (2017). The theory proved that the acquisition of external resources can influence the internal affairs of

the organization, particularly their decision-making. The church needs to establish proper strategies for acquiring external resources. Since the Diocese has financial professional and financial policies it will help the Diocese to secure these external resources including donations from donors. The theory considers that the organization has a relationship with external resources. Therefore the theory helps the study to understand the relationship between the Diocese and the external resources if help to maintain the financial stability of the community projects of the Catholic Diocese of Moshi.

Archibald, (2017) proves some criticism, urged that the theory is characterized by power and dependency which could affect the structure of the organization. The provider of the external resources can influence the organization who depends on these resources whether negative or positive, depending on the level of dependency. The negative influence would make the organization lose its identity due to conditionality set by the resources provider. This might happen to the Diocese because the Diocese relies on external donation to a greater extent. This is because the higher the dependency brings ignorance, hence, reduce the internal control and affect the performance Neinhueser, (2017). Thus why most nonprofit organizations include churches find another alternative of ways of financing the community projects through internal sources.

#### **1.4 Financial Practices to community projects.**

Financial practices are an important element in any organization in handling financial matters. This involves the process of setting financial plans and control measures in managing the resources. Lohrey, (2021) provides that financial practices involve the setting of standards that guide the procedures of preparation of the budget and financial report. The knowledge of financial accounting is required to exercise the financial procedures. Financial professional skills are very necessary for proper record keeping and reporting of financial information. The accurate financial information produced is very useful to various stakeholders for decision-making, including the donors. The donor is interested in the financial report which is well prepared, especially the audited financial report. This means that the report should show the value for money that the money sent corresponded with the expenses and according to the objectives indicated to the donor. This accurate financial information will create trust in the donor and influence them to continue supporting the projects.

Strydom&Stephen, (2014) carry out a study in South Africa to examine whether or not NPOs' sound financial management practices have affected their ability to survive in the difficult economy. The study found that the uses of the recommended financial management principle helped most of the NPOs in South Africa. Thus the Diocese needs to apply the recommended accounting principles which would help to document all the transactions and recorded them properly. Alternatively, the organization needs to have a governance structure that indicates all financial matters including the financial procedures and policies and the recommended General Accepted Accounting Standard (GAAP). Appiadu, (2019) points out that the financial stability of the organization is contributed by the good governance structure which indicates the important element of financial practices. The governing structure of the organization needs to indicate the financial regulations and policies, which need to be strictly implemented. The execution of these financial regulations and policies needs professional skills, whereas the governance should also indicate.

Moreover, the study of Solt, (2015) in America about the financial crisis between 2007 – 2008, found that the organization survived and maintained financial stability through strict financial regulations. The strict financial regulations involve the imposition of laws that govern financial matters to ensure financial and economic stability. The financial practices necessary to be exercised in managing financial resources by ensure proper allocation and utilization and solve some financial challenges. Additionally, Arthur &Appiah –Kubi, (2018) conducted a study to investigate the financial management practices in the case of the Young Men's Christian Association (YMCA) in Ghana. The study revealed the challenge in exercising the financial practices, that the Association is still using the traditional accounting system in record keeping, and no proper arrangement of external audit. The study implies that dealing with financial matters requires modern technology. Therefore the software facilitates the preparation of financial statements needed for auditing work and also it may reduce the costs of performing auditing work..This is including the installation of accounting software, which processes a large volume of transactions in a short moment and produces the on-time report. The use of accounting software will facilitate the auditing process and reduce costs.

Furthermore, the study of Chepkemoi &Njeru, (2017)on the effect of management practices on the financial sustainability of NGOs in Nairobi County, denoted that the financial management

practices also deal with cash management. The organization can manage cash by imposing internal control procedures, which guide the collections and outflows of cash. The process involves the authorization procedures of signing the fund request form by the authoritative person, to allow the use of cash. The procedures of issuing money normally based on the budget line items, that means those items listed on the budget should be covered first, and for the items which were not included in the budget, the management should approve the uses. The organization which exercises the procedures of managing cash will achieve to maintain enough cash for running day to day financial activities. Hence, the organization will achieve improved financial stability.

According to Mboya, (2017) who carried out a study in Tanzania, aimed to determine the contribution of financial management and donor relationship that affect financial sustainability. The study found two factors that affect NGOs in Tanzania, these are financial management and donor funding system. The study signifies that financial management is needed to properly arrange the financial affairs of the NGOs and NPOs. This includes the establishment of various financial practices to emphasize the fundraising strategies for income generation. This will help the NGOs and NPOs to capture the opportunities of getting funds, instead of relying on one source of funds. This is because external donations were seen to be uncertain funding sources and most nonprofit organizations highly rely upon them.

## **2. Research Methodology**

The study was carried out in the Catholic Diocese of Moshi, situated in Kilimanjaro Region, Northern Tanzania. The study chooses the Diocese due to the influence of their performance in service provision on the area of education, health, and other social services. The statistic indicated the population of Catholics is equal to 71.9% of the population of 1.4 million people of Kilimanjaro (CDOM, 2010). The study applied the convergent research design under a mixed approach to assessing the factors that contribute to the financial stability of the community projects in the Diocese. The design helps the study to collect both the qualitative and quantitative data simultaneously, by the use of various data collection instruments. The target population of 342 comprises two community project centers and 340 respondents. The sample size was determined by the use of normal approximation to the hypergeometric formula which is normally

used for the small population (Ajay & Micah, 2014). A purposeful sampling technique was used to select two (2) community projects, 1 health coordinator, 1 general treasurer, 2 projects accountants, and 3 zonal coordinators, and 4 other employees. While a simple random under stratified sampling technique was used to select the 18 volunteers and 45 beneficiaries to make a total sample size of 76. The actual sample used by the study was 60 respondents which are equal to 81% of the total sample planned. This is supported by Baruch & Holton, (2008) who proposed that the average rate above 52% is accepted. SPSS version-23 was applied to analyze the qualitative data, whereas the results generated are presented in the table in terms of mean, frequencies, and percentages. The qualitative data were sorted and properly arranged into themes to provide the meaning intended by the study.

### 3. Findings and discussions

#### 3.1 Financial practices to community projects

The study objectives based on financial practices thus intend to assess their contribution to the financial stability of the community projects operated by the Diocese of Moshi. The financial practices can contribute to financial stability if the Diocese established a good financial system and strictly implemented it. The data to verify this aspect were collected from the health coordinator, general treasurer, accountants, zonal coordinators, volunteers, and other employees.

**Table 1. Financial Practices – Accountants and Zonal coordinators.**

Financial Practices	SD		D		U		A		SA		mean
	f	%	f	%	f	%	f	%	f	%	
The budget is prepared as a tool to monitor financial resources.	0	0	0	0	0	0	4	80	1	20	4.2
Budgetary control is done	0	0	0	0	0	0	5	100	0	0	3.6
Preparation of financial report considers the standards.	0	0	0	0	0	0	4	80	1	20	4.2
External audits are done according to the standards.	0	0	0	0	3	60	1	20	1	20	3.6
Cash disbursements consider the procedures of authorization	0	0	0	0	0	0	4	80	1	20	4.2

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Petty cash vouchers used for issuing cash	0	0	0	0	2	40	3	60	0	0	3.4
The collected report submitted to accountants	0	0	0	0	0	0	4	80	1	20	3.8
Internal audits are not performed regularly	0	0	0	0	3	60	2	40	0	0	2.6
The code of conduct available assists accountability and commitment.	0	0	0	0	1	20	4	80	0	0	4.2
Ineffectiveness of policies and internal control procedures lead to failure to maintain the stability of finance.	0	0	3	60	2	40	0	0	0	0	4.0

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**Sources: Field data, 2021**

**Key= SD=Strong Disagree, D= Disagree, U= Undecided, A = Agree, SA= Strong Agree.**

Results from table 1 indicated the responses from the respondents, who provide positive responses concerning the budget preparation. That the projects prepare the budget as the tool for monitoring financial resources allocated for uses, which was agreed by a mean of 4.2, that the majority (100%) agreed that it is prepared, among them 20% were strongly agreed. The budget indicates the required items for the projects to operate. The results findings imply that the budget is prepared by involving all the personnel who are responsible for the projects because everyone is aware of the budget preparation.

The results findings supported by the second interviewee who interviewed about the involvement of the management team in the budgeting process explained that; *"The top leaders of the Diocese normally are involved in the budget planning and the process of preparation. Also, the management makes supervision follow-up (feedback and forward back) and evaluating the implementation plans.* (Interviewed on 18<sup>th</sup> June 2021)

The results findings are similar to the results of Nombo, (2016) who studied the budgeting and budgetary control measures if affect the quality of service delivery of Catholic Relief Services in the Dodoma Region. The study recommended the use of a participatory approach in preparing the budget. The personnel who are responsible for the project need to be included in the preparation process because they know what is indicated in the budget and it facilitates the implementation. This kind of involvement will encourage the personnel and work hard.

The budgetary control measure can be done regularly, that means during the operation and at the end of the fiscal year. This kind of monitoring budget helps the management to evaluate the uses if it has corresponded with the budget plan. The control measures against actual and budgeted indicated the variances, whereas the management will work upon to improve the upcoming budget. The results from the table revealed that the budgetary control is done, that shown with a mean of 3.6, with 100% of respondents. The results imply that the financial management team exercising well this financial practices aspect for them to manage funds.

The results were supported by the second interviewee when interviewed said; *the management monitors the budget and evaluating the actual against budgeted periodically, to control the variances. Also in case of any variances the management work to improve the upcoming budget and finding ways to cover the differences* (Interviewed on 18<sup>th</sup> June 2021).

Nevertheless, the study findings showed that the implementation of external auditing is not effectively done. The management monitors the budget and evaluating that actual against budgeted periodically to control the variances. This has been shown with a mean score of 4.2 with 40% of the respondents who agreed that the external audit is done according to the requirements of standards, while 60% were undecided. The financial report which is audited increases value and trust to various stakeholders including donors who provide money to the projects. The donor wants to be sure that the money sent was used accordingly or not. The results findings indicated that most of the respondents do not know whether the auditing is conducted. The results imply that the auditing is done by the Diocese at the head office, including the community projects. This aspect is known by the accountants who work at the head office than the zonal coordinators who work at the project centers. Zonal coordinators and volunteer working at the operational level they are not aware what is done at the center level.

The findings results indicated in table 1 concur with the findings of Arthur & Appiah-Kubi, (2018) who recommended that the NGOs should arrange the external audit to be conducted to projects. External audit seems to be very significant for producing a fair presentation of the financial report, thus need to plan by the organization when preparing their annual budget. This is because auditing increase accountability and transparency to the person who deals with the financial matters.

The study results indicate the mean score of 3.6, that all (100%) respondents agreed that the procedures of authorization are followed, regarding the disbursement of payments, among which 20% strongly agreed. The diocese should apply an internal control system in exercising authorization procedures to manage cash. Whereas the personnel is responsible for signing the fund request form or voucher to allow the outflows of cash for use.

Furthermore, the findings of the results indicate the mean score of 4.2, with 60% of the respondents agreed that voucher is available for all petty cash disbursements, while 40% had no decision on whether the voucher is available or not. The record-keeping should be done in any use of cash, by filling a petty cash voucher. The petty cash amount is an authorized amount to be used in the office to meet daily needs for a specific time, normally a month. The procedures involve the signing of a fund request form to authorize the payment. The study findings indicate that the process is done and the voucher is available. This aspect is new to some of the respondents, whether due to the terminology used by the study. It can be due to the financial terms used, by the study, because some are not accountants.

The above finding is in line with the findings of Chepkemai & Njeru, (2017) who denoted that the best financial management practice involves cash management. To manage cash is to take care of inflows and control the outflows of cash. This involves the process of making cash projections (inflows and outflows of cash) to help the project meet its financial activities throughout the year.

Moreover, the report for the operational center was sent to the accountants for consolidating and produce one report. The results from the table indicate that the report from the centers was collected and sent to the accountants. This is shown with a mean of 4.2, with the majority (100) of respondents who agreed. The community projects of the Diocese were allocated to different places within and outside Moshi municipality, the personnel responsible sent the financial report regularly to head office.

The organization normally applying internal audit to assist various matters including the following of the recommended standards. This means that the organization should operate under the recommended international standards of accounting which guide all financial matters. When the respondents asked about internal audit, the results indicated by the mean score of 3.8, with only 40% agreed that it is performed regularly, while 60% were undecided on whether it is

performed or not. The implementation of these standards guides the organization to better financial performance and maintain financial stability. The findings of the results are that internal audits are not properly performed.

Additionally, the results indicate that the available code of conduct of the Diocese helps the personnel to perform their duties with a higher level of integrity. This was shown with a mean score of 2.6 with 80% of the respondents who agreed that it is available, while 20% had no decision. The organization normally has values that indicate to its policy that is necessary to practice in pursuing its goal and mission. These value helps to bring together personnel character and perceptions towards achieving its goals. The values comprise the code of conduct which helps the personnel to be accountable and transparent to their work. The study findings signifies that the majority of the respondents agreed that the code of conduct is available and adhered to by the personnel.

Finally the results from the table shown a mean score of 4.0 with 60% of the respondents who had no decision on whether policies and internal control procedures are not effective to improve financial stability, while 40% disagreed. The data imply that the accountants know the available policies and procedures help the community projects to be financially stable. The available financial practices such as financial manuals, authorization procedures of disbursement, petty cash vouchers for monitoring cash flows, preparation of the budget and financial report, and other practices are an indication that is contributing to financial stability.

**Table 2: Financial practices - Volunteers**

Financial practices	A		U		D		Mean
	f	%	f	%	f	%	
Preparation of budget is done at the beginning of the year.	10	77	2	15	1	8	1.3
The financial report is prepared at the end of each year.	12	92	0	0	1	8	1.2
The Diocese exercises the financial practices.	13	100	0	0	0	0	1.0
The Diocese has the financial regulations and policies	13	100	0	0	0	0	1.0

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The Diocese has no internal control system.	4	31	7	54	2	15	1.8
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**Sources: Field data, 2021.**

**Key: D = Disagreed, U = Undecided, A = Agree**

The budget is prepared and starts to be implemented at the beginning of the fiscal year. This budget guides the financial events that are to be performed as it is indicated in the budget plan. This is agreed by the majority (77%) of the respondents that the budget is prepared, while 15% disagreed and only 8% had no-decision. this is to say that budget is prepared at the beginning of the year and the personnel is involved in the preparation. Nevertheless, the findings of the results revealed that the financial report is prepared at the end of the year.

This is shown with a mean score of 1.2 with (92%) of respondents who agreed that the financial report is prepared, while 8% had no-decision. this is to say that some personnel plays part in the preparation of the financial report, since they submitted financial report regularly from the community project centers, thus why they are aware of the preparation of the financial report. Furthermore, the results indicate the mean score of 1.0, with all (100%) of respondents agreed that the Diocese excises financial practices. These financial practices exercised help to manage funds allocated to the community projects.

The results imply that the majority of the respondents know these practices and adhere to them. Additionally, the financial regulations and policies are available at the Diocese that guides the management of resources especially financial resources. The result showed a mean score of 1.0 with all (100%) of respondents agreed that the Diocese has financial regulation and policies. Finally, the results from the table shown a mean score of 1.8, with 54% of respondents who disagreed that the Diocese has no internal control system. This is to say that some of the respondents know about the internal control system and agreed that it is available. But other respondents are not aware, thus why 31% agreed that it is not available and 8% had no-decision. This implies that by agreed that the financial practices have been adhered to in the Diocese, it signifies that the internal control system is in place.

**Table 3: Financial practices – Other workers.**

Financial practices	A		U		D		Mean
	f	%	f	%	f	%	
Preparation of budget is done at the beginning of the year.	3	75	0	0	1	25	1.5
The financial report is prepared at the end of each year.	3	75	0	0	1	25	1.5
The Diocese exercises the financial practices.	4	100	0	0	0	0	1.0
The Diocese has the financial regulations and policies	4	100	0	0	0	0	1.0
The Diocese has no internal control system.	0	0	0	0	4	100	2.0

**Sources: Field data, 2021.**

**Key: D = Disagreed, U = Undecided, A = Agree**

The results findings from the table indicate the mean score of 1.5, whereby 75% of respondents agreed that the budget is prepared and implemented at the beginning of the year. While 25% of respondents had no-decision. This implies that the majority of the respondents know about the preparation of the budget and participate in their process. However, the finding results revealed that the financial report is prepared at the end of the financial year. This also shown with a mean score of 1.5 with 75% of respondents are aware that the project prepares financial reports, 25% of the respondents were undecided. The results signify that most of the respondents are aware of the budget process since they are involved. Nevertheless, the results indicate that the preparation of the financial report is done at the end of the financial year. This implies that these practices are known to everyone and adhered to make sure they take care of the financial resources of the projects. Besides that, the results for the table show the Diocese has financial policies and regulations. This is shown with a mean of 1.0 with the majority (100%) of respondents agreed that the financial regulations and policies are available and adhered to in the Diocese. Lastly, with a mean of 2.0 with all (100%) of respondents disagreed the statement that the Diocese has no internal control procedures. The study signifies that most of the respondents know about the

internal control system available at the Diocese. Also, it is applied in carrying out the financial activities of the community projects.

### **3.2. The Theoretical implication of the study**

The results of the findings above agreed with the resources Dependency theory by Pfeffer & Salancik, (1978) as cited by Neinhueser, (2017) which says that the organization can acquire the external resources for their survival in terms of financial, human, and other material resources. The acquisition of these resources depends on the strategies set by the Diocese. The Diocese depends on 90% of financial resources from external donations to run community projects, as is indicated in the findings of the results. Among the strategies used by the Diocese to ensure that they keep the relation with donors is to maintain effective communication through grant writing and financial reporting to donors. The Diocese shares its mission and goals of community projects through grant writings and the donors are encouraged to continue supporting these projects by being satisfied by the financial information received from the projects after being spent the money. The community projects exercise financial practices to manage funds received and ensure the financial stability of the projects. Contrary to the resource dependency theory give the alert upon over-dependency on external actors who provide financial resources to the community projects, this could affect their decision making and plans. The theory indicates that the power and decision of the external actor might change the organization's behavior (Neinhueser, 2017). The higher rate of dependency on donor funding creates financial challenges due to its instability of funds. The study revealed this aspect by being agreed by the respondents in 80%. The theory provides ways of strengthening the internal capacity of the Diocese to generate various efforts for acquiring funds for community projects.

### **4. Conclusion and Recommendations**

According to the findings of the results, the study concludes that financial practices have a greater contribution to the financial stability of the community projects of the Diocese. Financial policies and regulations available provide a guide to managing the funds available which are scarce. Through internal control procedures exercised, competent and experienced financial personnel helps to effectively to implement these procedures. Hence the little money available is

allocated and utilized to meet the necessities. Although the financial practices are well exercised, the study found that the majority who work in the financial part of both projects are not aware of some aspect of financial matters, these include zonal coordinators and volunteers who are working directly on the project and doing some financial activities.

The study provides some of the suggestions to the Diocese on the improvement of the community projects and maintaining financial stability. These are as follows:

First: the study suggests the use of financial professionals available to acquire investments opportunities. The Diocese has employed competent financial professionals, however, it can utilize them with financial investments, to generate funds for community projects. For example, the Diocese possesses some material resources such as land and buildings, which they can use to convert into investments for renting and generate income. Also the professional can help the Diocese to secure financial investment opportunities on financial markets such as buying a share, bonds, and other financial investments.

Secondly: the study suggests the provision of financial training to volunteers and zonal coordinators. The volunteers and zonal coordinators are partners in working in the community projects, this needs to be trained on various matters especially financial matters. This is because they are dealing with the financial aspect, training would help them to produce clear information and understand some necessary financial aspects like auditing.

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