

## CHAPTER 4

# FINDINGS- FINANCE, HUMAN RESOURCES, MANAGEMENT & USE OF INFORMATION TECHNOLOGY

### Sources of Income

Data from the postal survey illustrate that London Chinese associations received their income from the following sources:

1. Grants from central government (e.g. Home Office) and local authorities (e.g. City of Westminster and the London Borough of Camden)
2. Community Fund
3. Grants from Trusts and Foundations (e.g. Baring Foundation and Hilden Trust)
4. Financial assistance from commercial organisations
5. Fundraising/private donation
6. Fee charging/membership fee

Of 27 respondents, over two-fifths (12) got grants from local authorities and about two-thirds (16) from trusts and foundations. One-quarter of organisations (7) even completely depended on these two sources of income.

Apart from government grants, the surveyed organisations also obtained income from fundraising/private donations (7), and fee charging/membership fees (2). It should be noted that one-quarter (7) of surveyed organisations had income solely from private donations and fee charging/membership fees.

Overall, over forty percent (12) of organisations only had one source of income and only two organisation with 3 sources of income. More importantly, organisations which got grants from trusts and foundations, were mainly through special projects, as evident from the fact that one-third of in-depth interviewed organisations with extra income from project grants (R5, 5, 9, 10, 11).

The above data suggest that the financial conditions of the respondent organisations are affected by three factors: (a) changes in government policies, (b) the success of grant bids and (c) the financial situation of private donors. Due to the limited sources and instability of their income, most organisations might have to put a lot of staffing resources into grant applications or into organising fund raising activities.

Table I: Sources of income of 27 respondent organisations

Source of income	Respondent Organisations (N = 27)																										Row Total	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26		27
Government Grants																												
Central government										√									√							√		
Local authorities	√			√	√	√	√	√	√		√		√			√		√				√						
Community Fund				√				√						√														
Trusts and Foundations	√	√	√		√	√	√	√	√	√	√			√		√			√		√					√		√
Commercial Organisation																						√						
Fundraising/ Private donation															√	√	√			√				√	√			√
Fee charging/ Membership fee												√															√	
No. of source	2	1	1	2	2	2	2	3	2	2	2	1	1	2	1	3	1	1	2	1	2	1	1	1	1	2	2	1

As for grant applications, nearly half (8) of the 17 respondent organisations submitted 3 to 6 applications, and over two-fifths (7) submitted over 7 applications. Regarding their attitudes to the grant application process, over one-third felt that it was difficult and complicated to deal with funding applications.

Chart 9: The number of grant applications submitted by postal surveyed organisations

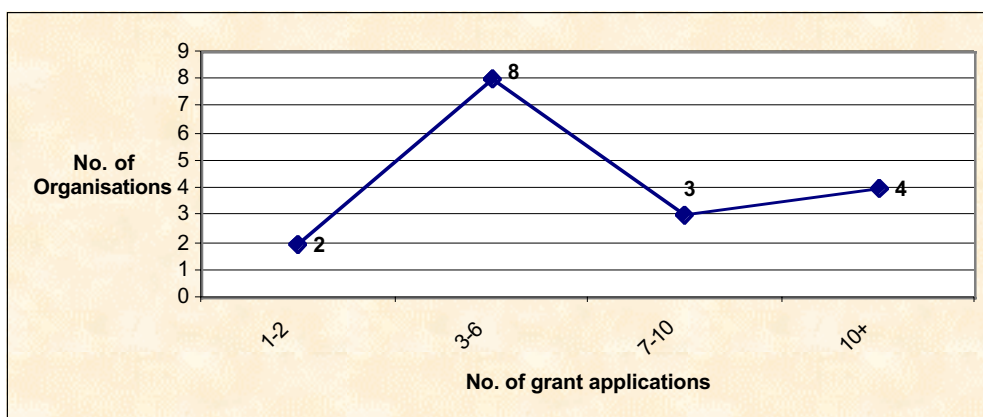
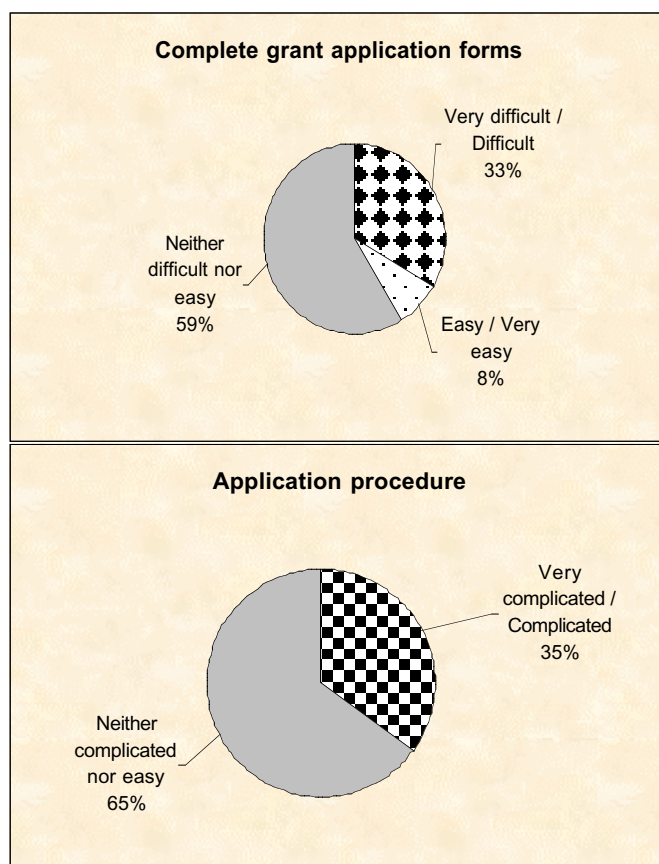


Chart 10: Respondent organisations' attitudes towards grant applications



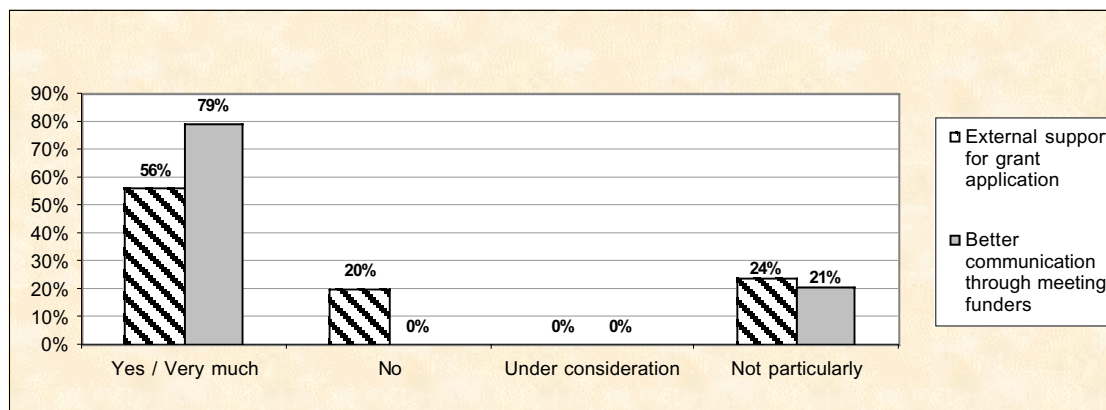
Respondents of in-depth interviews said that applying for grants was an extremely demanding task (R3, 9, 12). As one respondent (R3) pointed out, 'applying for grants needs a lot of documents as well as time on administration. Writing a proposal takes a lot of time'. A manager of another organisation (R9) also said, 'of course we have difficulties. Different grants have different degrees of difficulty, funders have their own priorities'. Another respondent (R12) stated: 'applying for government money is extremely difficult. In response to the changing priorities of the funding organisations, we have to change the contents of our projects accordingly'. Complicated grant applications and a lot of time on administration had discouraged applications. For example, one frustrated respondent (R13) said,

***"Applying for grants is not simple, you have to fill in a lot of information. After successfully getting some grants, you have to attend many meetings and submit a lot of reports. This takes much time. All of us are volunteers, these requirements are too harsh to us. Thus, even though we know some funding organisations that can give us money, we do not apply."***

On the other hand, one organisation (R2) claimed that it only applied for 'small grants' because 'the requirements of big grants are too strict'. Obviously, applying for grants was a demanding and difficult task for respondent organisations. This explains why a manager (R1) of an organisation believed that 'professional skills' were needed for grant

applications. Furthermore, services provided by interviewed agencies would be shaped by the directions of funding bodies rather than based on the needs of the Chinese community. Against the mentioned difficulties, over half of respondent organisations said that they needed external support for completing grant applications, and nearly four-fifths of organisations believed that better communication with funders was essential.

**Chart 11: Respondent organisations' attitudes towards external support and communication with funders**



### Financial Constraints and Limited Human Resources

Finance was an issue of utmost concern among the organisations of this study. Data from the postal survey shows that over half of organisations claimed that they were unable to get sufficient funds for running services. As for in-depth interviews, more than half (9) (R2, 3, 4, 5, 10, 12, 13, 15, 16) of the 16 respondent organisations were facing financial difficulties. Eight respondent associations (R1, 4, 5, 7, 10, 11, 15, 16) needed more human resources to provide sufficient services. More than two-thirds (19) of the postal surveyed organisations complained of having 'not sufficient/very insufficient' staff.

Of the 30 respondent organisations, just over two-thirds (21) had full-time staff. Among organisations which had full-time staff, about half (10) had only 1-2 staff, and less than one-fifth (3) had more than 6 full-time staff. However, half (15) of the respondent organisations had employed part-time staff working for more than 10 hours per week. Two-fifths of these organisations had employed over 6 part-time staff. Further, over two-thirds (21) of the respondent organisations had recruited volunteers to implement services. Nearly three-fifths (12) of these organisations had more than 10 volunteers. These figures suggest that most respondent organisations were small-scale organisations that depended heavily on part-time staff and volunteers on delivering services.

Table 2: Number of full-time staff of the respondent organisations

No. full-time staff	No. of organisations	%
1 – 2	10	48
3 – 5	8	38
6 or more	3	14
Total	21	100

Table 3: Number of part-time staff working for over 10 hours per week

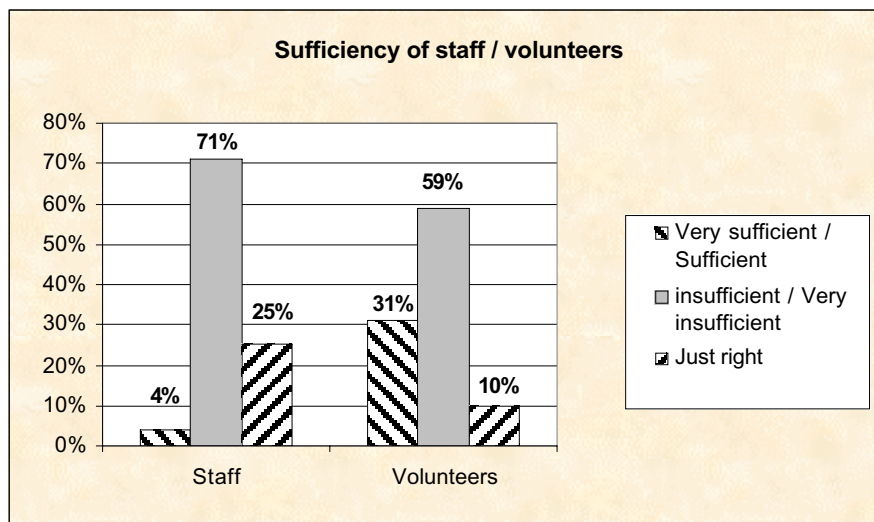
No. part-time staff	No. of organisations	%
1 – 2	7	47
3 – 5	2	13
6 or more	6	40
Total	15	100

Table 4: Number of volunteers in the respondent organisations

No. of volunteer	No. of organisations	%
1 – 5	8	38
6 – 9	1	5
10 or more	12	57
Total	21	100

As for the existing levels of staff and volunteers, over 70% of respondent organisations expressed that the number of their staff were insufficient and nearly 60% claimed that the number of their volunteers were inadequate. While facing a shortage of staff and volunteers, however, about 70% of organisations did not have sufficient resources to recruit the staff and volunteers they required.

Chart 12: Respondent organisations' attitudes to the level of staff and volunteers



As revealed by in-depth interviews, inadequate human resources had created tremendous work pressures on existing staff. A Co-ordinator said that his staff had to work overtime for a long period. However, their salaries were lower than those of their counterparts in mainstream social services. In effect, London Chinese organisations had to face the loss of qualified workers. The Co-ordinator (R12) further explained, our staff are devoted to their work. They have to work overtime for a long period of time...good staff, after being completely exhausted, left us and worked in mainstream social agencies'. However, one-third of respondent agencies (R1, 2, 9, 10, 15) reported that it was hard to employ qualified staff. As one (R9) of the respondents stated, Chinese people who had good 'education or are professionals don't like to work in the Chinese voluntary organisations'. A manager (R2) of an organisation explained the difficulty in employing staff:

***"I am quite pessimistic about the Chinese voluntary sector. A young person who has an alternative will not join this sector. Unlike in a government job, they have to apply for grants to have their jobs extended. Also, the working experience of Chinese community organisations cannot be used in other fields...In addition, it is difficult to get young people interested in the nature of the work. We only deal with some minor daily issues".***

Because of financial constraints, nearly 40 percent of respondent agencies had to stop or could not carry out some crucial services (R2, 3, 4, 7, 10, 12, 16). According to one respondent (R12), 'we used to hold educational talks on mental illness prevention and stress reduction. Because of the lack of human resources, we no longer have these services'. Another respondent (R4) stressed that 'at least three full-time staff are required for providing comprehensive services'. However, his organisation could only employ a part-time worker. If an organisation was unable to get sufficient resources, it even had to reduce the working hours of staff. The above evidence shows that finance was the fundamental difficulty for Chinese organisations, and it adversely affected their services and their capacity to employ qualified workers.

## Characteristics of Management Committees (MCs)

Concerning the number of Management Committee members of the 25 respondent organisations, 52% of them had more than 7. Data from in-depth interviews show that apart from three service units (R7, 11, 14), which were directly managed by their headquarters, the rest of the in-depth interviewed organisations had their own management committees (MC). It is shown that the composition of the MCs of these 16 organisations varied greatly. People sharing common values with an organisation or with professional knowledge were two crucial elements for becoming members of MCs. The MCs of two organisations were solely composed of members who had common concerns on particular issues and 6 MCs of the in-depth interviewed organisations included this type of member, who were, very often, also the foundation members of their organisations. For example, the formation of one organisation was the result of 'foot and mouth', which aroused the concern of the UK Chinese community. After this incident, participants formed an organisation safeguarding the civil rights of UK Chinese people. Also, 6 MCs consisted of members with professional backgrounds such as doctors, accountants, lawyers and social workers. The knowledge possessed by this type of members was believed to be crucial to the development of the organisation. For example, one respondent (R1) remarked that the two new MC members with knowledge of information technology and race relations were co-opted to meet the changing needs of its organisation. In addition, members/users of three organisations had opportunities to participate in the work of MCs. One respondent (R2) of these organisations said that they would nominate some members to be on their MC because these members were familiar with their services. Data from the postal survey even shows that half (15 organisations) of MCs involved user representatives. This suggests that respondent organisations stressed the contributions of their clients to the planning and delivery of services.

Chart 13: The number of Management Committee members of the postal surveyed organisations

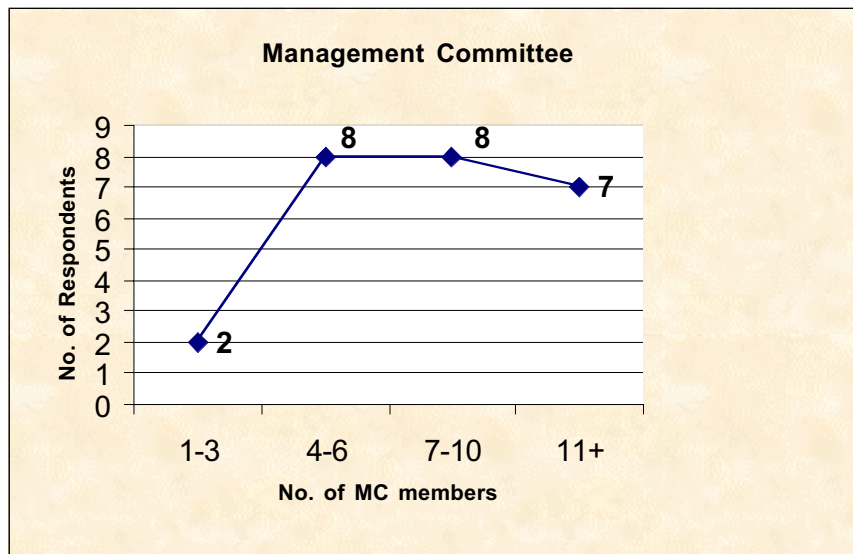
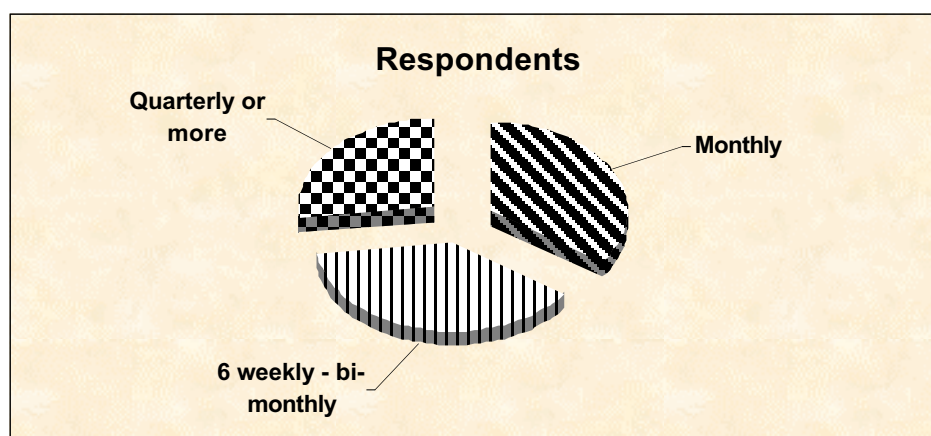


Table 5: The composition of Management Committees of 16 in-depth interviewed organisations

Respondent organisation	Composition of Management Committee				
	Invited/founded by professional	Member/user	People with shared value/common concern	Representatives of other organisations	Service unit managed by headquarters
1	√				
2		√	√		
3		√	√		
4			√		
5				√	
6			√		
7					√
8	√				
9	√				
10	√		√		
11					√
12	√				
13	√	√			√
14					√
15			√		
16		√	√		

As for the frequency of meeting of the MCs, just over one-third (9) met monthly and two-fifths (10) met '6 weekly – bi-monthly'. However, over one-quarter (7) of MCs met 'quarterly or less often'. It should be noted that two MCs even 'met once every four months or more'. The issue of concern here is whether the MCs of some organisations clearly understand the recent development of their organisations and effectively monitor their administrators. This worry is further enhanced by the fact that only half of the MCs' members had received 'relevant training/other induction'. Respondents from in-depth interviews also expressed training needs for their MCs' members. One respondent (R10) said that over half of MC members had been serving the MC for a very long period, and there was a gap between their management knowledge and that of today. Another respondent (R8) said that some training could benefit MC members who had limited knowledge of the operation of their services.

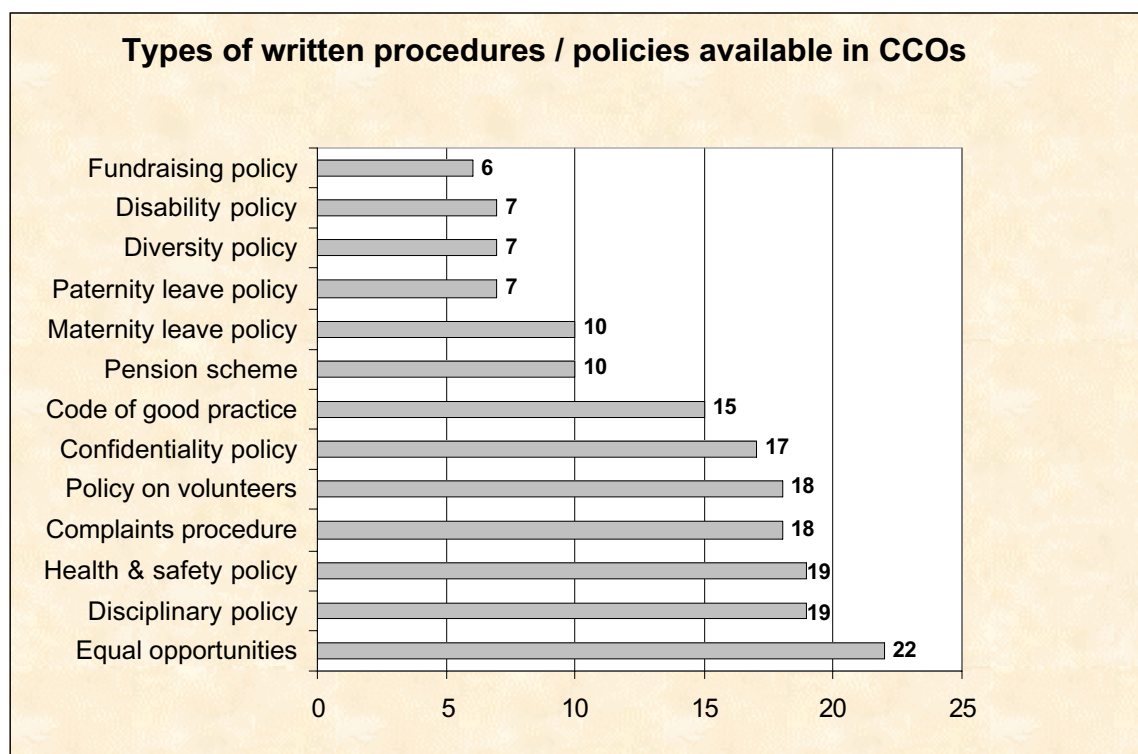
**Chart 14: Frequency of meeting of Management Committees**



### Written Procedures/Policies

Over two-thirds of respondent organisations had written policies on equal opportunities, discipline, and health and safety. Also, over half of the organisations had measures dealing with complaints, volunteers, confidentiality, and good practice. However, only one-third had policies on pension schemes and maternity leave; and only one-fifth had policies concerning paternity leave, diversity, disability and fundraising. The findings revealed that a large proportion of organisations did not have comprehensive administrative procedures and employee benefits. The operation of their organisations was not highly structured; there was a high possibility that informal arrangements, instead of written procedures, dominated their daily practice. This type of organisational structure might be related to factors mentioned in the previous sections such as the short history of the organisation, the small number of full-time staff and, in some organisations, the heavy reliance on part-time staff or even volunteers in administration, and the financial constraints involved in providing employee benefits such as pensions, maternity and paternity leave.

Chart 15: Written procedures/policies of postal surveyed organisations



### Staff Management

Among the 23 respondents, nearly two-thirds (15) had team/staff meetings at least once a month. Three organisations only met when needed. Two organisations did not have any team/staff meeting at all. Concerning staff supervision, over half (14) of the organisations had staff supervision meetings at least once a month. However about one-quarter (7) had staff supervision meetings 'quarterly or more' and nearly one-fifth (5) had no staff supervision meetings. Regarding staff appraisal, over two-thirds (17) did staff appraisal at least once a year. Surprisingly, nearly a third (6) of organisations did not conduct staff appraisals. These results reveal that some organisations did not regularly monitor or support their staff.

Chart 16: Frequency of staff/team meetings in the postal surveyed organisations

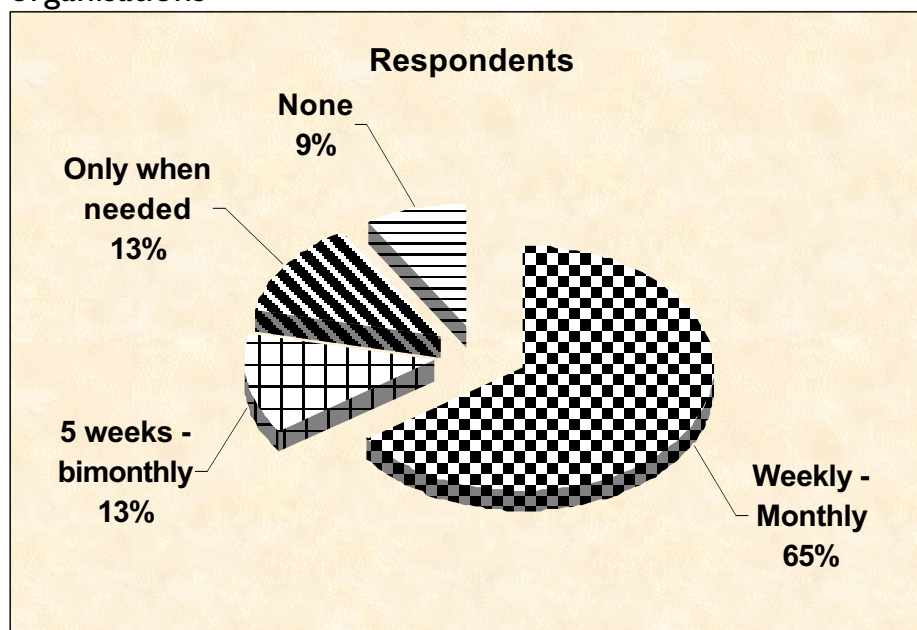


Table 6: Frequency of staff supervision meetings in the postal surveyed organisations

Frequency of staff/team supervision meetings	No. of organisations	%
Weekly – fortnightly	6	23
Monthly	8	31
Quarterly or less often	7	27
No supervision	5	19
Total	26	100

Table 7: Frequency of staff appraisal in the postal surveyed organisations

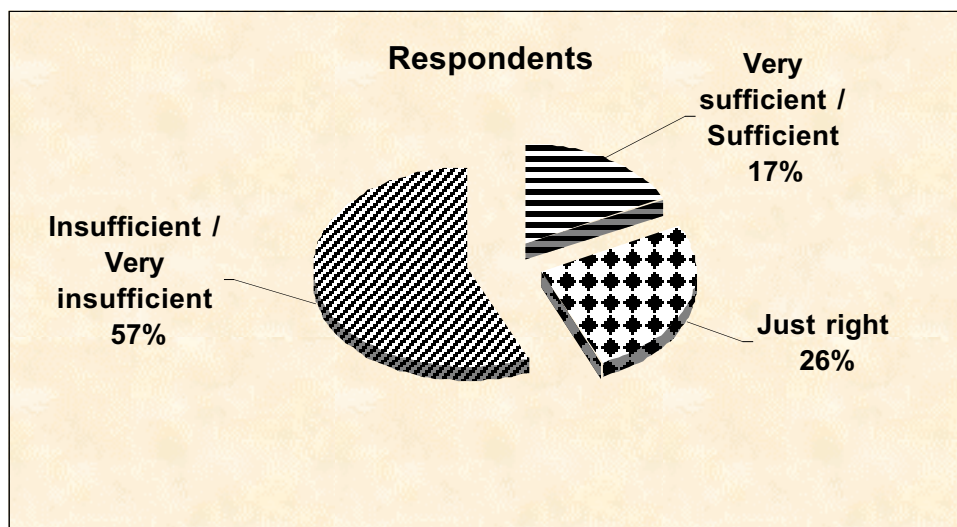
Frequency of staff appraisal	No. of organisations	%
Less than 5 months	1	4
6 months – 12 months	16	64
No appraisal	8	32
Total	25	100

### Assessing Needs and Accountability

Among 28 respondent organisations, 79% conducted research exploring the needs of users. Further, 61% of them held consultation meetings with their users. These figures show that most respondent organisations emphasised the participation of users in the process of service delivery.

As for the accountability of respondent organisations, 79% had produced audited accounts and 71% had published annual reports informing interested parties of their current development. It is obvious that most respondent organisations put much emphasis on accountability. It should be noted that small organisations with limited resources might have difficulties in managing these two tasks, especially since nearly 60% of respondent organisations did not receive sufficient funds for running their services last year.

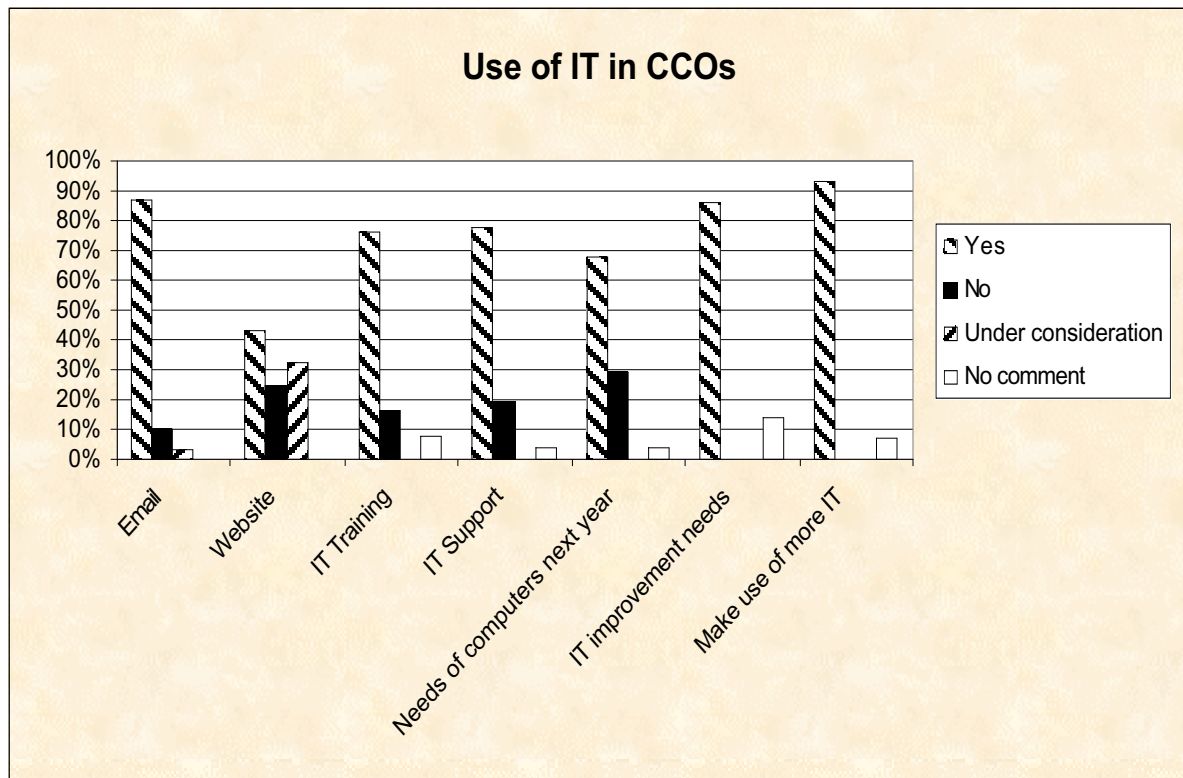
**Chart 17: Amount of funds for running services last year**



### **The Use of Information Technology (IT)**

An overwhelming majority of respondent organisations (28 out of 30) used email, and over two-fifths had their own websites. This evidence suggests that the surveyed organisations were using modern means to communicate with users. More importantly, most respondent organisations took a positive attitude on the benefits of IT for their services. More than nine-tenths of organisations planned to use IT more, and nearly as many (86%) believed that better IT could help their service development. However, the use of IT among Chinese organisations might be constrained by limited finance, inadequate computing knowledge and lack of technical support. Nearly four-fifths of organisations said they needed more IT support (78%), and their staff needed more IT training (76%).

Chart 18: Respondent organisations on using IT and their needs on IT



## CHAPTER 5

# FINDINGS- ATTITUDES TOWARDS RACE EQUALITY & RELATIONSHIP WITH THE GOVERNMENT

Data from both the postal survey and in-depth interviews showed that there was a high degree of dissatisfaction with the government's policies on race. When asked about their attitudes towards race equality policies of central and local governments, nearly 60 percent of respondent organisations stated 'no comment'. Also, more organisations expressed dissatisfaction with the local councils (31%) than with central government (22%). As local councils had more contact with the Chinese community, a higher degree of dissatisfaction might be caused by Chinese organisations' negative experiences of grant applications. It was found that nearly 70 percent of organisations stated their 'dissatisfaction' with local councils' budgets for the BME community. Data from in-depth interviews provides consistent and concrete information on this issue. Only 2 (R8, 14) out of 16 in-depth interviewees expressed 'satisfaction' with the government's race equality policy. Nearly one-third of respondents (R3, 7, 10, 11, 12) had 'no comment' because of having little knowledge of the issue. As one respondent (R12) explained, **'Really, I am not familiar with their policies. I only attended their consultative meetings. I haven't read the detailed policies. Thus, it is difficult for me to comment'**. Similarly, nearly one-fifth of the surveyed organisations said that it was 'difficult/very difficult' to acquire information on 'the latest race equality policy'.

Another third of respondents were dissatisfied with the government policies. A respondent (R6) pointed out that 'we are not satisfied with central government policy which makes Chinese people a scapegoat for the issue of foot and mouth disease'. Respondents' dissatisfaction was highly related to the government's limited financial support for their services. Data from the postal survey showed that over two-thirds of organisations said that the financial assistance to BME organisations from both the central government and local councils was 'insufficient/very insufficient' and none of them expressed 'sufficiency'. As a frustrated manager (R2) emphasised, 'the government always asked us to attend meetings. We are exhausted in expressing our needs but failing to get any money'. Another respondent (R15) stated, 'I think that government's support for the needs of Chinese people is very inadequate'.

Data from the postal survey shows that three-fifths of organisations expressed their dissatisfaction with both local government's and central government's consultative work. This might be related to the government's lack of knowledge of the impact of its policies on UK Chinese organisations as reflected in the in-depth interviews. For example, a manager (R2) complained that the requirement to pay a company to manage grants had, in fact, reduced the total amount of

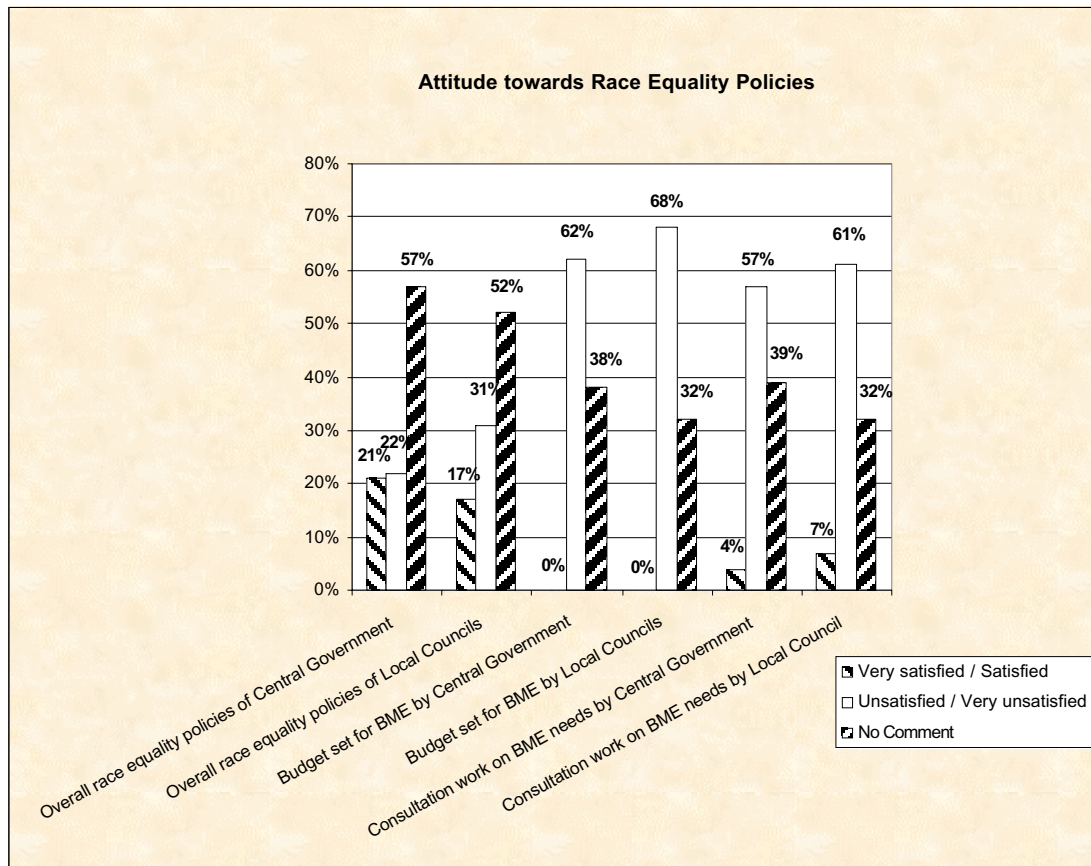
money that they received. Another respondent (R13) was disappointed with the local council, which suddenly cut four-fifths of the grant for her association, adversely affecting services. All of these seem to be sources of the dissatisfaction among respondent agencies. Also, the relationships between Chinese organisations and the government were too superficial. Some respondents (R12, 13) said that they only talked to government officials at consultative meetings or in the process of making grant applications. Because of inadequate understanding, some respondents (R7, 12, 13) said that they, basically, had 'no special relationship with the government'.

Contrary to a common belief that the UK Chinese community has little interest in the outside world, two respondents (R1, 9) stressed the need to keep a closer relationship with the government through which the needs of the Chinese community could be expressed. According to a manager (R9) of an association,

***“Basically, we actively participate in local government’s consultative meetings. We send our speakers to present at their seminars. We put a lot of time on public relations. If Chinese associations can take more time in public relations, it is good for our future development.”***

Similarly, another manager (R1) noted that after the September 11 incident, race relations were very sensitive, the prospect for good race relations became less favourable. The racial tension accumulated over the last decade was likely to be triggered off at any time. He, therefore, suggested that Chinese organisations should unite together, expressing their views to the government.

Chart 19: Respondent attitudes towards race policies of central government (CG) and local councils (LC)



## CHAPTER 6 DISCUSSION

### The Changing Nature of Chinese Organisations

UK Chinese associations experienced rapid changes in terms of the content of services and the nature of community leaders over the past two decades. In the past, traditional Chinese associations were chiefly based on surnames and geographical regions, which restricted the number and background of members (Chan, 1996). These organisations mainly provided emergency relief and funeral service. It was widely shared by Chinese people that a 'funeral brings peace to the descendants'.

However, the nature of Chinese organisations had changed drastically due to the diversified origins of Chinese people in the UK and the rise of the middle class. Before the 1980s the UK Chinese mainly came from Hong Kong, engaging in restaurants and take-away businesses. However, more and more Chinese from other countries such as Mainland China, Vietnam, Singapore, Malaysia, etc. now live in the UK. The socio-economic background of Chinese people with different origins varies greatly. For example, 58% of Hong Kong Chinese in contrast to only 10% of South East Asian Chinese worked in the catering industry. On the other hand, the South East Asian Chinese were more likely to enter higher-level salariat jobs. Cheng noticed that the UK Chinese people are 'not a homogeneous group' (Cheng, 1996: 178), but have diverse origins and cultural backgrounds (Blackwell, 1997; Chan & Chan, 1997). More importantly, the new generation who receive education and even were born in the UK are concerned about their civil rights, and better equipped to challenge the existing policies, demanding a better quality of life.

Against this background, new Chinese associations that met social, economic and psychological needs of their fellow members were formed over the last two decades. ***The common features of such organisations, as revealed from in-depth interviews, were professionals as core members, concern for civil rights and justice, the emphasis on clients' social and psychological development, and the pursuit of integration with mainstream society.*** These organisations helped improve the living standard of the UK Chinese people on the one hand, and created a new relationship between Chinese organisations and the UK government on the other hand.

### Differences and Adjustment among the UK Chinese Organisations

Some adjustment problems arose as a result of the emergence of new organisations in the Chinese community. There were some obvious differences between the old and new leaders of the Chinese organisations in terms of educational backgrounds and social expectations. In contrast with the old leaders who emphasised self-reliance and harmonious relationship with authority, the new leaders stressed social, economic, and political rights of the Chinese people.

According to a community worker (R4), the traditional leaders always asked those who had been unjustly treated to keep calm. On the other hand, the new community organisations aim at safeguarding the civil rights of Chinese victims (R1, 4, 6). Such differences were an obstacle to collective action on issues affecting the interests of the Chinese community. The response of the Chinese community to the 'foot and mouth disease' clearly reflected this difference. A respondent (R6) revealed that before holding a petition to the government, there were deep suspicions between the new leaders and the traditional ones that prevented them from taking joint actions. **Thus, effective communication, the establishment of trust, and co-operation between the new and old leaders are great challenges to the UK Chinese community, which directly affect the strength of the UK Chinese people to improve their civil status and quality of life.**

**The existence of different expectations and the division among Chinese organisations also challenges the consultative work of central government and local councils.** With little knowledge of the dynamic forces of the UK Chinese community, government officials might approach some leaders but, at the same time, exclude significant ones. This has created bias in consultation that adversely affects the effectiveness of government policies on meeting Chinese people's needs. For example, a Chairperson (R16) noted that many older Chinese people received little care so that a residential home for them was necessary. However, another respondent (R5) pointed out that a local council's plan to solve the housing needs of Chinese older people was jeopardised by its narrow consultation that failed to collect a comprehensive view on its policy. Therefore, effective consultation to identify the needs of Chinese people from different community leaders and organisations is crucial to tackle the social exclusion of the Chinese community.

## The Functions of London Chinese Organisations

The study clearly reveals that Chinese organisations in London were playing an important role in promoting the social integration and well being of Chinese people. The CCOs performed several crucial functions:

Firstly, **they acted as an effective medium for linking social resources and Chinese users.** This role was especially important to those with little English or those who had no knowledge of the UK benefit systems such as new immigrants.

Secondly, **they were a 'bridge' connecting the government and the UK Chinese community.** Very often, representatives of Chinese organisations attended government consultative meetings. They put the views of their clients to the concerned bodies. Chinese organisations emphasised social integration. As a manager (R9) pointed out, the integration of the UK Chinese people to mainstream society was a long-term solution to solve problems of the Chinese community.

Thirdly, **they provided culture-orientated services for the UK Chinese people.** Apart from the language barrier, cultural factors also affected the degree of life satisfaction among Chinese users. Chinese

association workers and culture-oriented services provided a sense of belonging as well as the feeling of being understood to their clients. This was especially true on counselling and mental health services in which the social expectations between East and West on issues such as parental care and the roles of husband and wife have obvious differences.

Fourthly, **they took the initiative in solving the unmet needs of the UK Chinese people.** For example, the Chinese National Healthy Living Centre enhanced the psychological well being of Chinese people; the Great Wall Society met the housing needs of older Chinese people, and the Chinese Take-away Association supported the development of catering business.

Fifthly, **they were a vehicle mobilising finance and human resources to solve the social problems of the Chinese community.** This is revealed from the fact that a significant number of associations in this study relied heavily on fundraising and private donations for financing services. For example, half of the income of one respondent organisation came from private donations and most donors were running take-ways or restaurants (R16).

Contrary to the belief that ethnic-oriented services create racial division and segregation, most respondent organisations in this study promoted social integration through active participation in the activities of mainstream society such as consultative meetings, seminars as well as through their empowering role in encouraging Chinese users to get services and benefits from mainstream bodies. Another respondent (R16) even pointed out the contribution of Chinese language education to the UK's economy: 'China is a big market. We teach our new generation about Chinese language. They can do business with China'. Chinese language classes provided by UK Chinese organisations, to some extent, provided young UK Chinese people as well as the whole nation with more economic opportunities. This potential benefit of ethnic language education, unfortunately, has long been ignored by mainstream society and in the discussion of ethnic issues.

## Financial Constraints on Service Development

Although CCOs were providing essential services for UK Chinese people, their development was constrained by inadequate resources. In recent years, their financial conditions got worse because of local councils' reduction in financial support or the shifting focus of services. Also, voluntary agencies had to compete with each other as a result of current government's welfare ideology. The Chinese organisations found it difficult to face this challenge due to their weak foundation:

Firstly, the overwhelming majority of Chinese organisations, as illustrated in this study, were small scale with a small number of staff who had to deal with a lot of cases or carry out a wide range of services. In this way, there was little time for them to prepare grant applications that, for most cases, were very time consuming. This problem was especially difficult for organisations mainly run by part-time workers or volunteers who had already been overwhelmed by heavy administrative duties.

Secondly, some Chinese organisations found it difficult to meet the criteria of grant applications. The success of grant applications is closely related to an organisation's abilities to manage resources and the effectiveness of its monitoring and evaluation systems. However, the operation of a significant number of Chinese organisations in terms of effective staff supervision, finance management, and the composition of MCs still needed further improvement. In this way, many Chinese organisations were unable to take advantage of major government funds. Instead, they relied on small grants or private donations. Some organisations even met the criteria for big grants, but inadequate human resources meant that they could not afford to take too much time on grant applications. Consequently, they chose to apply for small grants that took them less time on paper work. However, the amount of grants that they received could only support some special projects for a limited period of time, not to mention any long-term plan for meeting clients' needs.

Fundamentally, most Chinese organisations suffered from financial uncertainties and difficulties in recruiting qualified staff. Many surveyed organisations had to face the termination of special projects, the reduction of government assistance, and decline in private donations. In face of these constraints, they could not develop a long-term plan or carry out large-scale programs. In this way, their interventions were short-term, their programmes fragmented, and their staff had a high degree of mobility. In order to survive, they were forced to devote a lot of time and human resources to seeking financial support. As a Chairperson (R16) stressed, 'we do not have enough money. We can't carry out some services. We can't provide services for older people'. ***Thus, it is crystal clear that the development of Chinese organisations has been severely hampered by financial strains and uncertainties, which adversely affect their long-term service planning as well as the employment of qualified workers.***

## The Quality of Management and Staff

The quality of 'management' and 'staff' will be two concerning issues with regard to the future development of CCOs. As illustrated in this study, some Chinese organisations found it difficult to employ qualified staff because of low salaries, job insecurity, and poor career prospects. More seriously, a significant number of organisations lacked regular and frequent MC meetings and staff supervisions. The study found that a quarter of respondent organisations had staff supervision meetings 'quarterly or less often'; nearly one-fifth had no staff supervision. Also, over two-thirds (17) of organisations did staff appraisal at least once a year; but one-third (6) did not conduct any staff appraisals. Two respondents (R4, 15) of this study pointed out that the professional knowledge of CCOs' workers should be improved. Facing keen grant applications and a rising expectation on effective monitoring and evaluating programmes from funders, CCOs have to put more effort into building up a better management system and provide adequate training and support for their staff.

## Little Understanding between CCOs and the Government

The study reveals that a significant number of respondent organisations had little knowledge of the government's race issues. That might be partly caused by their difficulties in getting access to up-to-date official documents as revealed from the postal survey. On the other hand, respondents from in-depth interviews complained about local authorities' policies that neglected their financial needs. Further, general local authorities' consultative work was unable to reflect a comprehensive view of the housing needs of Chinese older people. In addition, many organisations were dissatisfied with the race policy of both the central government and local authorities; in particular, the majority of respondent agencies said that grants for BME organisations were inadequate. It is evident that there is not only a lack of understanding between the government and Chinese organisations, but also the existence of a strong resentment of the latter towards the former. This will be a great obstacle to the establishment of trust and supportive relationship between the two parties.