



DFID MSP PROJECTS: MANAGEMENT CAPACITY OF COMMUNITY-BASED CARE ORGANISATIONS

Project title: Management capacity-building and mentorship programme of organisations providing Home Community-Based Care services, mentoring organisations and district officials.

Service Provider: Nicdam

Partner: National Department of Social Development (NDSD)

Aims

The aim of this project was to strengthen the management capacity of organisations providing Home Community-based Care (HCBC) services in selected districts of Eastern Cape and Limpopo provinces.

Project Description

HCBC organisations are the ‘foot soldiers’ of the government and deliver care and support services to vulnerable children and people living with HIV and AIDS in communities. However in order to deliver services HCBC organisations need to be effectively managed.

This project provided training in management skills and guidance and mentorship in their application. It also assisted in clarifying roles, thus improving coordination, between HCBC organisations and district-level government officials.

Project outcomes

Fifty HCBC organisations, 25 from two districts in each province, were nominated by the provincial Department of Social Development (DSD) to participate in this project. They were all funded by the DSD. All except one participated fully in the training.

In each district Mentoring Organisations were contracted to coach and support the HCBC organisations.

The project had positive outcomes according to its five specific objectives. These were to:

- Train a limited number of HCBC organisations in two provinces on organisational development and management skill;
- Capacitate, monitor and support organisations to provide ongoing mentorship for the trained HCBC organisations;

- Strengthen the capacity and systems of district officials in managing and monitoring HCBC organisations;
- Monitor and evaluate the implementation of the programme and make recommendations for the rollout; and
- Recommend improvements to the proposed HCBC management capacity-building and mentorship model.

Lessons learned

1. Mentoring organisations do not have to be well-resourced and experienced in organisational development to be successful. Total commitment is the key to success.
2. The two most important requirements for mentors were experience in the HCBC field and direct exposure to NGO management.
3. Intervals between training events allow for reinforcement of knowledge and implementation of skills.
4. Support and active participation by the Provincial and District HIV & AIDS managers/Coordinators amplify the outcomes of the project.
5. It is critical that members of management with decision-making powers attend the capacity-building in order to facilitate change in organisations.

Conclusion

Capacity-building and mentoring are able to bring about positive changes at organisational level and ultimately at service delivery level. Outcomes of improved systems and management were witnessed in this programme.

This programme also served to broaden the DSD role players' knowledge of organisational development and NGO management, thus enhancing their ability to support and monitor HCBNC organisations in communities.