**Fact Sheet**

# Organizational development support to South African organizations

**CAPACITY DEVELOPMENT AND SUPPORT (CDS)**

The CDS project (2014-2019), funded by USAID/South Africa, contributes to the goal of mitigating the impact of HIV, STIs and TB by providing capacity strengthening to civil society organizations and the South African Government, increasing their effectiveness in achieving expanded and high-quality services.



Staff from CDS and the Center for Economic Governance & AIDS in Africa at a Human Resource Management and Financial Management training

Organizations are similar to individual people: they are each unique, with their own strengths and weaknesses. Like people, they continuously learn, grow and benefit from guidance and support to maximize their potential. The Capacity Development and Support (CDS) project, funded by USAID, is supporting indigenous organizations to become the best they can be, fulfilling their respective mandates to deliver essential services to people in need.

CDS provides needs-based, holistic support to civil society organizations throughout the development process: from identifying areas for growth to implementing a plan for improvement, as well as evaluating progress.

**COUNTRY OVERVIEW**

For more than 25 years, FHI 360 has been working as a strategic partner to the Government of South Africa and South African civil society. We have implemented a wide range of technical assistance projects at national, provincial and community levels to strengthen policies and programs that prevent the transmission of HIV, provide high-quality HIV care and treatment, strengthen nutritional assessment and counselling and support, improve reproductive health, increase access to family planning, and strengthen partners' technical and organizational capacity.

**IDENTIFY AREAS FOR GROWTH**

CDS developed a web-based Digital Capacity Assessment Tool (DCAT) to assess the organizational development and capacity of its civil society partners. The DCAT is an intuitive and participatory tool to identify gaps and developmental needs in organizational capacity. The tool addresses six critical organizational domains:

- Leadership
- Governance
- Strategic Planning
- Sustainability
- Human Resource Management
- Financial Management

The tool uses a simple four-point rating scale and is able to generate reports that are presented graphically as a dashboard. It allows for review of assessments at any time, as well as facilitated or individual re-assessment. The DCAT is a collaborative process that provides a collective output jointly defined with the partner organization.

## IMPLEMENT PLANS FOR IMPROVEMENT

Findings from the DCAT inform joint formation of tailored capacity development plans, guiding CDS in the areas and levels of support required by each partner. CDS has developed curricula for each of the organizational domains, with modules guiding participants from basic to advanced concepts and application. CDS conducts workshops presenting these modules to partners whose assessment demonstrates room for improvement in a particular domain, customizing the material to that partner's specific needs.

## EVALUATE PROGRESS

CDS regularly monitors organizational progress against each partner's capacity development plan, making necessary adjustments and supporting the partner in prioritizing areas to work on. CDS will conduct annual re-assessments using the DCAT to evaluate growth and, together with partners, renew the process for continuous development.

## PROGRAM ACHIEVEMENTS

CDS has achieved the following since inception of the project:

- 36 training courses conducted
- 1,001 participants trained
- 21 PEPFAR-funded organizations represented
- Training participants achieved an average increase of knowledge of 42%
- Development of specific action plans per organization

CDS plans to foster partner ownership of the development process by:

- Providing online access to the tool and training material to encourage partners to monitor their own progress and conduct their own re-assessments
- Supporting partners in providing step-down assessments and capacity development support to smaller community-based organizations

## PARTICIPANT VOICES

*"The content was extremely comprehensive. This has helped us to identify gaps and provided us with knowledge of how to address the gaps."*
— Jacky Viglino, Center for Economic Governance & AIDS in Africa (CEGAA) Programme Office Manager

*"We are now growing in ways that may have taken us years to achieve without CDS."*
— S'bongiseni Vilakazi, The Valley Trust Executive Director