



NDA

National
Development
Agency

NDA STRATEGIC DOCUMENT

2010 – 2013

RP 18/2010

ISBN: 978-0-621-39133-6

Title of Publication: National Development Agency 2010-2013 Strategy Document

TABLE OF CONTENTS

1. Introduction
2. Minister's Foreword
3. Our Mandate, Vision, Mission and Values
4. Chairperson's Review
5. NDA Board Members
6. CEO's Review
7. NDA Executive Management
8. The Strategic Plan
9. Three-year Strategic Plan 2010 - 2013
10. NDA Consolidated Budget 2010 - 2013
11. Budget Reconciliation Based on Strategic Objectives
12. NDA Personnel per Peromnes Level as at 1 February 2010
13. Project Funding Criteria
14. Abbreviations and Glossary
15. Our Contact Details

1. Introduction

The NDA Strategic document 2010/2013 has been developed within the context of the five Government priorities namely; creation of decent work and sustainable livelihoods; education; health; rural development, food security and land reform; fight against crime and corruption.

The NDA will contribute towards the achievements of the following outcomes:-

- Quality basic education
- All people in South Africa are and feel safe
- Decent employment through inclusive economic growth
- Vibrant, equitable, sustainable rural communities contributing towards food security for all
- Create a better South Africa, a better Africa and a better world
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

2. Minister's Foreword

1. Minister's Foreword

Since its inception in 1998, the National Development Agency has, despite several challenges, fulfilled its primary mandate of contributing towards the eradication of poverty and its manifestations.

Accordingly, the NDA has granted funds and worked towards the strengthening of Civil Society Organisations that operate in impoverished communities. Despite progress made in the past to transform the economy for the benefit of all, South Africa is still faced with challenges of unemployment, poverty and inequality. The global economic meltdown that engulfed nations of the world also threatened to a great extent our efforts to address these challenges. We however remain steadfast and confident that the programmes and institutions we have put in place, including the NDA, will help us make a difference in our quest to ensure sustainable livelihoods among our people, especially the poor.

The cornerstone of our efforts continue to include the creation of decent work and ensuring that all our people, regardless of their geographic location, have access to economic opportunities. Under the present economic climate, government will act decisively to defend our economy while equally taking measures to advance our own developmental agenda. This includes an economic stimulus package, which assembles various policy instruments to stimulate the economy to avert massive economic slowdown and minimize job losses.

In addition, government will continue to take active measures through an appropriate social package, to avert or minimize job losses and cushion the poor from the economic down turn. As government, we are fixated on the realisation of the five priority areas, which we have identified as key to our programme of action for the next five years.

These are:

- creation of decent work and sustainable livelihoods
- education
- health
- rural development, food security and land reform
- The fight against crime and corruption.

Our priorities will specifically target the needs of the youth, women, workers, the rural poor, the elderly and people with disabilities.

Building on the economic achievements, we will use various measures to build and accelerate a sustainable, equitable and inclusive economic growth path to address these five priorities.

Government has vigorously ignited a coherent approach which will result in greater synergy between its economic and social programmes.

We are confident that the NDA has the capacity to fit into the entire machinery of government, to address more comprehensively the challenges of poverty and underdevelopment.

Already, we are working towards a more effective government with improved coordination and planning to ensure faster change. The NDA does not exist in isolation of this noble objective.

As President Jacob Zuma mentioned in the State of the Nation Address, all government departments, entities and officials – including the NDA and its employees – are expected to work harder, faster and smarter.

Despite significant progress made over the past years, people living in rural areas continue to face the harshest conditions of poverty, lack of access to land and basic services.

Government is committed to a comprehensive and clear rural development strategy linked to land and agrarian reform, the improvement of the conditions of farm workers and farm-dwellers and towards building the potential for rural sustainable livelihoods.

We also intend to consolidate and strengthen the networks that the NDA has developed and align them to government and departmental priorities. We will ensure that the social contract

for a better quality of life for all our people comes closer to being realised and that more is done to lift from the shoulders of our people the intolerable burden of poverty and underdevelopment.

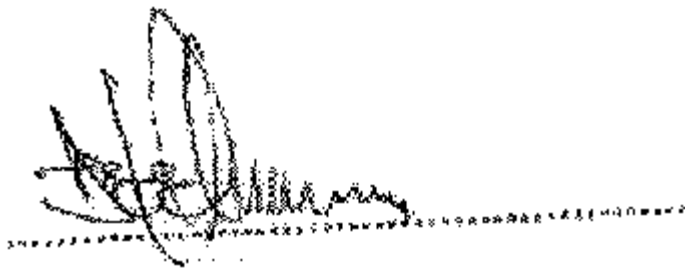
We also recognise that the NDA cannot achieve its objectives alone or only with the support of government. In this

regard the mobilisation of civil society is critical to the realisation of the mandate of the NDA.

The NDA will continue to mobilise resources, facilitate collaborative networks and strategic partnerships and continue to pay particular attention to the rights and needs of women and children living in poverty.

Mrs B E E Molewa, MP

Minister for Social Development

A handwritten signature in black ink, appearing to read 'BEE Molewa', with a long horizontal line extending to the right.

3. Our Mandate, Vision and Mission

The Strategic Plan has been informed primarily by the legislative requirements as set out in the National Development Agency Act 108 of 1998, government priorities, key outcomes and strategies. The Plan accordingly follows the NDA legislative mandate as set out in Section 3 (1) of the Act:

Primary mandate

1. To contribute towards the eradication of poverty and its causes by granting funds to civil society organizations for the purposes of:
 - Carrying out projects or programmes aimed at meeting development needs of poor communities
 - Strengthening the institutional capacity of other civil society organizations involved in direct service provision to poor communities.

Secondary mandate

2. To promote:
 - Consultation, dialogue and sharing of development experience between civil society organizations and relevant organs of the state.
 - Debate on development policy, and
 - Undertake research and publication aimed at providing the basis for development policy.

VISION

A society free from Poverty.

MISSION

Facilitate sustainable development by strengthening civil society organisations involved in poverty eradication through, enhanced grant funding and research.

NDA VALUES

NDA'S VALUES

Integrity

We undertake to be honest, trustworthy, open and accountable for our actions and the resources entrusted to us.

Excellence

We are dedicated to meeting and exceeding delivery service standards in all aspects of the business.

Dignity

We promise to uphold and respect the dignity of the individual, group and society in their quest to seek decent living standards.

Partnering

We undertake to work in partnership with others for the common good.

Commitment

We are committed to intervening with skill, diligence and dedication in the pursuit of meeting the needs of our partners.

Empowerment

We are dedicated to seeking and unleashing potential in all our stakeholders.

4. Chairperson's Review

"The key to ending extreme poverty is to enable the poorest of the poor to get their foot on the ladder of development. The ladder of development hovers overhead, and the poorest of the poor are stuck beneath it. They lack the minimum amount of capital necessary to get a foothold, and therefore need a boost up to the first rung. "

- [Jeffrey Sachs](#)

The National Development Agency (NDA), whose primary mandate is that of poverty eradication, has over the years, played a catalytic role in enabling poor communities to own community development initiatives which later enabled some to join the mainstream economy. This has always been achieved through grant funding to start development projects and capacitating those community based organisations that undertake development projects of the poor.

In the 2009/10 financial year, the NDA Board approved an amount of R89,953 851 million which gave 72 community development projects a lifeline aimed at eradicating poverty.

The NDA, like many other organisations, has had to review the way it does business in order to survive in these trying times and also to stay relevant to the Government agenda. The Board, Management and staff of the NDA, at the request of the Minister of Social Development, Ms Edna Molewa, sat down to map up a new direction for the NDA.

This saw the number of goals being revised from four to five in order to accommodate the new challenges,

which are still in line with the mandate of the NDA. Apart from funding and capacitating community projects focusing on food security and local economic projects, the NDA now aims to put a strong emphasis on institutional capacity building of Civil Society Organisations dealing with vulnerable groups as well as Early Childhood Development initiatives.

Our Human Capital directorate will also engage in activities that will ensure, through training and upskilling, that our people are empowered to meet this new challenge.

Of the 12 key outcomes identified by Government, the NDA is contributing to about six listed in the introduction section. The only challenge is to step up our efforts and streamline our processes to ensure speedy delivery in communities that we serve.

For us to succeed in an environment characterised by limited resources, the NDA will be focusing on mobilising additional resources in order to contribute meaningfully to poverty eradication. This means that we have to get additional income from other sources in order to reach out to more CSOs. Identified sources of this income are in the areas of partnering with both Government and the private sector and tapping into their community development and corporate social investment funds.

Corporate Governance remains one of our key focus areas in order to ensure that the NDA achieves its mandate in an equitable manner. The Board, together with NDA Management, continues to

Chairperson's Review (cont.)

make sure that adequate controls are in place in support of good governance.

In the words of Nelson Mandela, "overcoming poverty is not a gesture of charity. It is an act of justice. It is the

Protection of a fundamental human right, the right to dignity and a decent life..."

South Africa's goal, in the context of the Millennium Development Goal, is to halve poverty by 2015. The NDA is committed to make a marked contribution to that goal. In that spirit, it is my pleasure to present the revised strategy for 2010 to 2013, which I believe will make a meaningful contribution to government initiatives towards poverty eradication.

Bishop Malusi Mpumlwana
Chairperson

5. NDA Board Members



Bishop Malusi Mpumwana



Professor Thokozile Mayekiso



Dr. Wallac Mgeqi



Chief – Pheni Ngove



Mr. Phuthi Mokobane



Rev. Nombuso Maphalala



Mr. Mhuhadini Madzivhandila



Ms Marcia Manong



Mr. Mmoloki Pheelwane



Mr. David Adler

6. CEO's Review

The year 2009 was marked by a serious global recession that has resulted in it being dubbed 'the worst year ever' due to the negative impact of this recession on the global economy. As I pause and reflect on the NDA's achievement during this challenging year, I can only say 'we made it!' The recession has resulted in various businesses closing down and multitudes losing their jobs worldwide. This has somehow posed a huge challenge on organisations that are charged with the responsibility of eradicating poverty such as the NDA. Be that as it may, there is more work to be done as levels of poverty are not getting any better. The NDA has made a concerted effort to find effective ways of contributing to this tough challenge of eradicating poverty by revisiting its strategic focus for the year 2010 to 2013.

The NDA will continue to fight against poverty through granting funds towards the eradication of poverty as per its mandate.

The NDA makes its contribution by strengthening the capacity of Civil Society Organisations who are the agents of change in poverty eradication efforts. This is an enormous challenge for the NDA with limited resources however; we believe that strong partnerships with government and the private sector are the key to winning the war against poverty and to create an impact in the lives of the poor. The NDA will therefore strive to build more meaningful partnerships that will strengthen its capacity in the battlefield of unemployment.

The NDA has since its inception supported various sustainable livelihood programs as well as income generating initiatives for poor communities (community enterprises). Over and above the good programs that have seen rural communities survive the scourge of hunger and maintain their daily lives, the NDA will support Early Childhood Development (ECD) as well as Civil Society Organisations (CSO's) that deal with vulnerable groups.

The Government of South Africa has consistently prioritised poverty eradication as a key focus. Being a government agency charged with that responsibility we have aligned our policies with government thinking and will continuously review our applications. We will continue to tirelessly conduct research that will enable us to bring sustainable solutions to the plight of the poor and measure impact of our contribution to the betterment of the lives of the poor.

My special thanks goes to the honourable Minister of Social Development Ms Edna Molewa for her visionary leadership and contribution to the strategic shift reflected in this document. Our Board under the leadership of Bishop Mpuhlwana has given us guidance that my Executive team and we applaud. The executioners of the NDA strategy (all management and Staff) are the backbone of this organisation and their efforts and contribution are deeply appreciated.

7. NDA Executive Management



Rashida Issel
Acting Chief Executive Officer



Hajra Mansour
Internal Audit



Reuben Mogano
Development Management



Prof Peter Ewang
Research & Development



Samuel Lewatle
Human Resources



Lunga Mangcu
Marketing & Communication

8. Strategic Plan

8.1 DEVELOPMENT MANAGEMENT DIRECTORATE

Promoting Sustainable Development

The NDA will continue to provide grants to civil society organizations to implement sustainable community driven projects that create employment and income opportunities. This will be informed by the government priorities on poverty as well as Provincial Growth Development Strategies (PGDS) and municipal Integrated Development Plans (IDPs). Specifically, the NDA will make targeted contribution to poverty eradication and rural development through upscale involvement in the War on Poverty Program, the Expanded Public Works Programme (EPWP) Phase II and the Comprehensive Rural Development Programme (CDRP) pilot sites.

Specifically, the NDA will provide grants to support targeted interventions in the ECD sector, rural development and organizations dealing with vulnerable groups.

The NDA grants funds to civil society organisations through two approaches, namely, the Request for Proposals (RFP) and Programme Formulation (PF).

The Request for Proposals (RFP) is a competitive grants funding approach that target well established CBOs, NGOs and Co-operatives in organised communities. CSOs are invited through relevant media to submit proposals based on pre-set policy criteria and

process. Proposals are then reviewed and submitted to the board for approval.

Programme Formulation involves reaching out to identify deserving communities to undertake activities that build “social capital” at community level. In essence, this approach targets specific areas and sectors based on primary research on priority poverty pockets.

This process is mainly driven by NDA staff in provinces based on the assessment of the institutional capability and competencies of CBOs and NGOs in identified localities. This approach is premised on the observation that in certain communities, CBOs and NGOs will not be able to access developmental resources on their own without external assistance.

In the MTEF period, the NDA will commit specific resources to the War on Poverty Program and the Comprehensive Rural Development Program. Further, the NDA will pilot an area based poverty intervention model to distill lessons on leveraging resources within specific geographic areas to achieve greater impact.

Strategic Plan (cont.)

Strengthening Civil Society Organisations.

Civil Society capacity strengthening is at the center of NDA poverty eradication interventions. The NDA will continue to implement a comprehensive capacity building program for civil society organisations involved in Early Childhood Development (ECD), rural development and supporting vulnerable groups to strengthen leadership, management, technical and institutional capacity to deliver effectively and efficiently on poverty eradication programmes.

The objectives of this program are to:

- Strengthen the leadership, management and institutional capacity of CBOs, NGOs, FBOs and Co-operatives to deliver services to the poor.
- Develop competent and capable CSO leadership.
- Enhance the capacity of CSO networks to provide support to their membership.
- Enable communities to undertake advocacy programs that advance pro-poor interests.

8.2 RESEARCH & DEVELOPMENT

The role of Research and Development (R&D) is to provide high quality, credible research data, knowledge and information to internal and external NDA stakeholders that informs programme and policy decisions and improves understanding of poverty eradication processes, challenges and potential interventions.

Research at the NDA intends to achieve the following in the next three years:

- Carry out strategic policy dialogue and consultation on critical poverty and development issues that will strengthen the interface between Government, CSOs and other key role players in poverty eradication and the development arena;
- Conduct project impact and evaluation studies to inform best practices in project management;
- Develop project best practice (case studies) for learning and information sharing;
- Strengthen strategic national Knowledge database of CSOs and other key developmental role players;
- Strengthen and maintain strategic partnerships with development agencies, research organisations and institutions of higher learning nationally and internationally: and
- Produce strategic knowledge reports to contribute and influence public policy debates.

8.3 CORPORATE GOVERNANCE

Good governance and best practices are strategic to organisational success. The NDA, as a Schedule 3A organisation, is obligated to carry out the following strategic functions to best strengthen the organisation:

- Internal Audit
- Legal and Risk Management
- Company Secretariat

8.3.1 Internal Audit

The internal audit fulfils the following functions:

- Providing assurance that management processes are adequate to identify and monitor significant risks;
- Confirming the effective operation of established internal control systems;
- Providing credible processes for feedback on risk management and assurance;
- Reviewing the reliability and integrity of financial and operating information and the means used to identify, measure, classify and report such information;
- Reviewing the systems established to ensure compliance with policies, plans, procedures and legislation that could have a significant impact on

operations and such information;

- Reviewing the means of safeguarding assets and, as appropriate, verifying the existence of such assets;
- Reviewing operations and programmes to ascertain whether results are consistent with established objectives and goals, and whether the operations and programmes are being carried out as planned; and
- Reviewing specific operations at the request of the Audit Committee or management as appropriate.

8.3.2 Legal and Risk Management

The implementation of an enterprise-wide Risk Management process is an integral part of good governance. In the next three years it is envisaged that the Legal and Risk function will focus on the following:

- Good corporate governance;
- Full compliance with all legislation, policy and regulations;
- Improved business process systems to detect and mitigate risk; and
- Review, register and attend to all legal matters.

8.3.3 Company Secretariat

An effective Company Secretariat is essential for the NDA. The objectives for the next three years are as follows:

- Act as an advisory body to the Board on corporate governance;
- Schedule Board meetings and prepare Board packs, minutes and action lists;
- Register and recommend the review of policies within the NDA; and
- Guide and orientate new Board members on Board Charters and terms of reference.

Strategic Plan (cont.)

8.4 SUPPORT SERVICES

The NDA's two core functions of programmes and research are supported by the following support services:

- Human Capital
- Finance and Information Technology
- Communications and Marketing

8.4.1 Human Capital

The purpose of the Human Capital (HC) function is to ensure organisational productivity, build individual talent, increase efficiency, establish a shared-mindset, improve accountability and foster innovation by aligning human capital interventions to the NDA strategic goals.

Human Capital will focus on the following interventions to achieve organisational excellence:

Strategic Work Force Planning

The NDA will assess the supply and demand of positions by job categories and make long term recruitment, training, staffing and re-deployment decisions. The business optimisation process project will result in standardised and efficient business process mapping, organisational structure design and matching of people to jobs.

8.5 Resource Mobilisation

The objective of this unit is to manage strategic stakeholder partnerships and to positioning the NDA as the partner of choice in mobilizing the necessary resources (financial and other) for the implementation of development programmes aimed at poverty eradication and job creation in South Africa delivered through Civil Society Organisation (FBO's, CBO's and NGO's).

Strategic Plan (cont.)

Improving the Employer Branding

Living the brand campaign will be used to ensure that NDA brand perceptions by potential employees; and NDA employees are enhanced. Improving the brand proposition will ensure that the reputation of the organisation is improved; and will aid in talent acquisition and retention. The Human Capital directorate will work towards maintaining the NDA accreditation as the Best Employer to Work for and an Agency of Choice in the Development Sector.

Aligning the NDA values to the Strategic Goals – “Creating the NDA way”

In line with the proposed NDA strategic shift, Human Capital will also review the current NDA values to align them with the revised strategic goals and objectives as per the identified government priorities and outcomes. These values will be embedded and rolled out through recruitment process, on boarding, performance management, reward and recognition programmes, policies and change management initiatives across the organisation.

Responding to Customer Needs and Shareholders Expectations for NDA's survival

Human Capital Directorate in partnership with Marketing and Communications Directorate will support internal and external NDA customer focus groups and evaluation programmes to align its interventions to key stakeholders and shareholders expectations. The customer service policy, strategy and charter will be implemented and linked to the service level contracting model across the NDA Directorates.

Salary Benchmarking, Recognition and Rewards Review

The compensation strategy, salary design structure and market benchmarking will be undertaken to ensure NDA remuneration remain competitive to attract, retain and improve productivity, and drive performance of the organisation.

Talent Management, Retention and Succession Planning

The Talent management strategies will be implemented to improve overall organizational capabilities and workforce planning, retaining leadership and

Strategy Plan (cont.)

Talent Management, Retention and Succession Planning

The Talent management strategies will be implemented to improve overall organizational capabilities and workforce planning, retaining leadership and

critical roles pipeline and plan ahead for any workforce changes. Succession planning at senior management level will be implemented. The recruitment of people with disabilities and vulnerable groups will be prioritised. The employment equity will be aligned to recruitment and learning interventions.

Employee Engagement and Innovation

The focus will be on employee motivation involvement and accountability on all key interventions undertaken by the NDA. The coaching model will underpin the NDA engagement programmes.

Improved employee relations will be fostered with the Trade Union. A strategic partnership engagement will be the key focus to improve employee morale, productivity, working conditions and the repositioning of the organization.

Productivity Controlling and Work Measurement

Implementing the Productivity Controlling and Work Measurement by moving away from inputs to output through the introduction of outputs or productivity metrics that links to outcomes which will be used to measure performance and improve organisational and individual productivity.

Learning and Development

The competency profiling will drive the learning and development initiatives. Skills and qualifications audit will underpin the need to re-skill and retrain employees in key skills areas.

8.6 Finance and information Technology

In the next three years Finance and Information Technology plans to deliver on the following:

- Improve the quality of reporting to enable management to make timeous interventions.
- Improve internal controls and processes to safeguard the entity's assets.
- Build and maintain strong relationships with key stakeholders through compliance of all relevant regulations and legislation.
- Provide mobile access and enablement of core processes via a web-enabled widely accessible collaborative project tool.
- Develop and implement a cost cutting strategy.

8.7 Marketing & Communications

Marketing and Communications will continue to play a critical role in enhancing the profile of the NDA in line with identified strategic goals. At a high level, Marketing and Communications strategic plans for the next three years are:

- Communicating credible and relevant information to all NDA target publics and stakeholders on funded projects and researched information.
- Building a strong reputation for the organisation through effective brand management
- Building and maintaining strong relationships with key stakeholders and potential partners through participation in relevant platforms that are in line with the NDA mandate, and
- Creating platforms for NDA key people to raise the organisational profile at a higher level.

9. Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL ONE: TO BUILD THE CAPACITY OF CSOs TO ENABLE THEM TO CARRY OUT DEVELOPMENT WORK EFFECTIVELY

Purpose: To strengthen the capacity of CSOs

Strategic Objective	Outputs	Indicator	Milestones / targets			Links (6 key outcomes)
			2010/2011	2011/2012	2012/2013	
1.1 To build institutional capacity of CSOs that deliver services in poor communities	1.1.1 Leadership and management capacity of CSOs involved in Early Childhood Development (ECD) enhanced	Number of CSOs within the ECD sector supported nationally	9 ECD networks supported nationally	180 Projects and Programmes on ECD supported through 9 network	360 Projects and Programmes on ECD supported through 18 networks	<ul style="list-style-type: none"> ✚ Quality basic education ✚ All people in South Africa are and feel safe ✚ Decent employment through inclusive economic growth ✚ Vibrant, equitable, sustainable rural communities contributing towards food security for all ✚ Create a better South Africa, a better Africa and a better world ✚ An efficient, effective and
			15 ECD sites supported	Additional 9 networks created nationally	Additional 9 networks created	
		Number of direct beneficiaries supported	150 staff members employed in ECD site	1800 staff members employed in ECD sites	3600 staff members employed in ECD sites	
	1.1.2 Knowledge and skills levels of CSOs involved in ECDs enhanced	Number of volunteers supporting ECD programmers	30 Volunteers (2 per site)	360 Volunteers (2 per ECD site)	720 Volunteers (2 per ECD site)	
			Improved capacity of 15 ECD sites	180 Functional and sustainable ECDs	360 Functional and sustainable ECDs	
		Impact of ECD capacity building interventions	15 ECD sites accredited	180 ECD sites accredited	360 ECD sites accredited	
			Physical, cognitive, social and emotional development of 300	Physical, cognitive, social and emotional development of	Physical, cognitive, social and emotional development of	

9. Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL ONE: TO BUILD THE CAPACITY OF CSOs TO ENABLE THEM TO CARRY OUT DEVELOPMENT WORK EFFECTIVELY

Purpose: To strengthen the capacity of CSOs

Strategic Objective	Outputs	Indicator	Milestones / targets			Links (6 key outcomes)
			2010/2011	2011/2012	2012/2013	
		Impact of ECD capacity building interventions	children enhanced	3600 children enhanced	7200 children enhanced	development oriented public service and an empowered, fair and inclusive citizenship.
		% of resources committed to ECD CSOs	25% of resources earmarked for capacity building allocated to ECD	25% of resources earmarked for capacity building allocated to ECD	25% of resources earmarked for capacity building allocated to ECD	
	1.1.3 Leadership and management capacity of CSOs involved in Rural Development strengthened	Number of CSOs involved in Rural Development supported and strengthened	30 Rural Development CSOs and Co-operatives resourced	40 Rural Development CSOs and Co-operatives resourced	50 Rural Development CSOs and Co-operatives resourced	
		Sustainable Rural Development CSOs	30 sustainable CSOs and cooperatives involved in Rural Development	40 sustainable CSOs and cooperatives involved in Rural Development	50 sustainable CSOs and cooperatives involved in Rural Development	
		Number of direct beneficiaries supported	450 beneficiaries supported in rural development	600 direct beneficiaries supported in rural development	750 beneficiaries supported in rural development	
	1.1.4 Knowledge and skills levels of CSOs involved in Rural Development enhanced	Improved quality of CSOs involved in Rural Development	Members of 30 CSOs and Co-operatives trained in leadership Financial Management,	Members of 40s CSOs and Co-operatives trained leadership Financial management, technical and	Members of 50 CSO's and Co-operatives trained leadership, Financial management	

9. Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL ONE: TO BUILD THE CAPACITY OF CSOs TO ENABLE THEM TO CARRY OUT DEVELOPMENT WORK EFFECTIVELY

Purpose: To strengthen the capacity of CSOs

Strategic Objective	Outputs	Indicator	Milestones / targets			Links (6 key outcomes)
			2010/2011	2011/2012	2012/2013	
			technical and project management	project management	technical and project management	
		Impact of Rural Development capacity building interventions	30 CSO's and Co-operatives meeting development objectives	40 CSO's and Co-operatives meeting development objectives	50 CSO's and Co-operatives meeting development objectives	
		% of resources committed to CSOs involved in Rural Development	40% of resources earmarked for capacity building allocated to CSOs and Co-operatives involved in Rural Development	40% of resources earmarked for capacity building allocated to CSOs and Co-operatives involved in Rural Development	40% of resources earmarked for capacity building allocated to CSOs and Co-operatives involved in Rural Development	
	1.1.5 Leadership and management capacity of CSOs involved in providing support to Vulnerable Groups strengthened	Number of CSOs providing support to Vulnerable Groups	10 CSOs (Gender based violence, child Abuse and Neglect, HIV Aids, OVC's Elderly Persons, People with Disabilities and Youth Development and Empowerment) supported	15 CSOs Gender based violence, child Abuse and Neglect, HIV Aids, OVC's Elderly Persons, People with Disabilities and Youth Development and Empowerment) supported	20 CSOs Gender based violence, child Abuse and Neglect, HIV Aids, OVC's Elderly Persons, People with Disabilities and Youth Development and Empowerment) supported	

9. Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL ONE: TO BUILD THE CAPACITY OF CSOs TO ENABLE THEM TO CARRY OUT DEVELOPMENT WORK EFFECTIVELY

Purpose: To strengthen the capacity of CSOs

Strategic Objective	Outputs	Indicator	Milestones / targets			Links (6 key outcomes)
			2010/2011	2011/2012	2012/2013	
		Number of direct beneficiaries supported	60 direct beneficiaries supported	90 direct beneficiaries supported	120 direct beneficiaries supported	
	1.1.6 Knowledge and skills level of CSOs supporting Vulnerable Groups enhanced.	Improved quality of CSOs supporting Vulnerable Groups	100 Members of CSO's trained in core competencies in sector/programme specific areas 20 Volunteers and Interns trained in core competencies in sector/programme specific areas	150 Members of CSO's trained in core competencies in sector/programme specific areas 20 Volunteers and Interns trained in core competencies in sector/programme specific areas	200 Members of CSO's trained in core competencies in sector/programme specific areas 20 Volunteers and Interns trained in core competencies in sector/programme specific areas	
		Impact of Vulnerable Groups capacity building interventions	Quality of services provided to vulnerable groups enhanced	Quality of services provided to vulnerable groups enhanced	Quality of services provided to vulnerable groups enhanced	
			25% resources earmarked for capacity building allocated to CSOs providing services to vulnerable	25% resources earmarked for capacity building allocated to CSOs providing services to vulnerable	25% resources earmarked for capacity building allocated to CSOs providing services to vulnerable	

9. Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL ONE: TO BUILD THE CAPACITY OF CSOs TO ENABLE THEM TO CARRY OUT DEVELOPMENT WORK EFFECTIVELY

Purpose: To strengthen the capacity of CSOs

Strategic Objective	Outputs	Indicator	Milestones / targets			Links (6 key outcomes)
			2010/2011	2011/2012	2012/2013	
			groups	groups	groups	
	1.1.7 Support Intermediaries NGOs and CBOs that contribute to poverty eradication	Intermediary CSOs supported and resourced to enhance capacity of NGOs and CBOs	5 Intermediaries CSOs supported	5 Intermediaries CSOs supported	5 Intermediaries CSOs supported	
			10% of resources earmarked for capacity building allocated to intermediary CSOs	10% of resources earmarked for capacity building allocated to intermediary CSOs	10% of res earmarked for capacity building allocated to intermediary CSOs	
	1.1.8 Support the creation of Co-operatives and volunteer Groups	Advocacy, Lobbying and Think Tanks CSO's supported	Advocacy, Lobbying and Think Tanks CSO's supported	Advocacy, Lobbying and Think Tanks CSO's supported	Advocacy, Lobbying and Think Tanks CSO's supported	
		Number of beneficiaries supported	50 CSO's affiliated to networked/consortia	50 CSO's affiliated to networked/consortia	50 CSO's affiliated to networked/consortia	

* note that quantification of the projected figures will be reported in the quarterly report

9.1 Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL TWO: TO GRANT FUNDS TO CONTRIBUTE TOWARDS THE ERADICATION OF POVERTY

Purpose: To promote and facilitate sustainable development through funding to CSOs

Strategic Objective	Output	Indicator	Milestones / targets			Links (6 key outcomes)
			2010/2011	2011/2012	2012/2013	
2.1 To Provide funding to CSOs to implement interventions	2.1.1 Rural development projects and programmes funded	Number of CSOs supported and funded within time frames	30 Sustainable CSOs and Co-operatives in Rural Development funded	40 Sustainable CSOs and Co-operatives in Rural Development funded	50 Sustainable CSOs and Co-operatives in Rural Development funded	<ul style="list-style-type: none"> ✚ Quality basic education ✚ All people in South Africa are and feel safe ✚ Decent employment through inclusive economic growth ✚ Vibrant, equitable, sustainable rural communities contributing towards food security for all ✚ Create a better South Africa, a better Africa and a better world <p>An efficient, effective and development</p>
		Number of beneficiaries supported	600 beneficiaries supported	800 beneficiaries supported	1000 beneficiaries supported	
		% of funding allocated to CSOs involved in rural development	40% of resources earmarked for grand funding allocated to Rural Development CSOs	40% of resources earmarked for grand funding allocated to Rural Development CSOs	40% of resources earmarked for grand funding allocated to Rural Development CSOs	
2.2 To provide funding based on geographic, demographic and socio economic profiles	2.2.1 Targeted funding	Funding to set targeted profiles	Geographic, demographic and socio-economic targets achieved	Geographic, demographic and socio-economic targets achieved	Geographic, demographic and socio-economic targets achieved	<ul style="list-style-type: none"> ✚ Create a better South Africa, a better Africa and a better world <p>An efficient, effective and development</p>
		Number of employment opportunities created through funding to CSOs	600 employment opportunities created	800 employment opportunities created	1000 employment opportunities created	

9.1 Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL TWO: TO GRANT FUNDS TO CONTRIBUTE TOWARDS THE ERADICATION OF POVERTY

Purpose: To promote and facilitate sustainable development through funding to CSOs

Strategic Objective	Output	Indicator	Milestones / targets			Links (6 key outcomes)
			2010/2011	2011/2012	2012/2013	
		Number of employment opportunities created through funding to CSOs	40 Volunteer opportunities created	60 Volunteer opportunities created	80 Volunteer opportunities created	oriented public service and an empowered, fair and inclusive citizenship.
		Number of CSOs involved in post settlement and land reform, supported and funded	10 Land Reform Projects funded	15 Land Reform Projects funded	25 Land Reform Projects funded	
	2.2.2 ECD sites funded	Food Security programmes in ECD sector supported.	15 Food security projects	20 Food security projects	25 Food security projects	
		% of funding allocated to CSO's supporting ECD	25% of resources earmarked for grand funding allocated to ECD food security projects	25% of resources earmarked for grand funding allocated to ECD food security projects	25% of resources earmarked for grand funding allocated to ECD food security projects	
		Number of beneficiaries supported	300 Direct beneficiaries supported	400 Direct beneficiaries supported	500 Direct beneficiaries supported	

9.1 Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL TWO: TO GRANT FUNDS TO CONTRIBUTE TOWARDS THE ERADICATION OF POVERTY

Purpose: To promote and facilitate sustainable development through funding to CSOs

Strategic Objective	Output	Indicator	Milestones / targets			Links (6 key outcomes)
			2010/2011	2011/2012	2012/2013	
	2.2.3 CSOs supporting vulnerable groups funded	Number of CSOs supporting vulnerable groups funded	10 CSOs supporting vulnerable groups funded	15 CSOs supporting vulnerable groups funded	20 CSOs supporting vulnerable groups funded	
		% of funding allocated to CSOs supporting vulnerable groups	25% of funding allocated to CSOs supporting vulnerable groups.	25% of funding allocated to CSOs supporting vulnerable groups.	25% of funding allocated to CSOs supporting vulnerable groups.	
		Number of beneficiaries supported	360 direct beneficiaries supported	360 direct beneficiaries supported	360 direct beneficiaries supported	
			40 Volunteers supported	60 Volunteers supported	80 Volunteers supported	

9.3 Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL THREE: TO FACILITATE RESEARCH TOWARDS POVERTY ERADICATION

Purpose: To provide evidence based knowledge to improve development practice and inform policy

Strategic Objective	Outputs	Indicator	Milestones / targets			Links (6 key outcomes)
			2010/2011	2011/2012	2012/2013	
3.1 To Promote the role of CSOs in the public policy debate.	3.1.1 Dialogues on policy within the development sector	Number of Dialogues coordinated at the national level	3 Dialogues or Seminars	3 Dialogues or Seminars	3 Dialogues or Seminars	<ul style="list-style-type: none"> ✚ Quality basic education ✚ All people in South Africa are and feel safe ✚ Decent employment through inclusive economic growth ✚ Vibrant, equitable, sustainable rural communities contributing towards food security for all ✚ Create a better South Africa, a better Africa and a better world
		Impact of dialogues and seminar	Tools for measuring impact of dialogue developed	Measure the impact of dialogues	Measure the impact of dialogues	
3.2 To Promote vibrant Civil Society in the SADC region through dialogue	3.2.1 Regional dialogue for CSOs in the SADC region	Number of dialogues coordinated at the regional / international level	Regional cooperation for CSOs on development <ul style="list-style-type: none"> ✚ creating partnership and networking opportunities ✚ sharing experiences ✚ cooperative plan of action 	Regional cooperation for CSOs on development <ul style="list-style-type: none"> ✚ creating partnership and networking opportunities ✚ sharing experiences ✚ cooperative plan of action 	Regional cooperation for CSOs on development <ul style="list-style-type: none"> ✚ creating partnership and networking opportunities ✚ sharing experiences ✚ cooperative plan of action 	
3.3 To Generate and disseminate,	3.3.1 Publication (book) of all relevant reports and case studies	Number of publications	1 publication for distribution	1 publication for distribution	1 publication for distribution	

9.3 Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL THREE: TO FACILITATE RESEARCH TOWARDS POVERTY ERADICATION

Purpose: To provide evidence based knowledge to improve development practice and inform policy

Strategic Objective	Outputs	Indicator	Milestones / targets			Links (6 key outcomes)
			2010/2011	2011/2012	2012/2013	
relevant development information	3.3.1 Publication (book) of all relevant reports and case studies	Number of publications	1 publication for distribution	1 publication for distribution	1 publication for distribution	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.
	3.3.2 Reports to inform geographic, demographic and socio economic targeting of NDA funding	Number of Reports	1 consolidated report for targeted funding	1 consolidated report for targeted funding	1 consolidated report for targeted funding	
		Statistics analysis and utilization of report	utilization of reports to inform funding	utilization of reports to inform funding	utilization of reports to inform funding	
	3.3.3 Information on development collated and disseminated	Number of reports to key stakeholders	Publicise report on development information	Publicise report on development information	Publicise report on development information	
3.4 To identify constraints and needs of CSOs involved in poverty eradication	3.4.1 Study on the constraints, problems and challenges facing CSOs.	A report on constraints and needs of CSOs	Produce a Report	Update and produce the State and CSO publication	Update and produce the State and CSO publication	
			Recommend interventions to address constraints and needs	Monitor implementation of interventions	Monitor implementation of interventions	
3.5 To compile and analyse	3.5.1 Knowledge information on scope	Number of requests for information by	Statistical reports on	Statistical reports on	Statistical reports on	

9.3 Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL THREE: TO FACILITATE RESEARCH TOWARDS POVERTY ERADICATION

Purpose: To provide evidence based knowledge to improve development practice and inform policy

Strategic Objective	Outputs	Indicator	Milestones / targets			Links (6 key outcomes)
			2010/2011	2011/2012	2012/2013	
current, accurate and relevant knowledge on scope and geographical distribution of CSOs	and geographical distribution of CSOs compiled	key stakeholders	usage	usage	usage	
		Relevant and updated technical reports for usage by Civil Society	Number of Technical reports generated and accessed by CSOs	Number of Technical reports generated and accessed by CSOs	Number of Technical reports generated and accessed by CSOs	
3.6 To Measure performance and impact of NDA funded projects	3.6.1 Close-out Impact and Sustainability Reports on funded projects.	Number of Close-out , Impact, and Sustainability Evaluation reports	60% of close-out projects evaluated	70% of close-out projects evaluated	80% of close-out reports evaluated	
	3.6.2 Performance Monitoring (M&E) Reports on funded projects.	Number of Performance Monitoring (M&E) Reports	10 sampled projects per province performance monitored	15 sampled projects per province performance monitored	20 sampled projects per province performance monitored	
	3.6.3 Budgeted Baseline Studies undertaken	Number of Baseline studies for Specific projects	Budgeted baseline studies undertaken	Budgeted baseline studies undertaken	Budgeted baseline studies undertaken	

9.4 Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL FOUR: TO POSITION THE NDA AS A PREMIER DEVELOPMENT AGENCY AND MOBILISE RESOURCES

Purpose: To position the NDA, raise funds and leverage resources for Development

Strategic Objective	Outputs	Indicator	Milestones / Targets			Links (6 key outcomes)
			2010/2011	2011/2012	2012/2013	
4.1 To enhance profile of the NDA to become a development partner of choice	4.1.1 A well recognized NDA	Positive media reports on work of the NDA	Positioning strategy developed and implemented	Frequency of use of NDA as a reference point	Positive media reports	<ul style="list-style-type: none"> ✚ Quality basic education ✚ All people in South Africa are and feel safe ✚ Decent employment through inclusive economic growth ✚ Vibrant, equitable, sustainable rural communities contributing towards food security for all ✚ Create a better South Africa, a better Africa and a better world ✚ An efficient, effective and
			Branding and increased visibility within the sector and potential donor market	Maintain and boost visibility and relevance	Revise branding strategy	
4.2 To Leverage Resources and raise funds from identified sources	4.2.1 A network of donors, funders, government and CSOs created and maintained	Networks of Donors CSOs and government partners established	1 national network established	9 provincial networks established	9 provincial and 1 national networks maintained	<ul style="list-style-type: none"> ✚ Quality basic education ✚ All people in South Africa are and feel safe ✚ Decent employment through inclusive economic growth ✚ Vibrant, equitable, sustainable rural communities contributing towards food security for all ✚ Create a better South Africa, a better Africa and a better world ✚ An efficient, effective and
	4.2.2 Establish Partnerships with identified sources	Number of partnerships agreements concluded.	Partnership agreements implemented	Partnership agreements implemented	Partnership agreements implemented	
	4.2.3 Funds raised from identified sources	R 160 million raised	R 20 million	R 60 million	R 80 million	
	4.2.4 An endowment	Value of endowment	Conduct	Raise R5million	Raise R 10	

9.4 Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL FOUR: TO POSITION THE NDA AS A PREMIER DEVELOPMENT AGENCY AND MOBILISE RESOURCES

Purpose: To position the NDA, raise funds and leverage resources for Development

Strategic Objective	Outputs	Indicator	Milestones / Targets			Links (6 key outcomes)
			2010/2011	2011/2012	2012/2013	
	fund for sustainability of CSOs established	fund established	feasibility and comparative studies on models of endowment fund	towards the endowment fund	million towards the endowment fund	development oriented public service and an empowered, fair and inclusive citizenship.

9.5 Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL FIVE: TO PROMOTE AND MAINTAIN ORGANISATIONAL EXCELLENCE AND SUSTAINABILITY

Purpose: To enhance and implement business systems to operate efficiently, effectively and economically

Strategic Objective	Outputs	Indicator	Milestones / targets			Links(6 key outcomes)
			2010/2011	2011/2012	2012/2013	
5.1 To improve efficiency of internal systems and processes	5.1.1 Efficient system of internal control and processes implemented	Effective, efficient and transparent systems and internal processes	Implement and maintain systems and processes	Review and update and train on policies and processes	Maintain, evaluate and monitor systems and processes	<ul style="list-style-type: none"> Decent employment through inclusive economic growth Vibrant, equitable, sustainable rural communities contributing towards food security for all Create a better South Africa, a better Africa and a better world An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.
		Documents on systems and internal processes reviewed and implemented	Review and update and train on policies and processes			
	5.1.2 Cost containment strategy developed	20% of operational costs reduced	Develop and implement the cost allocation strategy	Implementation and evaluation of the strategy	Implementation, monitoring and evaluation	
		Efficient utilization of resources	Benchmarking on cost management and resource utilization	Implement recommendations	Monitor implementation of recommendations	
		Variance and Exception reports	Monitor and implement corrective action	Monitor and implement corrective action	Monitor and implement corrective action	
			Implement 60% direct project funding 40% support and administration costs split	Implement 65% direct project funding 35% support and administration costs split	Review and maintain the 65% and 35% split	

9.5 Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL FIVE: TO PROMOTE AND MAINTAIN ORGANISATIONAL EXCELLENCE AND SUSTAINABILITY

Purpose: To enhance and implement business systems to operate efficiently, effectively and economically

Strategic Objective	Outputs	Indicator	Milestones / targets			Links(6 key outcomes)
			2010/2011	2011/2012	2012/2013	
	5.1.3 Approved organizational structure aligned to strategy	Right people, right competencies in right jobs	Conduct skills audit and competency assessments of key positions	Training and Development	Monitor implementation	
			Improved efficiency and effectiveness	Realign job profiles to strategy and structure		
			Design organisational structure to align to business process mapping	Structuring of the organisation		
			Matching and placing			
			Institutionalize Business processes mapping across directorates	Monitor implementation		
5.2 Create preferential employment opportunities for	5.2.1 Targeted percentage of people with disabilities employed and empowered	Number of targeted vulnerable groups identified and empowered	Implement diversity programme across the organisation	Monitor and evaluate the Implementation of diversity programme	Monitor and evaluate the Implementation of diversity	

9.5 Three-Year Strategic Plan 2010 - 2013

STRATEGIC GOAL FIVE: TO PROMOTE AND MAINTAIN ORGANISATIONAL EXCELLENCE AND SUSTAINABILITY

Purpose: To enhance and implement business systems to operate efficiently, effectively and economically

Strategic Objective	Outputs	Indicator	Milestones / targets			Links(6 key outcomes)
			2010/2011	2011/2012	2012/2013	
specified people with disabilities	5.2.1 Targeted percentage of people with disabilities employed and empowered	Number of targeted vulnerable groups identified and empowered	Implement diversity programme across the organisation	Monitor and evaluate the Implementation of diversity programme	programme	
			Target 2% of total staff for people with disabilities			
			Create an enabling environment for people with disabilities			
5.3 Living the NDA values	5.3.1 NDA Values embedded in organisational culture, training and development, recruitment and performance management	Shared values lived	Institutionalize and rollout the NDA values	Implement a 360 degrees values review on performance management	Review and evaluate	
			Design and implement non-financial rewards scheme			
			Recognize and reward employees			

10. NDA Consolidated Budget 2010 – 2013			
<u>PROPOSED BUDGET FOR 2010/2011 FINANCIAL YEAR</u>			
	BUDGET 2010/2011	BUDGET AS % OF GRANT	BUDGET AS % OF TOTAL INCOME
ADMINISTRATION COSTS	22 413 631		
<i>Board Remuneration</i>	860 617		
<i>Board Travel, Accommodation & Subsistence</i>	935 960		
<i>Board Training and Other costs</i>	185 520		
<i>CEO's Office</i>	989 600		
<i>Legal and Risk</i>	703 991		
<i>Company Secretary</i>	467 419		
<i>Provinces</i>	5 000 000		
<i>Internal Audit</i>	1 163 334		
<i>Human Resources</i>	1 854 175		
<i>Finance</i>	4 425 644		
<i>Information Technology</i>	2 529 652		
<i>Marketing and Communication</i>	2 616 000		
<i>Development Management</i>	681 720		
STAFF COSTS	54 248 689		
<i>Salaries</i>	49 248 689		
<i>HR Training to improve internal capacity</i>	1 500 000		
<i>Performance - Bonus - 2010/2011</i>	1 000 000		
<i>Contractors and Temp Staff</i>	2 500 000		
TOTAL ADMIN AND STAFF BUDGET	76 662 321	92%	51%
LESS: TOTAL AVAILABLE INCOME	150 469 000		

<i>Grant from Department of Social Development</i>	83 469 000		
<i>IDT Establishment Fund</i>	40 000 000		
<i>Interest earned on Bank Balances</i>	7 000 000		
<i>Resource Mobilisation</i>	20 000 000		
INCOME AVAILABLE FOR MANDATE	73 806 679		
MANDATE COSTS	73 806 679	88%	49%
PROJECT FUNDING	70 771 764		70 771 764.00
Direct Project Funding	67 746 764		
Direct Project Costs	3 025 000		
- Due Dilligence Reviews @ R 20 000 per Project	600 000		
- RFP Advertising	175 000		
- Business Plans, Compliance Audits	900 000		
- Projects support and monitoring	1 350 000		
RESEARCH AND DEVELOPMENT	3 034 915		
TOTAL SURPLUS/DEFICIT	0		

12. NDA HUMAN CAPITAL PER PEROMNES GRADES

PEROMNES LEVEL	CLASSIFICATIONS	FILLED	VACANT	PLANNED WORKFORCE			TOTAL POSTS
				2010/11	2011/12	2012/13	
P 3	Chief Executive Officer	0	1	1	0	0	1
P4	Executive Managers, Directorate Heads	6	1	1	0	0	7
P 5	Company Secretary, Resource and Stakeholder Manager	0	2	2	0	0	2
Total		95	16	18	22	1	141
	Manager, HR Managers, Financial Managers, Senior Researcher, Internal Audit Managers						
P 7	Various Specialists, IT Manager, Capacity Building Specialist, Knowledge and information Manager, Manager in CEO, Marketing Manager and Assistant Company Secretary	4	3	1	1	1	9
P 8	Development Managers, Senior Internal Auditor, Communications Officers, R&D Specialists	30	2	4	18	0	50
P 9	Financial Accountant, IT Engineer, HR Officer, Internal Auditor, Data Specialists, Supply Chain Officer	5	1	3	0	0	9
P 10	Specific Administration Assistants, Supply Chain Officer	4	0	0	0	0	4
P 11	Programme Administrators, Accounts Clerks, Administration Assistants	22	1	1	1	0	24
P 12	Registration Officer	1	0	0	0	0	1
P 13	Receptionist	1	0	0	0	0	1
P 14	Courier/ Driver	1	0	0	0	0	1
P 17	Office Assistants	7	0	4	0	0	11
Total		97	14	14	22	1	141

13. Project Funding Criteria

The NDA supports projects that demonstrate integrated, holistic, comprehensive and sustainable approach to poverty eradication based on the following criteria:

- Effectiveness: The extent to which a project may achieve its stated objectives and other socially desirable outcomes.
- Poverty Impact: the potential demonstrable impact of the project in improving the quality of life of poorer communities and individuals, such as jobs created and income generated.
- Sustainability: The effectiveness, efficiency, ownership, viability and productivity of the project within the constraints it faces such as funding, staffing and others.
- Replicability: The potential value of the project in informing new ideas and good practices or poverty eradication programme.
- Partnership: Leverage funds to optimize NDA funds, extend capacity, enhance image and improve impact.
- Model of best practice: The extent to which a methodology is tried and tested to deliver results in the best possible way.
- Potential to become a centre of development in a community.
- Institutional capacity to execute the projects

Grant Eligibility Status

Eligibility is restricted to civil society organizations that are registered as “Not for Profits Organisations” such as:

- NPOs registered with the Ministry of Social Development.
- A section 21 registration under the South African Companies Act.
- Registration as a Non for Profit Trust
- Registration as a Co-operative

Project Funding Criteria (cont.)

13.1 METHODS OF GRANT MAKING

The NDA provides grants to civil society organizations through two methods, namely, Request for Proposals (RFP) and Programme Formulation. The preferred method of committing grants is Programme Formulation.

Request for Proposals (RFP)

- The RFP is a competitive grant funding approach that targets well established CBOs, NGOs and co-operatives in organized communities.
- CSOs submit proposals based on pre-set criteria and process
- Proposals are submitted by provincial offices and recommended by management based on policy, criteria and budget approved by the board.

Programme Formulation

- Programme formulation is a grant making approach whereby the NDA engages less organized communities in social facilitation with the view of creating grassroots structures that will ultimately be the mechanism for implementation of projects.
- The approach targets specific areas and sectors based on primary research on priority poverty pockets.
- The process is driven by the NDA staff in provinces based on the assessment of the institutional capability and competencies of CBOs and NGOs in identified localities.
- The NDA Development Managers assume an active role in the conceptualization and planning of projects.
- The approach focuses less established organizations in identified localities

Special Projects

- The NDA may partner with relevant institutions to co-finance, provide technical support and implement specific projects with credible private and public sector institutions specifically in the areas of job creation and sustainable economic enterprises.
- The NDA may provide grant funding to national strategic projects that have the potential to yield best practice in enabling the poor to participate in the formal economy of South Africa. These shall include, but not limited to” projects in the bio-fuels, biogas, mining beneficiation, tourism and textile industries.

13.2 FUNDS AVAILABLE FOR GRANT MAKING

Poverty Eradication Grants Fund

The NDA may:

- Allocate funds earmarked for grant funding to provinces to implement the RFP.
- Allocate funds to provinces to implement the programme formulation approach to grant funding.
- Provide nonsectarian faith based institutions with financial and non-financial support to
 - Implement development projects aimed at improving the quality of life of poor
 - Communities.
- Support the faith based sector to dialogue with the state/government on issues of poverty.
- Source funds from other organizations.

Capacity Building

The fund may:

- Support targeted interventions aimed at strengthening the institutional
- Capacity of NGOs, CBOs, FBOs and Co-operatives.
- Support processes and projects that promote an enabling environment for civil society consortia and networks to engage and impact on policy development and implementation.
- Assist civil society organizations to implement obligations resulting from their participation in international advocacy and policy to promote sustainable development.

14. Abbreviations and Glossary

CBO	- Community Based Organisation
CSO	- Civil Society Organisation
ECD	- Early Childhood Development
IDT	- Independent Development Trust
M&E	- Monitoring & Evaluation
NGO	- Non-Government Organisation
NDA	- National Development Agency
OVC	- Orphans and Vulnerable Children
RFP	- Request for Proposals
SADC	-Southern African Development Corridor

15. Contact details for our Provincial Offices

EASTERN CAPE

Ground Floor Berea Terraces
3 Berea Terrace, Berea, East
London
Tel: 043 721 1226
043 721 1227 / 043 721 2094
Fax: 043 721 2096
Email:
ecapeprovince@nda.org.za
Provincial Manager: Eurica
Palmer

KWAZULU NATAL

Suite 1202, Nedbank Centre
303 Smith Street, DURBAN
4001
Tel: 031 305 5542
Fax: 031 305 5140
Email: kznprovince@nda.org.za
Provincial Manager: Xolani
Zungu

NORTH WEST

Office 0113A, First Floor, West
Gallery
Megacity, Mmabatho
PO BOX 6118, Mmabatho, 2735
Tel: 018 392 6892 OR 018 384-
3374
Fax: 018 392 5432
Email:
northwestprovince@nda.org.za
Provincial Manager: David
Potlako Ntlatleng

FREE STATE

2nd Floor Office No 209,
Quantum Building
172 Zastron Street
Bloemfontein 9300
Postnet Suite 131
Private Bag X 01
Brandhof 9324
Tel: 051 430 2024 OR 448 8084
/ 447 3680 / 3683
Fax: 051 430 3376 EXT: 2509
Email:

freestateprovince@nda.org.za
Provincial Manager: Dr Anthony
Bouwer

LIMPOPO

Bonitas Building,
22 Hans Van Rensburg Street,
Polokwane
Tel: 015 291 2492
Reception Ext (2201)
Fax: 015 295 7586
Email:
limpopoprovince@nda.org.za
Provincial Manager: Prof Zach
Chuenyane

NORTHERN CAPE

2nd Floor Flaxley House
Du Toitspan Road, Kimberley,
8301
Tel: 053 831 4828/9
Fax: 053 831 4824
Email:
northerncapeprovince@nda.org.za
Provincial Manager: Clive Moses

GAUTENG

10th Floor, Braamfontein Centre
23 Jorissen Street,
Braamfontein, 2017
Tel: 011 339 6410
Fax: 011 339 6410
Email:
gautengprovince@nda.org.za
Provincial Manager: Kwazi
Mazibuko

MPUMALANGA

Biwater Building Office 103
16 Branders Street, Nelspruit
Tel: 013 755 1478
Fax: 013 753 2244
Email:
mpumalangaprovince@nda.org.za
Provincial Manager: Vacant

WESTERN CAPE

2nd Floor – Chambers Building
50 Keerom Street, Cape Town
Tel: 021 422 5175
Fax: 021 422 5180 EXT: 2002
Email:
westerncapeprovince@nda.org.za
Provincial Manager: Jessica
Fortuin

NATIONAL OFFICE

2nd Floor
31 Princess of Wales Terrace
Parktown 2193
Tel: 011 018 5500
Fax: 011 018 5602
Web: www.nda.org.za
Email: Info@nda.org.za

