

# *Strategic Plan 2008-2011*



*Unlocking Potential*



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# 1. Introduction

There are many and varied definitions of poverty, but generally people are considered poor when they are unable to satisfy their basic needs of food, clothing, shelter, healthcare and other amenities.

Various quantitative measures are also used to count the number of people in a population falling under some thresholds (poverty lines) and classify them as living in poverty. Some of these measures are presented in monetary units, others relate to people's access to resources, hence poverty is always defined in terms of access to resources that could be used to meet human basic needs for a decent and dignified way of living.

Since its inception the National Development Agency (NDA) has distributed more than R640 million to various communities located in poor areas in the following sectors: food security, sustainable livelihoods and community health projects. More than 404 773

direct households and 2 031 375 individuals have benefited from these projects.

In 2006 the Board of the NDA approved commitment of R25 million to 20 non-governmental organisations (NGOs) working in partnership with universities and accredited service providers throughout the country to strengthen the institutional capacity of grassroots organisations to deliver quality service and programmes to alleviate poverty.

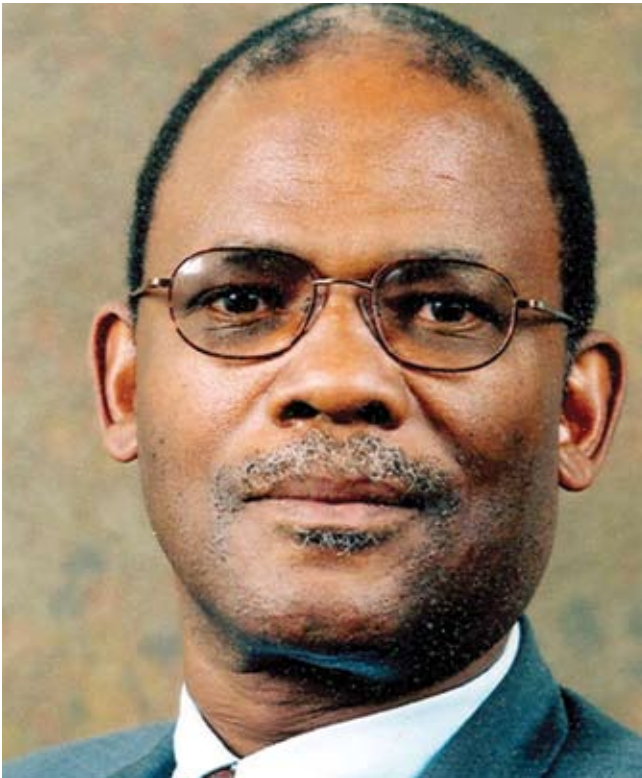
In January 2008 the government, through the Cabinet Lekgotla, pronounced on the importance of focusing on poverty during the current financial year. This was also emphasised by President Thabo Mbeki in his State of the Nation Address in February.

The President singled out the elaboration of an integrated and comprehensive anti-poverty strategy that addresses sections of the population most affected by this scourge as one of the government's

24 apex priorities for the year ahead. These sections of the population include children, women, the youth, people living in rural areas and urban informal settlements, people with disabilities or chronic illnesses and the elderly. Among the key proposed interventions he listed are expanding the public works programme and employment subsidies for direct job creation for targeted groups, enhancing employment search capability, improving education and training, improving services and assets among poor communities, instituting specific interventions in poor households and ensuring the effectiveness of institutions supporting women and other sectors.

The NDA's 2008-2011 strategy seeks to respond to the call by government to implement these apex priorities. The NDA's interventions are aimed at contributing to job creation and participation of poor communities in the mainstream economy by strengthening their capacity and fostering social entrepreneurship.

## 2. Minister's Foreword



The year 2007-2008 has been a busy and challenging one for both the Department of Social Development and the National Development Agency (NDA).

In his State of the Nation Address, President Thabo Mbeki made mention of the “war room” for the war against poverty. What does this mean and where does the NDA fit into the “war against poverty”?

The “war against poverty” is a reprioritisation of our economic strategy from a focus on growth to a focus on caring. The “war room” is thus a plan to coordinate the work done by various government departments, including Social Development, Education, Provincial & Local Government, Trade & Industry, Public Works, and Agencies such as the NDA.

The government expects the NDA to play a pivotal role in the President’s “war room” strategy. Accordingly, the NDA will be required to mobilise civil society and communities at large to contribute

to this strategy. Furthermore, the NDA will invest significant resources in building the capacity of communities based on the acknowledgement that poverty is not only about hunger, but that it is also, about a lack of access to education and skills development opportunities.

As indicated in my speech to the Portfolio Committee on Social Development, the department has prioritised civil society support and strengthening of communities. The NDA will play a significant role in the development of a framework for holistic community development. This will assist in defining what the department and government’s community development approach and product should be.

Finally, the NDA will continue to provide grants to strengthen civil society and participate in a pilot project to link beneficiaries of social grants to sustainable livelihoods.

**Dr Zola Skweyiya**  
**Minister of Social Development**

# 3. Our Mandate, Values, Vision and Mission

In implementing the mandate, the NDA has crafted the vision and mission statements as follows:

## OUR MANDATE

Our mandate is stated in the NDA Act as follows:

### Primary mandate:

To contribute to the eradication of poverty and its causes by granting funds to civil society organisations for the purpose of:

- Implementing development projects of poor communities; and
- Strengthening the institutional capacity of other civil society organisations that provide services to the poor

### Secondary mandate:

- Promote consultation dialogue and sharing of development experience between civil society organisations and relevant organs of state; debate development policy; and
- Undertake research and facilitate publications aimed at providing the basis for development policy.

## OUR VALUES

We subscribe to the following values:

### ***Integrity***

To be honest, trustworthy, open and accountable for our actions and the resources entrusted to us

### ***Excellence***

To meet and exceed delivery service standards in all aspects of the business

### ***Dignity***

To uphold and respect the primacy of the individual, group and society in their quest to seek decent living standards

### ***Partnering***

To work in partnership with others for the common good

### ***Commitment***

To intervene with skill, diligence and dedication in the pursuit of meeting the needs of our partners

### ***Empowerment***

Seeking and unleashing potential in all our stakeholders

## OUR VISION:

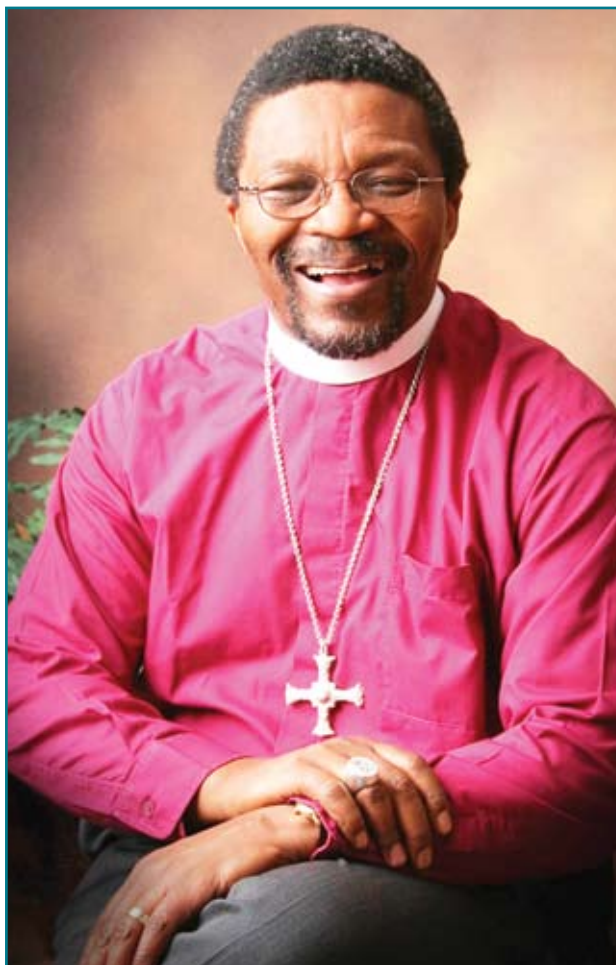
A developing society free from poverty

## OUR MISSION:

Facilitate development through targeted grant funding, research and strategic partnerships



## 4. Chairperson's Review



In presenting this strategy for 2008-2011, I would like to begin by introducing the new NDA Board. It consists of myself, Bishop Malusi Mpumlwana as Chairperson, Deputy Chairperson Mrs Marcia Manong, Mr Muthuhadini Alfred Madzivhandila, Professor Tokozile Mayekiso, Mr Steve Mohlabi, Dr Wallace Mgoqi, Mr Phuti Mokobane, Mr David Adler, Mr Mmoloki Pheelwane, Rev Nombuso Maphalala and Chief Pheni Ngove. This Board will serve a term of three years with effect from 25 October 2007.

This strategy is a product of the deliberations of the new Board and reflects their inputs since their appointment. The contribution of the previous Board, whose inputs formed the basis of the new strategy and provided a departure point for a new document, is gratefully acknowledged. Their work has provided a solid base on which the new Board will build for the future of the NDA.

Our two-fold legislative mandate is to contribute to the eradication of poverty and its causes.

This is to be achieved through the granting of funds to civil society organisations (CSOs) to enable them to implement development projects in poor communities. We are also charged with strengthening the institutional capacity of other civil society organisations that provide services to poor communities.

We believe we have in the past few years recorded

significant successes on the road to achieving our mandate. There are, however, several areas that we believe require more emphasis during the next three years. These are:

1. Strengthening the institutional capacity of other civil society organisations that deliver services to poor communities;
2. Undertaking research and developing publications that will provide the basis for development of policy; and
3. Promoting partnerships to maximise the effectiveness of the resources being used to eradicate poverty so that appropriate funding can be sourced and used to achieve our objectives.

Our new strategy seeks to tackle these areas by addressing the capacity of the NDA so that it is empowered to achieve its mandate in a focused manner.

We have recrafted our mission to reflect this new emphasis. We have moved from the original mission, which was “to contribute to poverty eradication and elimination of its causes”, to the latest one, which is “to facilitate development through grant funding, research and strategic partnerships”.

The new mission reflects a move from the generic to the specific. Instead of restating our legislative mandate we have moved forward and placed the emphasis firmly

## 4. Chairperson's Review (continued)

on what the organisation intends doing. During the next three years we intend to effectively leverage development resources from various stakeholders through the formation of strategic partnerships. This will be undertaken at national, provincial and local levels. We will target our funding interventions far more strategically than in the past, and maximise their impact and focus by strengthening our research capacity. We will therefore focus on increasing the volume and quality of research in those areas to inform our funding decisions on the ground.

We will achieve our mission by focusing on the following goals:

1. Establishing and promoting partnerships to leverage funds and capabilities;
2. Facilitating research that informs grant funding decisions and policy; and
3. Building sustainable organisational capabilities.

This strategy forms the basis of our contract with government through the Ministry of Social Development and all other stakeholders for the next three years.

I am therefore pleased to present the NDA Strategic Plan for 2008-2011 to the Minister on behalf of the NDA Board.

**Bishop Malusi Mpumlwana**  
Chairperson

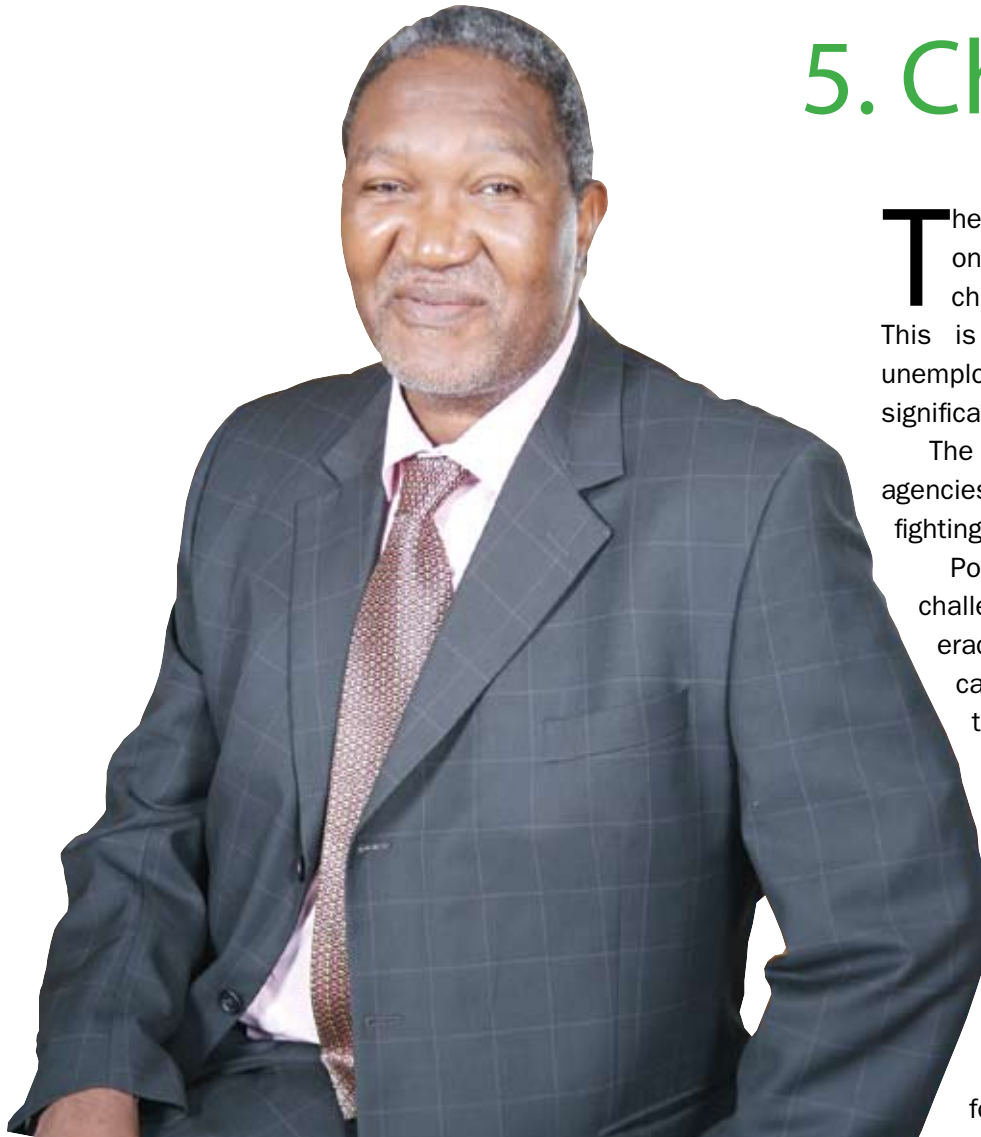
### NDA BOARD MEMBERS



**Back row (from left): Dr Wallace Mgoqi, Professor Thokozile Mayekiso, Mr David Adler, Ms Marcia Manong (Deputy Chairperson), Mr Phujti Mokobane, Mr Mmoloki Pheelwane, Mr Muthuhadini Alfred Madzivhandila and Steve Mohlabi.**

**Middle row: Rev Nombuso Maphalala**

**Front row (from left) Bishop Malusi Mpumlwana (Chairperson) and Chief Pheni Ngove.**



## 5. Chief Executive Officer's

**T**he eradication of poverty remains one of South Africa's significant challenges.

This is exacerbated by the fact that unemployment statistics remain significantly high.

The NDA is one of the government agencies tasked with the responsibility of fighting poverty, our number one enemy.

Poverty eradication is a long-term challenge for all Africans. Resources for eradicating poverty are limited and we can only overcome this challenge through partnerships.

The NDA has in the last few years contributed enormously to poverty alleviation by funding projects. We have also managed to transform the organisation by improving systems. This has resulted in an unqualified audit in the 2007-2008 fiscal year. The focus of the NDA during this term

will be on establishing partnerships in the fight against poverty.

Our mission at the National Development Agency (NDA) is to facilitate development through grant funding, research and strategic partnerships. For the next three years all our energies, actions and resources will be aimed at achieving this mission.

In the short- to medium-term our goals are to:

1. Establish and promote partnerships to leverage funds and capabilities;
2. Facilitate research that informs grant funding decisions and policy; and
3. Build and sustain organisational capabilities.

### **Organisational focus:**

Our focus in achieving these goals will be on gathering quality information at municipal level about the extent of poverty, its magnitude and changing character.



# Overview

In so doing we will obtain vital information about the flow of resources in poor communities and the impact these resources can have on the reduction of poverty. We wish to obtain more valid information about the community-based organisations (CBOs) that work on the ground with communities to fight poverty as our funding of communities is undertaken through them as intermediaries. We must intimately understand their strengths and weaknesses if we are to assist them to strengthen their capacity to act more effectively on the ground within communities. We need to develop compelling information about government policies, strategies and plans on poverty eradication for the purpose of complementing their activities.

The same applies to the private sector and other stakeholders engaged in poverty eradication efforts in our communities. We will continuously monitor and evaluate progress made in the projects we are funding so that we can extrapolate best practices from these programmes and share lessons gained with all other stakeholders in the field. Our aim is to be able to take evidence-based decisions regarding the utilisation of our grant funding. This will assist enormously in

determining the types of projects we should fund by identifying the sectors in which the greatest impact can be made through poverty eradication interventions. We intend achieving this through our secondary goal, which is to facilitate research that informs grant funding decisions and policy.

In responding to our legislative mandate, that our role is to contribute to the eradication of poverty by granting funds to civil society organisations (CSOs), we intend to focus on facilitating developmentally oriented partnerships on the ground. By this we acknowledge that as a public entity we cannot eradicate poverty through our efforts alone, and cannot develop people from a distance.

We can only assist by leveraging and using the limited funds and resources at our disposal to facilitate interventions on the ground. Since the funding and implementation of projects takes place through CSOs, our focus will also be on building their institutional capacity to improve their delivery at grassroots level. We will develop and regularly update a database of CSOs that can be used for various purposes. We will also focus on clearly identifying those involved in

development work and deliver services to communities affected by poverty.

We believe that for any development initiative to succeed three factors have to be present. These are ownership, capacity and sustainability.

We intend to establish ownership by improving the processes we use to grant funding. Requests for proposals and programme formulation will be made more participatory and inclusive so that affected communities identify their needs themselves. In this way, they will own the initiatives being implemented.

On capacity, we currently provide resources for capacity building in the projects we fund. We intend to reinforce our capacity building programmes and extend them to the CSOs that are also engaged in providing services other than NDA-funded projects. We will become more focused and structured in terms of our capacity strengthening initiatives for the CSOs. The ability to achieve sustainability will depend on how well we fare in ensuring ownership and capacity for those we are funding. In addition, we intend to promote sustainability by ensuring clear criteria, appropriate targeting and fostering partnerships that will propel a

## 5. Chief Executive Officer's Overview (continued)

project towards a viable commercial enterprise.

Our interventions will be geared to facilitating ownership by the affected communities, strengthening their capacities and ensuring that interventions result in sustainable income generating economic activities. Our aim is to unlock the potential of communities to realise self-development. This will be achieved through our second goal, which is to establish and promote partnerships to leverage funds and capabilities. We aim to make the most of the funds and capabilities available through various players in the development field.

### How are we going to achieve these aims?

We recognise that we have capacity challenges to address if we are to achieve our goals. Currently our strengths are that as an organisation we receive grant funding from government; have the ability to reach communities through our provincial offices and have community development experience and grant funding capacity. We also have Board members rooted and knowledgeable in the field of development and employees committed to our mission.

Our challenges are in the areas of appropriate business processes and skills in the areas of planning, monitoring and evaluation and research. Through our goal to build and sustain organisational capabilities, we intend to focus on strengthening the NDA in the short- and medium-term.

Our focus will be on strengthening the capacity of our provincial offices. This will entail employing competent staff where necessary, upskilling our current employees; making the working environment at NDA conducive to exceptional performance and improving our business processes. We will focus on reinforcing our research capacity through skills development programmes for our managers.

Considerable resources will be directed towards systematic and structured skills development programmes for all employees, especially in the areas identified as those of the greatest need. These include planning, monitoring and evaluation project management; research; people management and finance.

To monitor the organisation's performance we will focus on improving our performance management system. The strategy has clear

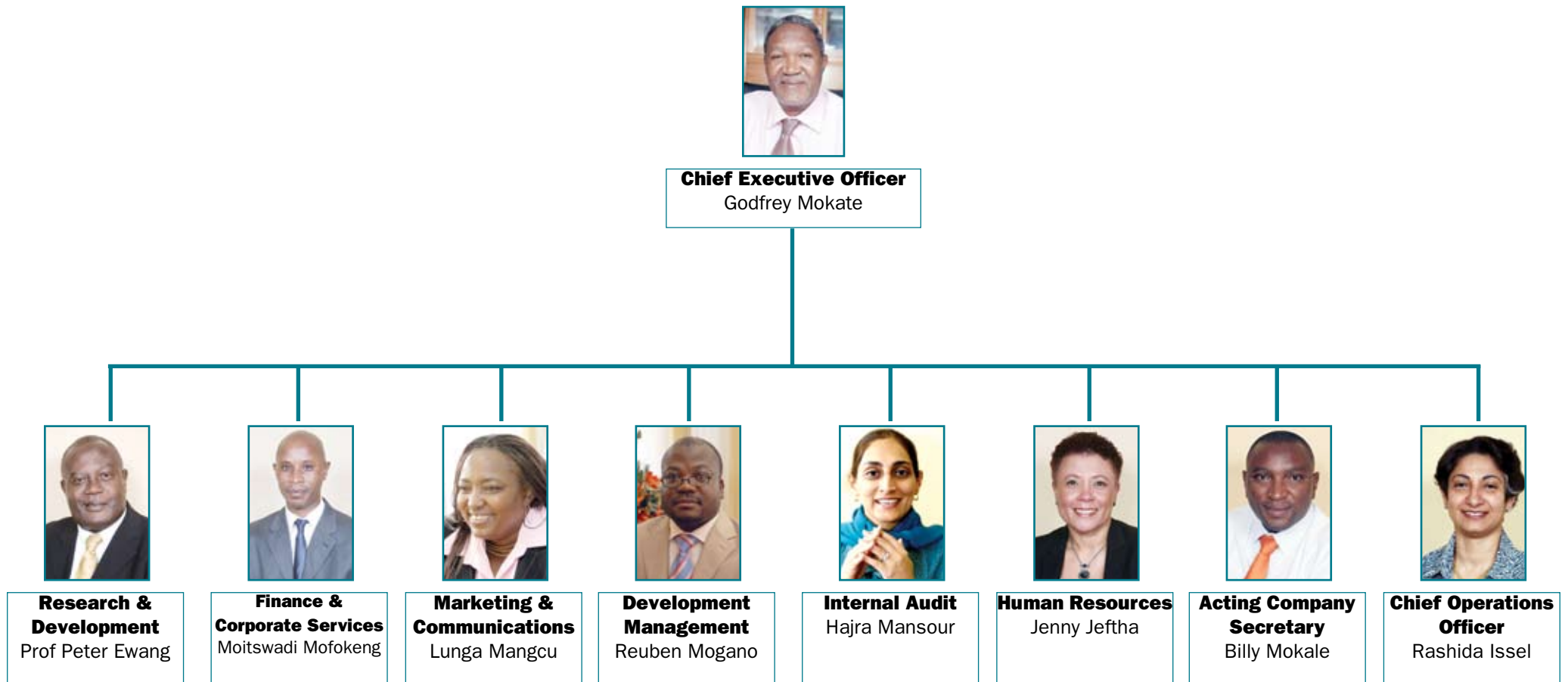
performance indicators and year-on-year milestones. On an annual basis, we will review goals based on the results enumerated in our annual report. On a quarterly basis, we will assess performance against targets. This quarterly monitoring will culminate in the annual report, which gets approved by the Board and submitted to the Minister.

On behalf of executive management I wish to thank the Board and the Minister of Social Development, Dr Zola Skweyiya, for the clear direction they have provided through this strategic plan.

I wish to state to all employees and stakeholders that we are clear about how we will achieve our legislative mandate. We are clear about our mission, which is to “facilitate development through grant funding, research and strategic partnerships”. The message is that we are facilitators of development, not simply a funder. Through our interventions, we will unlock the potential of communities to develop themselves and end the scourge of poverty.

**Godfrey Mokate**  
**Chief Executive Officer**

## 6. NDA's Organisational Structure



## 7. Key Stakeholders

Stakeholder	Reason
Department of Social Development	The executive authority that provides agency oversight
National Parliament	Public accountability and reporting
National Treasury	Allocation of funds
Traditional leaders	Leverage resources such as land for rural development
Provincial and Local Government	Targeting investments for poverty eradication projects and information
Civil Society Organisations	As our primary beneficiaries they receive funds from the NDA to implement sustainable projects and build capacity in poor communities.
Donor organisations	Partner to leverage funds and information to assist targeted communities
Media	Used as a medium to communicate success stories and image profile
Statutory bodies	Core financing and information sharing

## 8. Strategic Plan

The Chief Executive Officer of the National Development Agency ensures that the mandate as directed by the Minister of Social Development and the NDA Board is executed. The CEO provides an overall strategic vision and leadership for optimum performance of the organisation. The CEO is supported by the Chief Operations Officer and other Executive Members of the NDA team.

The core functions of the NDA are programmes and research.

### 8.1 Development Management

The core function of the Development Management programme is to facilitate the provision of development grant funding to CSOs to implement integrated and sustainable community-driven projects that create employment and income generating opportunities. Furthermore the NDA implements the capacity building mandate of developing the capability and capacity of civil society to enable it to access and utilise developmental resources to achieve self-reliance and sustainability. Over the next three years the NDA plans to achieve the following outputs:

- Income generation and food security projects funded
- CSOs strengthened to deliver services
- Improved project business processes
- Projects paid as per contracts

#### 8.1.1 The NDA empowers communities through funding

The NDA will provide grants to civil society organisations to implement sustainable community-driven projects that create employment and income generating opportunities.

This was informed by the Cabinet lekgotla resolutions on poverty eradication, government programme of action on poverty as well as Provincial Growth Development Strategies (PGDPs) and municipal Integrated Development Plans (IDPs).

The targets are poverty-stricken areas, including ISRDP nodes and urban renewal programmes.

The NDA grants funds to civil society organisations that provide capacity to other CSOs and those that implement development projects through two approaches, namely, the Request for Proposals (RFP) and Programme Formulation (PF).

#### 8.1.2 The Request for Proposals (RFP):

The RFP is a competitive grant funding approach that targets well-established CBOs, NGOs and cooperatives in organised communities. CSOs are invited through targeted media to submit proposals based on preset policy criteria and process. Proposals are then reviewed and submitted to the Board for approval.

#### 8.1.3 Programme formulation:

Programme formulation involves reaching out to pre-identified/targeted impoverished communities to undertake activities that build “social capital and strength” at community level. In essence, this approach targets areas and sectors based on primary research on priority poverty pockets.

This entire process is 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.



## 8. Strategic Plan (continued)

### 8.1.4 Adding value to the Jobs for Growth Initiative

The government, through lead departments of Agriculture and Trade and Industry, is spearheading the Jobs for Growth Initiative. This is a second economy ASGISA intervention programme. This programme plans to identify and develop 15 000 sustainable micro and small enterprises across nine provinces in 2007.

The NDA plans to continue playing a pivotal role in implementing the Jobs for Growth Initiative. In 2008-9, this role will entail the following:

1. Mobilising communities, CBOs, NGOs, FBOs and traditional leadership to participate in the programme;
2. Strengthening the capacity of community structures to access developmental resources and facilitate linkages with viable markets to enhance sustainability;
3. Providing seed funding for cooperatives and self-help groups to establish enterprises that have the potential to create jobs and increase household income; and
4. Providing on-going coaching, mentoring and technical

support to participating enterprises.

### 8.1.5 Strengthen the Capacity of Civil Society Organisations to Deliver Services to the impoverished communities.

The NDA 2010 strategy acknowledges the potentially significant role that CSOs can play in strengthening community building and cohesion for developmental action. In fact, the NDA believes that capacity building of the sector should receive prominence because it is only through grassroots capability, competencies and collective action that we will realise the common goal of sustainable development.

The preliminary analysis of data and information emanating from the past implementation of the capacity building programme reveals that:

- The weak institutional capacity of NGOs and CBOs does not facilitate effective service delivery at local level and therefore limits the potential to partner with government at national, provincial and local levels. The CSOs require development of capacity in the area of project management, financial management,

community organising, resource mobilisation, public policy analysis, public participation and technical skills in specific areas such as agriculture and provision of water and sanitation.

- There is enormous “social entrepreneurship” in communities. However, this needs to be organised and nurtured through targeted capacity enhancement interventions.
- NGOs, CBOs and cooperatives are well positioned to drive and complement the government-wide programme of “massifying” community-driven initiatives that create jobs in the second economy. However, the institutional capacity of these groups needs to be strengthened to enable them to add value to the programme.
- Communities are unable to engage effectively with public policy processes given limited research capabilities and weak leadership.
- The NDA’s capacity building programme will systematically address the constraints mentioned above. However, given the magnitude of the challenges, the NDA will take a long-term view in implementing targeted interventions.

## 8.2 RESEARCH

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

With regards to research, the NDA intends to achieve the following in the next three years:

- Establish and maintain a strategic national database of CSOs and other key developmental role players;
- Measure the socio-economic impact of NDA strategic programmes and government policies on the poor;
- Establish and maintain strategic partnerships with development agencies, research organisations and institutions of higher learning nationally and internationally;
- Link the NDA with other knowledge partners to ensure accountability, build networks and promote dialogue and public participation; and
- Carry out knowledge sharing and learning networks.

## 8.3 CORPORATE GOVERNANCE

Good governance and best practices are strategic to organisational success. The NDA, as a Schedule 3

organisation, is obligated to carry out the following strategic functions to best strengthen the organisation:

- Internal Audit
- Legal and Risk
- Company Secretariat

### 8.3.1 Internal Audit

- 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

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.

## 8. Strategic Plan (continued)

### 8.4 ADMINISTRATION SUPPORT

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

- Human Resources
- Finance
- Communications and Marketing

#### 8.4.1 Human Resources

The purpose of the Human Resources (HR) function in the NDA is to support the organisation in its mission by attracting, motivating, developing, rewarding and retaining its people.

HR will focus on the following interventions to achieve organisational excellence:

- **Recruitment, Induction and Retention**

The Recruitment and Induction Policy will be reviewed to ensure continuous alignment with best practice and legislation. The induction process will be strengthened to ensure a positive and thorough introduction and integration of all new employees.

Performance agreements will be entrenched and the probation period will be used to assess suitability of the new incumbent. Finally a retention strategy will be developed and progressively implemented over the next three years.

- **Performance Management**

Although a performance management system has been implemented, there is still work to be done in terms of ensuring that performance agreements are in place and aligned with strategic objectives. In addition to this, the practice of conducting performance agreements needs to be enforced and monitored to ensure that it is inherent in the culture of the organisation.

- **Organisational Review**

A priority for the organisation will be to conduct a review of the flow of work, particularly in the projects directorate, to ensure that the work is directed appropriately and that the capacity to manage the workflow exists. Roles need to be clarified so that there is a clear understanding of what is expected

and how each one's role is integrated to ensure that the organisation's objectives are achieved.

- **Training and Development**

The NDA's Training and Development Strategy is focused on ensuring that we promote personal and career development for all employees so they can reach their potential and contribute fully to the achievement of the NDA's strategic and business objectives. The Training and Development Policy will be reviewed and learnerships, interns and volunteers will be considered in the process. The implementation of training and development plans will be reinforced and facilitated and specific focus will be given to, among other things, Management and Leadership Development, Customised NDA Project Management, IR Training, Planning and Advanced Report Writing Skills.

- **Strengthening Partnerships, Consultation and Employee Relations**

The NDA will ensure full consultation on most people-related matters and policies, and will

ensure training is provided to all managers with respect to conflict management, dispute handling and grievance and disciplinary management. The Employee Relations Policy will also be reviewed and the Human Resources Department will ensure that it provides the necessary advice and support to line management in respect of managing these processes. An employee participatory forum will be initiated to promote active participation and improve consultation in an attempt to seek consensus on people matters.

- **Promoting a Values-based Organisation**

It is critical for the NDA to ensure a good understanding and knowledge of its values by all its people. This will be achieved through the internalisation of the values and linking them to visible behaviours that will be monitored and measured.

- **Wellness and Health & Safety Management**

Focus will be given to the development of the Employees Assistance Programme (EAP), Safety and Health, Sexual Harassment and HIV/Aids policies. Alignment with the Occupational Health Safety Act will be ensured. The wellness programme will focus

on education and awareness on issues such as men's health, mental health, women's health, TB, stress, heart illness and HIV/Aids interventions.

- **Remuneration**

The Remuneration and Job Evaluation policies are in the process of being reviewed. The purpose is to ensure that "cost-to-company" is implemented in line with best practice to ensure that the job evaluation process is owned by the NDA. Exec-eval (independent job evaluation) for EXCO members will be introduced to ensure the integrity of the process and prevent any subjectivity or biases in the process.

- **HR Policies**

HR will continue to review policies and processes to identify areas for improvement and ensure alignment with legislation and best practice. An annual programme will be implemented and policies clustered to ensure this is effected in a progressive manner.

#### **8.4.2 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;
- Provide mobile access and enablement of core processes via a web-enabled widely accessible collaborative project tool. The NDA has selected Microsoft Great Plains as its Enterprise Resource Planning tool to meet its objectives; and
- Support research knowledge portal/hub that requires unique configuration to meet NDA requirements to address gaps identified related to knowledge and information sharing.

#### **8.4.3 Marketing and Communications**

Marketing and Communications' strategic plans for the next three years are:

- Communicating credible and relevant information to all NDA target publics and stakeholders;
- Building a strong reputation for the organisation through effective brand management; and
- Building and maintaining strong relationships with key stakeholders and potential partners.

## 9. Three-year Strategic Plan

### 9.1 Strategic Goal One: Establish and promote partnerships to leverage funds and capabilities

<b>Strategic Goal One: Establish and promote partnerships to leverage funds and capabilities</b> <b>Purpose: To make most of the funds and capabilities available from various players in the development arena</b>					
Strategic objectives	Outputs	Key performance indicator	Milestones		
			2008-09	2009-10	2010-11
1. Identify potential players and best practices that can be applied and opportunities for intervention to create islands of success	1.1 Income generation and food security	<input type="checkbox"/> Targeted grant funding against approved criteria <input type="checkbox"/> Disbursements on time <input type="checkbox"/> Regular monitoring, evaluation and reporting <input type="checkbox"/> Funding for CSOs for capacity building	<input type="checkbox"/> Provincial and sectoral allocations <input type="checkbox"/> Commitments <input type="checkbox"/> Disbursements <input type="checkbox"/> Monitoring and reporting	<input type="checkbox"/> Provincial and sectoral allocations <input type="checkbox"/> Commitments <input type="checkbox"/> Disbursements <input type="checkbox"/> Monitoring and reporting	<input type="checkbox"/> Provincial and sectoral allocations <input type="checkbox"/> Commitments <input type="checkbox"/> Disbursements <input type="checkbox"/> Monitoring and reporting
	1.2 CSOs strengthened to deliver services	<input type="checkbox"/> CSOs development and support intervention programmes <input type="checkbox"/> Assessments and reports			



<b>Strategic Goal One: Establish and promote partnerships to leverage funds and capabilities</b> <b>Purpose: To make most of the funds and capabilities available from various players in the development arena</b>					
Objectives	Outputs	Key performance indicators	Milestones		
			2008-09	2009-10	2010-11
2. Improve internal processes of quality grant-making to optimise funding activities.	2.1 Improved project business processes	<input type="checkbox"/> Functional, integrated business systems <input type="checkbox"/> Monitoring and evaluation reports	<input type="checkbox"/> Review and integrate grant making processes <input type="checkbox"/> Policy process and its implementation approved by the Board	<input type="checkbox"/> Assess and maintenance of systems	<input type="checkbox"/> Evaluate for improvement
	2.2 Projects paid as per contracts	<input type="checkbox"/> Timeous payment of projects as per agreement <input type="checkbox"/> Monitoring and evaluation reports	<input type="checkbox"/> Improve management of contracts payment <input type="checkbox"/> Regularly monitor and report <input type="checkbox"/> Improved record-keeping systems	<input type="checkbox"/> Improved management of contracts payment	<input type="checkbox"/> Evaluate management of contracts payment
	2.3 Status report	<input type="checkbox"/> National and provincial activity plans and reports <input type="checkbox"/> National and provincial project portfolio performance	<input type="checkbox"/> Develop and implement a performance-reporting system <input type="checkbox"/> Obtain, analyse and produce consolidated reports	<input type="checkbox"/> Monitor implementation of performance reporting systems	<input type="checkbox"/> Evaluate performance reporting systems
3. Develop and sustain partnerships and programmes of action	3.1 Partnerships geared towards poverty eradication and dialogue	<input type="checkbox"/> MoU with defined action programmes <input type="checkbox"/> Implementation reports	<input type="checkbox"/> Approval of partnering for development strategy by the Board <input type="checkbox"/> Identify and build partnerships	<input type="checkbox"/> Implement and sustain partnerships	<input type="checkbox"/> Evaluate impact of partnership
	3.2 Position NDA as a leading development agency	<input type="checkbox"/> Assessment of the agency by stakeholders	<input type="checkbox"/> Assessing perceptions <input type="checkbox"/> Proactive marketing and branding plan to ensure understanding of the NDA's role	<input type="checkbox"/> Monitor and improve perceptions	<input type="checkbox"/> Evaluate and maintain positive image

## 9. Three-year Strategic Plan (continued)

### 9.2 Strategic Goal Two: Facilitate research that informs grant funding decisions and policy

<b>Strategic Goal Two: Facilitate research that informs grant funding decisions and policy</b> <b>Purpose: To understand the nature of poverty in SA, what must be done to alleviate it, who the players are, what they are doing and what the NDA and other players might do to shape effective programmes and influence policy</b>					
Strategic objectives	Outputs	Key performance indicator	Milestones		
			2008-09	2009-10	2010-11
1. Establish and maintain database of CSOs and other players	1.1 Research, capacity and distribution of CSOs	<input type="checkbox"/> Reach and capacity report of CSOs <input type="checkbox"/> Updated database	<input type="checkbox"/> Produce and disseminate reports to inform policy <input type="checkbox"/> Update and maintain database <input type="checkbox"/> Share database and generate income	<input type="checkbox"/> CSO assessment report <input type="checkbox"/> Update and maintain database <input type="checkbox"/> Share database and generate income	<input type="checkbox"/> CSO assessment report <input type="checkbox"/> Update and maintain database <input type="checkbox"/> Share database and generate income
2. Identify targets for intervention and craft solutions	2.1 Identify targets and solutions proposed	<input type="checkbox"/> Updated poverty assessment reports <input type="checkbox"/> Updated resource flow reports <input type="checkbox"/> Reports utilised for programme funding	<input type="checkbox"/> Analyse and disseminate research reports <input type="checkbox"/> Produce funding and programme priorities	<input type="checkbox"/> Update data on the state of provincial poverty and municipal resource flows	<input type="checkbox"/> Evaluate the relevance of priorities
3. Measure impact of programmes and share learning and knowledge	3.1 Evaluation of funded projects and insert learning and knowledge into grant making process	<input type="checkbox"/> Evaluation and impact reports <input type="checkbox"/> Case studies	<input type="checkbox"/> Conduct impact assessment studies <input type="checkbox"/> Produce and disseminate case studies	<input type="checkbox"/> Conduct impact assessment studies <input type="checkbox"/> Produce and disseminate case studies	<input type="checkbox"/> Conduct impact assessment studies <input type="checkbox"/> Produce and disseminate case studies

<b>Strategic Goal Two: Facilitate research that informs grant funding decisions and policy</b> <b>Purpose: To understand the nature of poverty in SA, what must be done to alleviate it, who the players are, what they are doing and what the NDA and other players might do to shape effective programmes and influence policy</b>					
Strategic objectives	Outputs	Key performance indicator	Milestones		
			2008-09	2009-10	2010-11
	3.2 Facilitated learning networks	<input type="checkbox"/> Functional learning networks	<input type="checkbox"/> Arrange internal and external learning events <input type="checkbox"/> Functional resource centre	<input type="checkbox"/> Arrange internal and external events <input type="checkbox"/> Improve functionality of resource centre	<input type="checkbox"/> Arrange internal and external events <input type="checkbox"/> Improve functionality of resource centre
	3.3 Easily accessible development information	<input type="checkbox"/> Board approved language policy <input type="checkbox"/> Disseminate development information to the sector	<input type="checkbox"/> Develop language policy <input type="checkbox"/> Publication of case studies/flagship projects. <input type="checkbox"/> Develop and disseminate best practice	<input type="checkbox"/> Publication of case studies/flagship project <input type="checkbox"/> Disseminate information	<input type="checkbox"/> Publication of case studies/flagship projects <input type="checkbox"/> Disseminate information

## 9. Three-year Strategic Plan (continued)

### 9.3 Strategic Goal Three: Build and sustain organisational capabilities

#### Strategic Goal Three: Build and sustain organisational capabilities

**Purpose: To build and sustain the capacity we need to deliver our mandate, and to operate efficiently and effectively, with sound governance, and as one committed team adhering to agreed values**

Strategic objectives	Outputs	Key performance indicator	Milestones		
			2008-09	2009-10	2010-11
1. Right people in right jobs; effective recruitment, induction, training and development, retention	1.1 Competent staff	<input type="checkbox"/> Appropriate recruitment and placement processes <input type="checkbox"/> Effective retention strategy	<input type="checkbox"/> Implement sound recruitment strategy <input type="checkbox"/> Develop and implement retention strategy	<input type="checkbox"/> Implement and monitor	<input type="checkbox"/> Evaluate and implement efficacy of strategies
	1.2 Skilled workforce	<input type="checkbox"/> Workplace skills plan and report	<input type="checkbox"/> Staff development and training interventions implemented	<input type="checkbox"/> Monitor and implement staff development and training interventions	<input type="checkbox"/> Evaluate impact of staff development and training interventions
2. Entrench values and sound operating policies	2.1 Best practice policies and processes	<input type="checkbox"/> Integrated and aligned policies <input type="checkbox"/> Functional administrative systems and processes	<input type="checkbox"/> Review and implement HR policies and processes	<input type="checkbox"/> Implement and monitor policies and processes	<input type="checkbox"/> Evaluate and measure the impact of HR policies and processes
	2.2 Functional HR administration and processes	<input type="checkbox"/> Professionalism	<input type="checkbox"/> Develop and implement change management programme processes	<input type="checkbox"/> Implement and monitor change management programme HR policies	<input type="checkbox"/> Evaluate impact of change management programme policies
3. Effective business systems and governance processes	2.3 Living the NDA values				
	3.1 Best practice policies and processes	<input type="checkbox"/> Integrated and aligned policies <input type="checkbox"/> Functional administrative systems	<input type="checkbox"/> Review and implement policies and processes <input type="checkbox"/> Review and improve internal control systems	<input type="checkbox"/> Implement and monitor policies and processes	<input type="checkbox"/> Evaluate and measure the impact of policies and processes
	3.2 Functional corporate business systems				

**Strategic Goal Three: Build and sustain organisational capabilities**

**Purpose: To build and sustain the capacity we need to deliver our mandate, and to operate efficiently and effectively, with sound governance, and as one committed team adhering to agreed values**

Strategic objectives	Outputs	Key performance indicator	Milestones		
			2008-09	2009-10	2010-11
	3.3 Compliance	<input type="checkbox"/> Effective risk management and internal controls	<input type="checkbox"/> Develop and implement risk management strategy <input type="checkbox"/> Address and manage all external and internal audit findings <input type="checkbox"/> Consolidate corporate services function <input type="checkbox"/> Compliance reporting	<input type="checkbox"/> Assess and review risk management strategy <input type="checkbox"/> Develop and implement intervention strategy <input type="checkbox"/> Compliance reporting	<input type="checkbox"/> Monitor and evaluate the impact of risk management strategy <input type="checkbox"/> Monitor and evaluate the impact of intervention strategy <input type="checkbox"/> Compliance reporting
	3.4 Assurance provision	<input type="checkbox"/> Audit coverage plan	<input type="checkbox"/> Implementation of the coverage plan	<input type="checkbox"/> Assess and review coverage plan	<input type="checkbox"/> Monitor and evaluate coverage plan
	3.5 Safe and healthy working environment	<input type="checkbox"/> Health, wellness and safety plan	<input type="checkbox"/> Develop and implement health, wellness and safety plan	<input type="checkbox"/> Assess and review health, wellness and safety plan	<input type="checkbox"/> Monitor and evaluate health, wellness and safety plan
	3.6 Effective financial management	<input type="checkbox"/> Management reports <input type="checkbox"/> Budgets according to prescribed formats and timeframes <input type="checkbox"/> Quarterly management accounts	<input type="checkbox"/> Produce reports <input type="checkbox"/> Produce quarterly management accounts <input type="checkbox"/> Produce and submit budgets <input type="checkbox"/> Implement good practice financial management systems and controls	<input type="checkbox"/> Produce reports <input type="checkbox"/> Produce quarterly management accounts <input type="checkbox"/> Produce and submit budgets <input type="checkbox"/> Implement good practice, financial management systems and controls	<input type="checkbox"/> Produce reports <input type="checkbox"/> Produce quarterly management accounts produce and submit budgets <input type="checkbox"/> Implement good practice, financial management systems and controls
	3.7 IT security Plan	<input type="checkbox"/> IT security plan and security implemented and monitored	<input type="checkbox"/> Develop and approve IT security plan	<input type="checkbox"/> Review IT security plan	<input type="checkbox"/> Monitor and evaluate IT security plan



## 10. NDA Consolidated Budget: Medium Term Fiscal Allocations

Description	ACTUAL RESULTS FOR THE PAST 3 YEARS		
	Year 1 (2004-05)	Year 2 (2005-06)	Year 3 (2006-07)
<b>Establish and promote partnerships to leverage funds and capabilities</b>			
1. Identify potential players and best practices that can be applied and opportunities for intervention to create islands of success	90,180,382	55,668,925	92,376,440
2. Improve internal processes of quality grant-making to optimise funding activities	12,575,522	11,810,553	12,381,831
3. Develop and sustain partnerships and programmes of action			
<b>SUB-TOTAL</b>	<b>102,755,904</b>	<b>67,479,478</b>	<b>104,758,271</b>
<b>Strategic Goal Two: Facilitate research that informs grant funding decisions and policy</b>			
1. Establish and maintain database of CSOs and other players			
2. Identify targets for intervention, and craft solutions			
3. Measure impact of programmes and share learning and knowledge	3,186,163	3,256,529	5,753,163
<b>SUB-TOTAL</b>	<b>3,186,163</b>	<b>3,256,529</b>	<b>5,753,163</b>

MEDIUM TERM BUDGET 2008-2011					
Year 1 (2008-09)	% split for 08-09	Year 2 (2009-10)	% split for 09-10	Year 3 (2010-11)	% split for 10-01
98,000,000	63%	102,900,000	63%	107,016,000	63%
4,756,700	3%	4,994,535	3%	5,194,316	3%
1,076,000	1%	1,129,800	1%	1,174,992	1%
<b>103,832,700</b>	<b>66%</b>	<b>109,024,335</b>	<b>67%</b>	<b>113,385,308</b>	<b>67%</b>
				-	
2,979,618	2%	3,128,599	2%	3,253,743	2%
2,020,000	1%	2,121,000	1%	2,205,840	1%
400,000	0%	420,000	0%	436,800	0%
<b>5,399,618</b>	<b>3%</b>	<b>5,669,599</b>	<b>3%</b>	<b>5,896,383</b>	<b>3%</b>

Description	ACTUAL RESULTS FOR PAST 3 YEARS		
	Year 1 (2004-05)	Year 2 (2005-06)	Year 3 (2006-07)
<b>Build and sustain organisational capabilities</b>			
1. Right people in right jobs; effective recruitment, induction, training and development, retention			
2. Entrench values and sound operating policies			
3. Effective business systems and governance processes			
<b>SUB-TOTAL</b>	-	-	-
Head Office support cost	19,279,568	19,961,856	19,368,569
Office relocation cost			
Provincial support cost			
<b>Salaries</b>	<b>31,005,863</b>	<b>33,364,952</b>	<b>33,327,581</b>
Projects Implementation Team			
Research and Development			
Governance (Internal Audit and Company Secretary)			

MEDIUM TERM BUDGET 2008-2011					
Year 1 (2008-09)	% split for 08-09	Year 2 (2009-10)	% split for 09-10	Year 3 (2010-11)	% split for 10-01
1,646,250	1%	1,728,563	1%	1,797,705	1%
806,500	1%	846,825	1%	1,016,418	1%
837,776	1%	879,665	1%	914,851	1%
<b>3,290,526</b>	<b>2%</b>	<b>3,455,052</b>	<b>2%</b>	<b>3,728,974</b>	<b>2%</b>
8,619,639	6%	9,050,621	6%	9,412,646	6%
-	0%		0%	-	0%
2,247,199	1%	2,061,209	1%	2,143,657	1%
<b>32,877,318</b>	<b>21%</b>	<b>34,521,184</b>	<b>21%</b>	<b>35,902,031</b>	<b>21%</b>
17,035,098	11%	17,886,853	11%	18,602,327	11%
2,220,970	1%	2,332,019	1%	2,425,299	1%
4,390,041	3%	4,609,543	3%	4,793,925	3%

Description	ACTUAL RESULTS FOR THE PAST 3 YEARS		
	Year 1 (2004-05)	Year 2 (2005-06)	Year 3 (2006-07)
Support (Finance, Human Resources, CEO's Office and Marketing)			
<b>SUB-TOTAL</b>	<b>50,285,431</b>	<b>53,326,808</b>	<b>52,696,150</b>
<b>Total funds required</b>	<b>156,227,498</b>	<b>124,062,815</b>	<b>163,207,584</b>
<b>Total income available</b>	<b>141,376,167</b>	<b>172,713,532</b>	<b>150,701,122</b>
Grand	127,544,795	156,897,061	130,950,146
Interest	13,831,372	15,816,471	19,750,976
<b>Surplus or (deficit)</b>	<b>(14,851,331)</b>	<b>48,650,717</b>	<b>(12,506,462)</b>

MEDIUM TERM BUDGET 2008-2011					
Year 1 (2008-09)	% split for 08-09	Year 2 (2009-10)	% split for 09-10	Year 3 (2010-11)	% split for 10-01
9,231,209	6%	9,692,769	6%	10,080,480	6%
<b>43,744,156</b>	<b>28%</b>	<b>45,633,014</b>	28%	<b>47,458,334</b>	28%
<b>156,267,000</b>	<b>100%</b>	<b>163,782,000</b>	100%	<b>170,469,000</b>	100%
<b>156,267,000</b>	<b>100%</b>	<b>163,782,000</b>	<b>100%</b>	<b>170,469,000</b>	<b>100%</b>
136,267,000	<b>87%</b>	144,782,000	88%	153,469,000	90%
20,000,000	<b>13%</b>	19,000,000	12%	17,000,000	10%
<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	

# 11. Budget Reconciliation Based on Strategic Objectives

Budget Reconciliation Based on Strategic Objectives														
YEAR 1 (2008/2009) BY DIVISION														
Description	CEO's Office	Projects	Research and Development	Marketing and Communications	Internal Audit	Human Resources	Finance and IT	TOTAL	Consolidated Year 1 (2008-09)	% split for 08-09	Consolidated Year 2 (2009-10)	% split for 09-10	Year 1 (2010-11)	% split for 10-11
Establish and promote partnerships to leverage funds and capabilities														
1. Identify potential players and best practices that can be applied and opportunities for intervention to create islands of success	-	101,217,206	-	-	-	-	-	101,217,206	101,217,206	65%	106,278,066	65%	110,529,189	65%
2. Improve internal processes of quality grant-making to optimise funding activities.	-	4,756,700	-	-	-	-	-	4,756,700	4,756,700	3%	4,994,535	3%	5,194,316	3%
3. Develop and sustain partnerships and programmes of action	-	2,620,720	-	2,076,000	-	-	-	4,696,720	4,696,720	3%	4,931,556	3%	4,884,589	3%
<b>SUB-TOTAL</b>	-	<b>108,594,626</b>	-	<b>2,076,000</b>	-	-	-	<b>110,670,626</b>	<b>110,670,626</b>	<b>71%</b>	<b>116,204,157</b>	<b>71%</b>	<b>120,608,094</b>	<b>71%</b>
Facilitate research that informs grant funding decisions and policy														
1. Establish and maintain database of CSOs and other players;	-	-	3,250,000	-	-	-	-	3,250,000	3,250,000	2%	3,412,500	2%	3,549,000	2%
2. Identify targets for intervention, and craft solutions	-	-	2,020,000	-	-	-	-	2,020,000	2,020,000	1%	2,121,000	1%	2,205,840	1%
3. Measure impact of programmes and share learning and knowledge	-	-	1,400,000	5,715,000	-	-	-	7,115,000	7,115,000	5%	7,470,750	5%	7,399,600	4%
<b>SUB-TOTAL</b>	-	-	<b>6,670,000</b>	<b>5,715,000</b>	-	-	-	<b>12,385,000</b>	<b>12,385,000</b>	<b>8%</b>	<b>13,004,250</b>	<b>8%</b>	<b>13,154,440</b>	<b>8%</b>
Build and sustain organizational capabilities														
1. Right people in right jobs; effective recruitment, induction, training and development, retention	-	-	-	-	-	3,146,250	-	3,146,250	3,146,250	2%	3,303,562.5	2%	3,435,705	2%

## 11. Budget Reconciliation Based on Strategic Objectives (continued)

Budget Reconciliation Based on Strategic Objectives														
Description	CEO's Office	Projects	Research and Development	Marketing and Communications	Internal Audit	Human Resources	Finance and IT	TOTAL	Consolidated Year 1 (2008-09)	% split for 08-09	Consolidated Year 2 (2009-10)	% split for 09-10	Year 1 (2010-11)	% split for 10-11
3. Effective business systems and governance processes	1,830,800	-	-	1,829,564	1,262,548	190,750	1,025,636	6,139,298	6,139,298	4%	6,446,263	4%	6,704,113	4%
<b>SUB-TOTAL</b>	<b>1,830,800</b>	<b>-</b>	<b>-</b>	<b>1,829,564</b>		<b>4,289,236</b>	<b>2,379,900</b>	<b>11,592,048</b>	<b>11,592,048</b>	<b>7%</b>	<b>12,171,650</b>		<b>12,658,516</b>	<b>7%</b>
Head Office Support cost	-	793,800	719,000	1,421,570		-	17,329,077	20,263,447	20,263,447	13%	21,276,619	13%	22,127,684	13%
Office Relocation cost	-	-	-	-			1,500,000	1,500,000	1,500,000	1%	1,575,000	1%	1,638,000	1%
Provincial Support cost	-	2,247,199	-	-		-	-	2,247,199	2,247,199	1%	2,359,559	1%	2,453,941	1%
<b>Salaries</b>	<b>4,699,462</b>	<b>17,035,098</b>	<b>2,220,970</b>	<b>2,197,793</b>	<b>2,956,074</b>	<b>1,433,968</b>	<b>2,333,954</b>	<b>32,877,318</b>	<b>32,877,318</b>	<b>21%</b>	<b>36,165,050</b>	<b>22%</b>	<b>39,159,797</b>	<b>23%</b>
Projects Implementation Team		17,035,098						17,035,098	17,035,098	11%	18,738,608	11%	20,237,696	12%
Research and Development			2,220,970					2,220,970	2,220,970	1%	2,443,067	1%	2,638,512	2%
Governance (Internal audit )					2,956,074			2,956,074	4,390,041	3%	4,829,045	3%	5,215,369	3%
Supprt (Finance, HR, CEO Office, CO Sec & Marketing)	4,699,462			2,197,793		1,433,968	2,333,954	10,665,177	9,231,209	6%	10,154,329	6%	11,068,220	6%
								13,621,250	13,621,250					
<b>SUB-TOTAL</b>	<b>4,699,462</b>	<b>20,076,097</b>	<b>2,939,970</b>	<b>3,619,362</b>	<b>2,956,074</b>	<b>1,433,968</b>	<b>21,163,031</b>	<b>56,887,964</b>	<b>56,887,964</b>	<b>36%</b>	<b>61,376,228</b>	<b>37%</b>	<b>65,379,423</b>	<b>38%</b>
<b>Total funds required</b>	<b>6,530,262</b>	<b>128,670,723</b>	<b>9,609,970</b>	<b>13,239,927</b>	<b>2,956,074</b>	<b>5,723,204</b>	<b>23,542,931</b>	<b>191,535,638</b>	<b>191,535,638</b>		<b>202,756,286</b>		<b>211,800,473</b>	
<b>Total income available</b>									<b>156,267,000</b>		<b>163,782,000</b>		<b>170,469,000</b>	
Grants - DSD									136,267,000		144,782,000		153,469,000	
Interest									20,000,000		19,000,000		17,000,000	
<b>Surplus or (Deficit)</b>									<b>-35,268,638</b>		<b>-38,974,286</b>		<b>-41,331,473</b>	



## 12. NDA Personnel Per Peromnes Levels as at 1 February 2008

Peromnes Level	Classification	Filled	To be filled	Total Posts
P3	Chief Executive Officer	1	0	1
P4	Executive Managers/Directorate Heads	7	0	7
P5	Company Secretary	0	1	1
P6	Provincial Managers, Legal & Risk Manager, HR Managers, Financial Manager, Senior Researcher, Internal Auditors (IA) Managers	14	3	17
P7	Various specialists, Assistant Company Secretary	6	0	6
P8	Development Managers (DMs); Senior Internal Auditor; External Communications Officer	29	1	30
P9	Financial Accountant, IT Engineer, HR Officer, Internal Auditor; Data Specialist, Supply Chain Officer, Internal Communications Officer	6	2	8
P10	Specific Administration Assistants, Supply Chain Assistant	5	0	5
P11	Programme Administrators, Accounts Clerks, Administration Assistants	20	1	21
P12	Registration Officer	1	0	1
P13	Receptionist	1	0	1
P14	Courier/Driver	1	0	1
<b>TOTAL</b>		<b>91</b>	<b>8</b>	<b>99</b>

## 13. Human Resource Implications

The implications of the 2008-09 strategy on HR are the following:

12.1. There is a need to develop specific skills in the NDA since capacity building with respect to the Projects Directorate is a priority if the NDA is to meet its objectives successfully. The specific skills identified are:

- 12.1.1 Project Management in the context of development funding institutions. This implies that we need to focus on the methodologies, tools, practices and processes used in project management as an example of the content of the training that needs to be considered
- 12.1.2 Report writing skills need to be developed to improve the compilation of Request for Project Funding reports.
- 12.1.3 Relationship Building Skills
- 12.1.4 Industrial Relations (IR) Training and Dispute Management skills

12.1.5 Performance Management Skills

12.1.6 An in-depth understanding of capacity building as a factor of sustainable development and the NDA's particular role in this regard.

12. 2. In addition to the above there is a need to conduct a full assessment of the flow of work and clarify a number of current roles within the organisation. Once this assessment has been conducted the NDA will be in a position to consider how to optimise existing human resources without necessarily increasing the staff complement.

The Projects Directorate has, however, identified the need for five additional Development Managers (DMs) in the following provinces: KwaZulu-Natal: 2; Northern Cape: 1; Western Cape: 1 and Free State: 1. The approximate cost of funding this is R1 885 657.50 a year.

The Finance Directorate has an approved junior

IT function that still needs to be filled. Provision has already been made for this within the salaries budget. Strong consideration must be given to the need in the Finance Department for the position of a Management Accountant to handle all the internal finance and budgeting matters and processes so that there is sufficient segregation of duties.

The R & D Directorate has an approved position of Senior Researcher: Socio-Economic Development. This position will soon be filled. Other needs identified by R&D will form part of the overall workflow assessment being conducted.

12.3 Finally the NDA needs to continue to develop a high performance culture by implementing a sound performance management system with high levels of accountability that need to be filtered throughout the organisation to ensure effective delivery of the strategic objectives.

## 14. Monitoring and Reporting



The NDA is required to submit quarterly progress reports to the Minister on the implementation of the strategic plan.

The NDA Executive Management, together with the Senior Management team, meet to discuss progress every quarter. A report is formulated and presented to the Board for approval. Thereafter the approved report, together with the financial expenditure trends for the quarter, is submitted to the Minister.

Directorate Heads/Executive Managers submit monthly progress reports to the Executive Committee (Exco). These reports are used when performance agreements are assessed on an annual basis.

## 15. Examples of some of the CSOs Funded by NDA

### **Tswelang Pele Bomme, Free State**

Established in September 2001, this agricultural development project almost collapsed during its embryonic stages when some of its original members left in droves as soon as they realised they would not be able to reap immediate material benefits for their efforts.

The R414 585 funding it received from the NDA did not only rescue it from extinction, but it also helped it to boost capacity and become an important income-generating initiative making a positive difference to the lives of scores of families in Free State's impoverished Xhariep District Municipality.

Specialising in the growing of vegetables such as potatoes, carrots, spinach, mealies, beetroot and tomatoes, the project counts among its major clients a group of local businesspeople, who regularly buy its produce in bulk. The success of Tswelang Pele Bomme, Sesotho for "get ahead, ladies", has also attracted interest from Potato SA, which is seeking to build a partnership with the women with a view to using the project to pilot an innovative potato planting programme in the area and other parts of South Africa.

### **Botshabelo Creations Community Development, Free State**

Botshabelo Creations Community Development (BCCD) has been offering skills training in areas such as garment-making, embroidery, upholstery, curtain-making and fabric-painting in Botshabelo – one of the most disadvantaged areas in the Free State – for more than a decade.

Although it conducted its courses professionally right from the start, its lack of a financial viability and coherent sustainability plan almost forced it to close its doors.

A cash injection in the form of a R620 440 funding from the NDA rescued the project from collapse and enabled it to continue providing training interventions mainly aimed at women and the youth, two of the most vulnerable groups in the region.

This helped BCCD, formerly known as the Foundation for Entrepreneurial Development (FED), to, among other things, secure two major contracts from the Small Enterprise Development Agency (**seda**) and the Department of Labour.

### **Khomanani Project in Vhembe District, Limpopo**

The project creatively recycles discarded paper to make valuable products such as conference folders, notebooks, photo albums and photo frames, sold mainly to tourists visiting exotic destinations in the district.

The project and its innovative members, who honed their skills at the University of Johannesburg, also almost disappeared from the face of the earth when they could not keep up with the payment of their electricity and telephone accounts, rent and other bills.

The NDA's funding of R683 859, which it shared with five other like-minded poverty alleviation projects in the impoverished district, went a long way to making the project come alive again.

Project members believe the funding has created a solid platform from which they can build their unique business into a sustainable enterprise with access to lucrative international markets.

### **Kodumela Area Development Project, Limpopo**

The Kodumela Area Development Project (ADP), a World

Vision-funded project operating in six villages in the 65 000-strong Sekoro community, where it implements development activities aimed at alleviating poverty and improving socio-economic development, had its hand strengthened when the NDA funded it to the tune of R603 900 recently.

The project consists of established beadwork groups that sell their wares internationally. Other groups of women work in communal vegetable gardens.

The funding from the NDA was used to help the beneficiaries grow their businesses by providing buildings for beadwork groups, supplying its garden project with seeds and making money available for training.

The food garden project already has markets in faraway places such as Gauteng, Africa's economic powerhouse. The project is also involved in raising HIV/AIDS awareness, imparting farming and life skills, improving education and upgrading community infrastructure.

#### **Sister Love Incorporated of South Africa, Mpumalanga**

Sister Love Incorporated of South Africa (SLISA) is a Section 21 organisation established in 2002 to enhance the ability of non-governmental and community-based organisations in the delivery of quality HIV/AIDS prevention services in Mpumalanga.

In March 2007 the organisation received R769 128 from the NDA to help it bolster its income-generation initiatives, such as milk production, poultry and vegetable-growing on a 249-hectare farm, on behalf of three of its partners – Reach For Life, and Sifunokuhle and Nomakhaya home-based care centres. The three NGOs look after the interests of people infected with or affected by the disease.

Working in partnership with the Department of Land Affairs, which made R2,2 million available for the purposes of purchasing the farm, livestock and equipment; the Department of Agriculture, which provided training on farming; and the Department of Labour, which provided the training needs of 56 beneficiaries, SLISA is seen as a breath of fresh air in the fight against the pandemic in the province.

#### **Tsomo Valley Agricultural Cooperative, Eastern Cape**

It has always been emphasised that partnerships are a key to the success of poverty alleviation and economic development projects in South Africa.

The Tsomo Valley Agricultural Cooperative, a project that seeks to improve the productivity of local farms and give support to the beneficiaries of the government's Land Redistribution and Agricultural Development (LRAD) Programme, is an example of such success.



Established with the assistance of the NDA, which injected R761 238 into the initiative; Department of Agriculture; National Cooperative Association of South Africa and Sakhizwe District Municipality; the project has capacitated 12 local emerging farmers who had acquired land through the LRAD programme with access to farming expertise, farming inputs and mechanisation and mentoring services.

As a result of these partners' intervention, the farms are now being managed professionally, 20 farmers have been trained in farm management and technological skills, and production has improved by 20%.

## 15. Examples of some of the CSOs Funded by NDA (continued)

### **Delindlala Farmers' Cooperative, Eastern Cape**

Delindlala Farmers' Cooperative was established in December 2001 when 40 people – 23 women and 17 men – acquired a 2 029-hectare commercial farm through the Land Redistribution for Agricultural Development (LRAD) programme. The association, in the Emalahleni Local Municipality in the Eastern Cape, was assisted by the NDA to register as a cooperative in 2006.

The cooperative also acquired a used tractor, an old irrigation system and a small dairy with antiquated machines when it bought the farm.

The farm supplies local shops with fresh produce and neighbouring villages with vegetables and milk. But it was unable to cope with the increasing demand because of capacity constraints.

The NDA funding of R752 450 was aimed at assisting the group to expand its activities. These included training of members on farm management, financial management, governance, technical skills, sustainable agricultural methods, improvement of the dairy, utilisation of 100 hectares, purchasing of a new tractor, improvement of livestock quality and development of a business plan.

Through the funding all 40 members of the cooperative have already been trained in various skills. A bankable business plan has been developed, livestock quality has improved, and the dairy has been rehabilitated and is now fully operational. Twenty dairy cows and a bull have also been purchased.

### **Community Plough Back Movement, Western Cape**

The aim of the Community Plough Back Movement (CPBM) is to, as the name suggests, plough back into disadvantaged communities whatever skills their members acquire in life's journey.

The project was started in 2002 by a university professor who has a passion for community development when she brought together a group of professionals from Gugulethu, Langa and Nyanga in an effort to use their skills and spare time to empower the communities they grew up in.

CPBM is involved in HIV/AIDS education, school enrichment programmes, and food security and beading initiatives.

### **Surplus People Project, Western Cape**

The Surplus People Project (SPP) works in the area of pro-poor agrarian reform – including land, water and

agricultural reform – to address challenges brought about by rural poverty and to stimulate local economies.

Under the auspices of the initiative, a group of women have proactively pooled their resources to start a piggery and a poultry initiative to generate much-needed income for its members.

Another group of women has developed tunnels for vegetable production while another, consisting mainly of elderly women, regularly makes its fresh produce available to the local hospital.

SPP has forged a number of partnerships, which are seen as critical to the success and sustainability of the project. One such venture is a guest farm that integrates elements of conversation and tourism into an existing project.

To enable SPP to sustain its activities and turn them into successful ventures, the NDA recently made funding to the tune of R940 000 available to the project. The funding was used to disseminate relevant information to members, facilitate the identification of land and support capacity initiatives, among other things.

### **Venus Sisters, Northern Cape**

With the Southern African Large Telescope (SALT) in the



small Northern Cape town of Sutherland attracting huge interest from around the world, the local tourism industry is growing in leaps and bounds.

A number of guesthouses and restaurants have sprung up in the area over the past couple of years. Unfortunately, all of these are owned by “outside investors”, at a great disadvantage to local economic development.

When the South African Astronomical Observatory (SAAO) introduced night tours to the facility as interest continued to soar, a group of local women decided to enter the fray.

The women approached the Karoo Hoogland Council with a proposal to buy an old farmhouse with a view to turning it into a bed-and-breakfast establishment. The council, which was optimistic about the idea, agreed to the proposal provided the women acquired funding for the guesthouse.

Situated 3km from the SAAO, the farmhouse is an ideal overnight facility for tourists wanting to visit the Observatory.

Because of its potential to eradicate poverty and contribute to local economic development, the NDA approved funding to the tune of R538 385.

#### **Gauta e Sedilweng, Northern Cape**

The fast diminishing subsistence diamond mining and the resultant growing unemployment in Northern Cape

have effectively turned small towns such as Ritchie and Windsorton in the Sol Plaatje Municipality into welfare neighbourhoods, with many people depending on state grants for survival.

But a group of resilient residents refused to wallow in self-pity.

They put their thinking caps on and came up with a skills development project called Gauta e Sedwileng, a Sesotho term for “refined gold”, to enable locals to improve their socio-economic status.

The initiative is aimed at creating employment for beneficiaries by establishing hydroponics and compost-manufacturing projects. It also intends establishing three cooperatives.

The NDA agreed to fund the project for R2,5 million.

#### **Ikusasaletu Trust, KwaZulu-Natal**

Ikusasaletu Trust received R772 218 from the NDA to help it establish a distillation plant in Inkandla, one of the most impoverished areas in the northern region of KwaZulu-Natal.

The plant provides processing facilities for existing and future herb farmers within a 15km radius of the town of Inkandla. Leading South African pharmaceutical companies have shown great interest in the Rose Geranium oils,

which they want to use in the manufacture of skin and hair products. This is expected to contribute immensely to its bottom line as well as its future sustainability. The trust also seeks to venture into the perfume producing industry. It has already sent some of its essential oils overseas for component evaluation to see what other essential ingredients its products contain.

Part of the money the trust received from the NDA will be used to strengthen its corporate governance processes. Regarded as one of the key civil society organisations fighting poverty in Northern KwaZulu-Natal, the trust has also received funding from Gijima KwaZulu-Natal to acquire more land and provide training.





## 15. Examples of some of the CSOs Funded by NDA (continued)

### Jikelele Ingwavuma, KwaZulu-Natal

Jikelele Ingwavuma assists poverty-stricken women, orphans and vulnerable children as well as small, medium and micro enterprises (SMMEs) in Ingwavuma, a 2 100km<sup>2</sup> impoverished area bordering Mozambique to the north, Swaziland to the west and the Pongola River to the south and east.

The area is part of the Jozini Municipality in Umkhanyakude District, a presidential node, meaning that its poverty levels are such that more resources are needed to achieve maximum impact.

The funding requested from the NDA was expected to assist the project to turn around the dire circumstances of women, orphans and vulnerable children. Already there are an estimated 3 000 HIV/AIDS orphans in the area.

The project trains women in arts and crafts and buys their designs to create, brand and market the products.

It also creates healthy and safe environments for orphans and vulnerable children by, among other things, providing support, completing and maintaining cluster homes for those who cannot be placed with a family and creating food gardens. It also assists SMMEs, particularly those owned by women, with capacity building.

### GreenHouse Project, Gauteng

The GreenHouse Project is a non-governmental organisation based in the Johannesburg inner city that seeks to, according to its mission statement, “contribute to transforming Johannesburg into a green city by empowering its residents to create and recreate the city in ecologically, socially and economically sustainable ways”.

With the City of Johannesburg as its key partner, the project was the result of the realisation that communities and decision-makers that had the potential to transform Johannesburg into a “green” city did not have easy access to practical solutions. To this end, the City of Johannesburg provided the project with a “home” in Joubert Park. The GreenHouse People’s Environmental Centre, as it is called, was officially opened in September 2002 to coincide with the World Summit on Sustainable Development.

The project provides information and practical demonstrations on “green” building and design, sustainable energy, sustainable water and sanitation management, zero-waste culture and organic food, medicinal plants and landscaping.

A portion of the funding it received from the NDA was used to organise 22 participants of the Wesbank Barrel

gardening project into a cooperative selling organic fresh produce and seedlings to generate income for themselves and their families.

### The Eesterust Care and Training Centre, Gauteng

The mission of the Eesterust Care and Training Centre, established in 1985, is to improve the quality of life of people with physical and mental disabilities to enable them to reach their potential.

The centre serves historically disadvantaged areas such as Eersterust, East Lynne, Mamelodi and Nellmapius by providing basic job skills and social services to children, youth, elderly and terminally ill, abused, disabled and uneducated people. Job training and creation will ultimately provide education, self-sustainability and community upliftment.

The centre’s main activities include caring for profoundly and severely handicapped children, providing pre-school training, delivering interventions for Down Syndrome, autistic and cerebral palsy children, offering protective work centre for young adults, and providing life and job skills, as well as support and counselling services.

In 2001 it established a vegetable garden project to provide young people with disabilities with food and income.

# 15. Projects Funding Criteria

## Adjudication Criteria for Funding of projects used by the Projects and Programmes Steering Committee, include to:

### Promote eradication of poverty and its causes, a project should:

- Serve the population of a targeted poverty pocket area
- Address economic and social inequalities, including gender inequalities
- Promote tangible quality of life improvements by facilitating the satisfaction of basic needs for the targeted population and/or
- Generate opportunities for employment and income earning

### Promote community ownership of the development process, a project should:

- Ensure self-initiative and participation during project planning, management and implementation phases
- Promote balanced gender involvement including active participation of women in decision making structures
- Present opportunities for the community/ beneficiaries to voice poverty related issues
- Facilitate a high level of awareness of the project within the local community
- Facilitate adoption/acceptance by the community of project proposals
- Promote community ownership of the project benefits
- Demonstrate project accountability to beneficiaries and governing structures
- Provide opportunities for capacity building, skills

transfer and other measures to address obstacles that prevent or limit community participation and self initiative

### Adopt a broad based approach in addressing poverty and its causes, a project should:

- Consider a multiplicity of community needs
  - Provide an opportunity for other development initiatives within the community
- Where appropriate, make reference to existing Government and/or other relevant development initiatives

### Optimise the effective use of resources / skills through a partnership approach, by:

- Indicating opportunities for cooperation with other relevant parties
- Proposing relevant partnerships with other parties on the basis of clearly defined competencies and roles

### Build sustainability and quality development into the project, a project should:

- Demonstrate appropriateness of project solutions and results in relation to problems identified
- Provide objective and project purpose indicators reflecting the social and economic impact of the project on the community
- Demonstrate the project's suitability in terms of the social, cultural and environmental characteristics of the area
- Demonstrate long term feasibility in technical, financial and organisational terms

## The NDA does not fund:

- Workshops and conferences, unless they are integral to the functioning of a project or programme to gain or renew a mandate or to consult a recipient community about the project design and implementation.
- Research for individual gain or profit
- Once-off activities
- Large-scale infrastructure projects that are the responsibility of national, provincial or local government, including schools, offices, water, sanitation and road works
- Capital expenditure such as land, buildings, vehicles or other major capital, unless they are in support of project implementation
- Disaster relief
- Educational institutions, schools, universities or colleges
- Local, provincial or national government or parastatals, directly or indirectly
- Capital for small, medium or micro enterprises
- Bursaries
- Political organisations or activities or any activity that promotes party political division, sexism, racism or regionalism
- Museums and conservation projects
- Projects outside South Africa
- Denominational activities
- Activities that may cause environmental degradation
- Organisations with a history of misuse of funds or whose grants have been suspended by the National Development Agency

## 16. Abbreviations and Glossary

<b>ASGI-SA</b>	Accelerated Shared Growth Initiative of South Africa
<b>BCCD</b>	Botshabelo Creations Community Development
<b>CBO</b>	Community-based Organisation
<b>CEO</b>	Chief Executive Officer
<b>CPBM</b>	Community Plough Back Movement
<b>CSO</b>	Civil Society Organisation
<b>DM</b>	Development Manager
<b>DSD</b>	Department of Social Development
<b>EAP</b>	Employees Assistance Programme
<b>EXCO</b>	Executive Committee
<b>FED</b>	Foundation for Entrepreneurial Development
<b>FBO</b>	Faith-based Organisation
<b>HR</b>	Human Resources
<b>IA</b>	Internal Auditor
<b>IDP</b>	Integrated Development Programme
<b>IR</b>	Industrial Relations

<b>ISRDP</b>	Integrated Sustainable Rural Development Programme
<b>IT</b>	Information Technology
<b>LRAD</b>	Land Redistribution for Agricultural Reform
<b>MoU</b>	Memorandum of Understanding
<b>NDA</b>	National Development Agency
<b>NGO</b>	Non-governmental Organisation
<b>OHS</b>	Occupational Health and Safety
<b>R&amp;D</b>	Research and Development
<b>PFMA</b>	Public Finance Management Act
<b>PF</b>	Programme Formulation
<b>PGDS</b>	Provincial Growth and Development Strategy
<b>RFP</b>	Request for Proposal
<b>SEDA</b>	Small Enterprises Development Agency
<b>SMME</b>	Small, Medium-sized and Micro Enterprises
<b>SPP</b>	Surplus People's Project

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