NDA
National
Development
Agency

National Development Agency
Strategic Plan 2012-2017

BEYOND **10** yrs
OF UNLOCKING
POTENTIAL

CONTENTS

MINISTER'S FOREWORD

Ms Bathabile Dlamini
Minister of Social Development

An efficient state protects its citizens, provides safety nets, quality services, infrastructure, and provides leadership in the overall development of humanity especially the most vulnerable. Since 1994, significant progress has been made towards making South Africa a more just, inclusive and developmental society.

Despite this progress, South Africa, like many developing countries, is still faced with challenges such as poverty, inequality and unemployment. This situation is worsened by the economic downturn, which saw many people losing their jobs and unable to provide for the basic needs of their families. The effects of climate change are already felt by farmers, whose farming activities are the main source of food and income for their families.

The establishment of the National Development Agency (NDA) became an integral part of a post apartheid strategy by the new Government to create machinery that would bring about the interface between Government and Civil Society Organisations (CSOs). The interface is geared towards reaching the grass roots level to enable vulnerable people to access opportunities presented by government and fostering mutual understanding of policies impacting on the poor and marginalised.

The NDA is well positioned to carry out its mandate as clearly stated out in the NDA Act. This it will do, not oblivious to the ever changing poverty landscape within the country.

In our quest to eradicate the scourge of poverty and hunger, it is important to device sustainable strategies and plans to lift the vulnerable out of the poverty trap through people centred development initiatives.

It is our fervent belief that for development to be sustainable, it must be people driven and government led. This is the culture that we need to cultivate.

Bathabile Dlamini
Minister of Social Development

CHAIRPERSON'S REVIEW

Mr Malose Kekana
Chairperson

It is a great pleasure for me to present this reviewed Strategic Plan on behalf the National Development Agency. As the Board of the NDA gained a better understanding of the organisation and the challenges within which it operates, a holistic strategy review process was embarked upon, taking into consideration the current performance and factors impacting on the NDA from both internal and external perspectives. An inclusive approach was followed in reviewing organisational performance in the last quarter of the 2011/12 fiscal year, involving the entire management team and NDA Board.

The Board and Management confirmed the NDA Strategic Plan 2012-2017 and were in agreement that the strategic goals and the strategic objectives remain unchanged.

However, through a consultative approach, the outputs and performance measures for the organisation were refined and the targets aligned to available resources for effective execution. The Board strategy review session resolved that the NDA would offer the following services: grant funding, project management, resource mobilisation and capacity building; focusing on the following areas of intervention: Early Childhood Development, Food Security, Capacity Building and Income Generation (Programmes and Projects).

The NDA will continue discharging its mandate through Civil Society Organisations (CSOs). Given the wide scope of CSOs in the country, the target market would be biased towards those CSOs that work with the following vulnerable groups: children, women, and people with disabilities.

The sharpened focus of the activities of the NDA has necessitated a review of the organisational structure. In this planning period, a new organisational structure will be implemented. Bedding down the NDA Strategic Plan and positioning the organisation for effective strategy execution will characterise this planning period to begin taking baby steps in making a visible contribution to poverty eradication in the country.

Malose Kekana
Chairperson of the Board

BOARD MEMBERS

Ms Thabi Shange
Deputy Chairperson

Ms Malekgoloane Malapane

Ms Mandisa Monakali

Mr Mcedisi Xundu

Ms Lozizwe Mdhlalose

Ms Bibi Khan

Mr Andrew Madella

Ms Nokuzola Tolashe

Mr Peter Thabethe

CEO'S OVERVIEW

Dr Vuyelwa Nhlapo
Chief Executive Officer

The Board has confirmed the 2012-2017 Strategic Plan of the NDA as the ultimate beacon that our activities in this planning period would be aimed towards. To achieve the objectives set in this Strategic Plan, the Board and CEO are committed to building a strong leadership and Executive Team that will lead the organisation to greatness. We remain confident that the abilities and commitment of the Executive Management is both necessary and sufficient to drive the strategy.

The five year strategy will be aimed at building organisational cohesion and capacity in order to deliver on the strategy. Furthermore, the organisational structure has been refined and will be implemented in the 2012-2013 financial year to enable delivery of strategic objectives contained within this document.

The Board continues to support the Executive Team by providing a clear strategic direction for the NDA. The poverty challenge remains high in our country, and we owe our existence as an organisation to the masses of poverty-stricken South Africans that are potential beneficiaries of our programmes. The NDA legislative mandate is clear - we exist to contribute towards the eradication of poverty and its causes. We will do this through 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 CSOs that provide services to poor communities.

Our success as an organisation is judged by the impact we make in these impoverished communities. As the NDA, we must leverage strategic partners to increase the pool of funding and expertise to enable CSOs to implement development projects in impoverished communities.

During this planning period, we will build internal capabilities that are fundamental in delivering on the strategy, such as stakeholder management, fund raising, project management, performance management, and knowledge management. Furthermore, as an organisation that has experienced internal challenges, we will focus on building a "one NDA team" to consolidate momentum for strategy implementation.

The NDA strives towards making a positive contribution to the South African government's commitment of halving poverty by 2014 and restoring the dignity of our poverty-stricken country-men and women.

Dr Vuyelwa Nhlapo
Chief Executive Officer

Official Sign-Off

It is hereby certified that this Strategic Plan:

Was developed by the management of the National Development Agency under the guidance of the NDA Board and the Department of Social Development. It takes into account all the relevant policies, legislation and other mandates for which the National Development Agency is responsible.

It accurately reflects strategic outcome oriented goals and objectives which the National Development Agency will endeavour to achieve over the period from 2012 to 2017.

Mr Phumlani Zwane (CA) SA
Chief Financial Officer

Dr Vuyelwa Nhlapo
Chief Executive Officer

Mr Malose Kekana
Chairperson of the Board

Approved by:

Ms Bathabile Dlamini
Minister of Social Development

NDA EXECUTIVES

Dr Vuyelwa Nhlapo
Chief Executive Officer

Ms Hajra Mansour
Executive Director: Internal Audit

Ms Lunga Mangcu
Communications Executive Director

Ms Matshepo Mobeng
Company Secretary

Mr Samuel Lewatle
HR Executive Director

Mr Reuben Mogano
DMD Executive Director

Mr Phumlani Zwane
Chief Financial Officer

PART A: STRATEGIC OVERVIEW

1. Vision

A society free from poverty.

2. Mission

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

3. Values

As a development agency, we subscribe to the following values:

- Integrity
- Dignity
- Empowerment
- Accountability & Responsibility
- Transparency
- Partnering
- Excellence

The above values are embedded in our performance management systems.

4. Legislative Mandate

The National Development Agency (NDA) is a public entity listed under schedule 3A of the Public Finance Management Act (PFMA) and reports to the Parliament of the Republic of South Africa through the Minister of Social Development.

The Agency's specific mandate is to support CSOs by granting funds to implement programmes and projects aimed at eradication of poverty and also to facilitate debate to inform development policy.

5. Situational Analysis

According to the National Development Plan: Vision for 2030, poverty is still pervasive in South Africa and we have not made sufficient progress in reducing inequality. Millions of people remain unemployed and many working households live close to the poverty line. We require urgent measures to address our most pressing needs, particularly high levels of unemployment.

This requires a new approach – one that moves from a passive citizenry receiving services from the state to one that systematically includes the socially and economically excluded, where people are active champions of their own development and where government works effectively to develop people's capabilities to lead the lives they desire.

The NDA identifies completely with these sentiments. As such, the new focus areas are informed by a need to make a contribution to the 2030 Vision.

5.1. Performance Environment

In the next five years the NDA will focus on the following programmes in support of government priority areas on poverty eradication:

- Early Childhood Development
- Food Security
- Income Generation (Programmes and Projects)
- Capacity Building

The implementation of interventions in the focus areas will be at provincial level. The value split percentage of the total allocation to provinces will be made in accordance with the approved formula derived from the population index. In delivering on the above, the NDA will have a specific bias towards vulnerable groups including women, children, people with disabilities and poor communities.

The delivery of these key interventions will be supported by specific identified products and services, namely; grant funding, programme management and resource mobilisation.

5.1.1. Grant Funding

The NDA will provide grants to CSOs to implement programmes and projects aimed at eradicating poverty in the following priority areas:

5.1.1.1. Early Childhood Development

The South African government has since 1994, prioritised early childhood development (ECD) as an integral part of addressing the legacy of apartheid education policies. ECD has been recognised as one of the most powerful tools of breaking the intergenerational cycle of poverty in South Africa.

A recent report entitled, "South Africa's Children: A Review of Equity and Child Rights", released by the South African Human Rights Commission, UNICEF and the Department of Women, Children and People with Disabilities (2011: 5) notes that "just 43 per cent of children under five (in South Africa) are exposed to an ECD programme at home, a centre or elsewhere and there are large disparities across provinces". The National Development Plan (2011:274), released by the National Planning Commission indicates that "research shows (that) well planned and targeted early childhood development initiatives (can) be a cost-effective way of ensuring all children have a childhood that is free of factors that impede their physical and cognitive development".

The NDA will contribute to the ECD sector through interventions that:

- support food security at ECD sites,

- strengthen the institutional, leadership and management capacity of ECD sites; and

- improve the infrastructure of ECD sites.

The NDA will provide limited financial resources for capital infrastructure for ECD sites, given the limited resources at its disposal. The NDA envisages that the Departments of Basic Education, Social Development and Local Government will take the lead in resourcing infrastructure development, curriculum development and ensuring compliance with approved norms and standards.

Supporting Food Security interventions at ECD sites

Recognising the importance of balanced nutrition at ECD sites, the NDA will provide financial assistance to ECD sites to establish food gardens that will serve as a source of consistent access to food for learners. The emphasis will be on providing the necessary inputs to enable a food garden to be established as well as facilitating technical training for identified staff to produce food in a sustainable, and in some instances, profitable manner.

Strengthening the institutional, leadership and management capacity of ECD sites.

Acknowledging that the ECD sector is fundamentally on-the-rise in most poor communities, the NDA will develop and implement targeted capacity enhancement interventions aimed at strengthening the leadership, management and institutional capacity of ECD sites. The primary focus will be on enabling:

- ECD sites to set up processes and systems to manage finances; plan, record and report on implementation of activities; develop policies for procurement, asset management, recruitment, selection and development of staff.

- The development of the leadership competencies, human resources, organisational development and conflict management capabilities of ECD practitioners to foster optimal team performance.

Improving ECD Infrastructure

The NDA will make limited infrastructure investment as part of a holistic approach of enhancing access to provision of quality ECD education. This will be done in exceptional instances where it is noted that the interventions articulated above will not lead to qualitative improvements in the provision of ECD unless basic infrastructure is put in place.

5.1.1.2. Food Security

In developing the NDA strategic intent to address food security, the NDA is aware of the social, economic, political and cultural dimensions of food security at both a global and national level. To this end, we agree with the common definition of food security presented by the UN, which defines food security as "all people at all times having both physical and economic access to the basic food they need."

The social and economic realities (social analysis)

Although South Africa is considered to be food secure at national level, the 2007 General Household Survey indicated that 10.6% and 12.2% of adults and children respectively, were sometimes or always hungry.

Food insecurity results from amongst others, **climate change, urban development, migration population growth and oil price shifts that are interconnected and rarely confined by borders**. Furthermore, the agricultural sector has been battling with **high production costs, shrinking profit margins and soaring food prices, thereby exposing the fragility of the national food system and its vulnerability to shocks**.

Food security in South Africa is also intrinsically linked to rural development and land reform. At present, rural communities are not using natural resources at their disposal effectively because of various reasons, ranging from lack of investment in rural areas, lack of finance for production inputs, to lack of skills.

The NDA's response to food security challenges

In addressing food security challenges, the NDA has identified its target as the rural poor, especially women, the elderly, children and people with disabilities.

The NDA's strategic interventions will focus on the following:

- Funding of agricultural projects (providing grants to food security related community-based projects);

- Partnering organisations engaged in food security activities (resource sharing and collaboration);

- Capacity development (skilling people to effectively use the land for food production);

- Research (continuously monitoring the food security status), and

- Policy development, lobbying and advocacy.

5.1.1.4. Income Generation (Programmes and Projects)

In his 2011 State of the Nation Address, President Jacob Zuma indicated that "we have declared 2011 a year of job creation through meaningful economic transformation and inclusive growth". He further challenged all sectors of society – especially the business/corporate sector – to enhance their role in addressing poverty and in particular unemployment amongst the growing numbers of young people. These sentiments were expressed against the backdrop of one of government's five priority areas – **"the creation of decent work"**.

In adopting Income Generation (Programmes and Projects) as a focus area, the NDA has prioritised job creation in order to contribute to government's priority of creating decent work.

The responses to the NDA strategy for developing sustainable income generation initiatives include, amongst others:

- The resourcing of innovative programmes and projects that are sustainable.

- The economic empowerment of women and young people through skills acquisition for them to initiate and manage various trades and economic opportunities.

5.1.2. Capacity Building

The NDA acknowledges the potentially significant role that the 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 grass roots capability, competencies and collective action that we will realise the common goal of skills and sustainable development.

CSOs 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.

The NDA will implement a multi-year Capacity Building Programme that will develop the capability and capacity of CSOs to access and use resources towards self-reliance. It will also prioritise the strengthening of NGO networks to enable them to support government-wide programmes of improving service delivery in poor communities as well as providing a platform for policy dialogue with government on poverty eradication.

5.1.3. Programme Management Unit (PMU)

The NDA will establish a Programme Management Unit (PMU) with a specific mandate to provide project management services to all spheres of Government, the Private Sector and other Donor partners. Further the NDA will solicit funding for other projects as a project manager (fund of funds) from the public, private sector and individual citizens locally and internationally.

The value that the NDA will contribute through the PMU resides in the fact that;

- the organisation already has resources which can potentially be allocated to some activities of the PMU as own or counterpart contribution and

- the NDA will continue to provide expert management of the project value chain to ensure value for money.

In general, the NDA value proposition is underpinned by the following:

- Established and significant track record of working with civil society in a way which is developmental and trusted;

- Established infrastructure in specific locations: provincial, municipal and community which provides specific intelligence, knowledge and expertise;

- Project management systems, methodologies and processes which are suitable for and effective in working with rural and community enterprises.

5.1.4. Resource Mobilisation

The NDA is aware that the Medium Term Expenditure Framework (MTEF) allocation is not sufficient to meet the present and future resources that are required to enable the organisation to deliver on the identified strategic priorities. Therefore, it becomes

imperative for the NDA to embark on a concerted effort of raising its own resources to support the expansion of current programmes relating to its mandate as well as ensuring future financial sustainability.

The NDA will create a dedicated Resource Mobilisation unit to coordinate and facilitate partnerships with relevant stakeholders to increase the NDA's financial base and leverage resources to enable upscaling on delivery of programmes, projects and campaigns.

The resource mobilisation initiative will target the public and private sectors as well as international partners.

5.2. Organisational Environment

The NDA's specific mandate is to support CSOs by granting funds to implement programmes and projects aimed at eradicating poverty and also to facilitate debate to inform development policy. The Agency receives a grant from the National Treasury through the Department of Social Development which remains the only source of income.

Human capital and financial resources are required to achieve the above mentioned mandate and the current staff complement of 107 includes employees based in all nine provincial offices.

In order to complement the current shortfall to match the demand for funding, the NDA has identified niche strategic focus areas which are in support of Government's priority areas and thus will place the NDA in a strategic position to contribute towards the achievement of these priorities.

The four main focus areas that inform this strategic plan are Early Childhood Development, Food Security, Income Generation (Programmes and Projects) and Capacity Building.

5.3. Description of the strategic planning process

In line with the requirements of Treasury Regulations 30.1, the NDA commenced with its Strategic Plan Review in the third quarter of the financial year. The process of review included consultation with internal stakeholders (NDA staff) and a joint review session with the NDA Board. Prior to the engagement with both staff and the Board, there were colloquia held in each province with CSOs and academia to debate around existing and new focus areas, and to identify the key strategic role of the NDA in contributing to the priority areas and outcomes of Government.

6. Strategic outcome oriented goals of the institution

PROGRAMME 1: DEVELOPMENT MANAGEMENT

Strategic Goals: To leverage strategic partnerships to eradicate poverty to enable poor communities to achieve sustainable livelihoods

Strategic Objective: To carry out projects or programmes aimed at meeting the development needs of poor communities

Outputs	Indicators	Baseline (2011/12)	Annual Targets				
			2012/13	2013/14	2014/15	2015/16	2016/17
CSOs implementing poverty eradication programmes funded	NDA poverty eradication programmes	No Baseline	Approved ECD Programme	Implement ECD Programme	Review and ECD Programme	Implement ECD Programme	Implement ECD Programme
			Approved Food Security	Implement Food Security Programme	Review and Implement Food Security Programme	Implement Food Security Programme	Implement Food Security Programme
			Approved Income Generation Programme	Implement Income Generation Programme	Review and implement Income Generation Programme	Implement Income Generation Programme	Implement Income Generation Programme
	Value split (%) of total grants allocated per sector	12% for Education (ECD)	30% (R22.4m)	30% (R26.8m)	40% (R37.8m)	40% (R40.1m)	40% (R42.5m)
		13% for Food Security	30% (R22.4m)	30% (R26.8m)	30% (R28.4m)	30% (R30.05m)	30% (R31.8m)
		52% for Income Generation (Programmes and Projects)	40% (R30m)	40% (R35.7m)	30% (R28.4m)	30% (R30.05m)	30% (R31.8m)
	Targeted Value of project contracts	R78m	R74.8m	R89.3m	R94.6m	R100.2m	R106.2m
	Value of grants disbursed	R39m	R37.4m	R44.6m	R47.3m	R50.1m	R53.1m
	Impact on ECDs	Amount allocated for ECD infrastructure	R6.3m	R7.8m	R8.3m	R8.7m	R9.1m
		Number of ECD practitioners trained	774 (R8.3m)	851	936	1030	1133
		Number of Food Gardens on ECD sites	129 (R7.8m)	142	156	172	189
	Value split (%) of total grants allocated per vulnerable group	65% for women	70% for women	70% for women	70% for women	70% for women	70% for women
		2% for People with disability	10% for People with disability	10% for People with disability	10% for People with disability	10% for People with disability	10% for People with disability
		25% for Youth and children	20% for Youth and children	20% for Youth and children	20% for Youth and children	20% for Youth and children	20% for Youth and children
	Revenue mobilised for poverty eradication programmes	R60m funding generated	R80m	R120m	R180m	R200m	R220m
	Number of primary beneficiaries per programme	2205 ECD primary beneficiaries	3850	4620	5544	6652	7982
		914 Food Security primary beneficiaries	2912	3494	4192	5030	6036
	Number of jobs created	1937 primary jobs created	114 Jobs created through ECD	136 Jobs created through ECD	163 Jobs created through ECD	195 Jobs created through ECD	234 Jobs created through ECD
			400 Jobs created through Food Security	480 Jobs created through Food Security	576 Jobs created through Food Security	691 Jobs created through Food Security	829 Jobs created through Food Security
			1686 Jobs created through Income Generation Programmes	2023 Jobs created through Income Generation Programmes	2427 Jobs created through Income Generation Programmes	2912 Jobs created through Income Generation Programmes	3494 Jobs created through Income Generation Programmes

PROGRAMME 1: DEVELOPMENT MANAGEMENT

			Annual Targets				
Strategic Goals: To leverage strategic partnerships to eradicate poverty to enable poor communities to achieve sustainable livelihoods							
Strategic Objective: To carry out projects or programmes aimed at meeting the development needs of poor communities							
Outputs	**Indicators**	**Baseline (2011/12)**	**Annual Targets**				
			2012/13	**2013/14**	**2014/15**	**2015/16**	**2016/17**
Build and implement delivery capacity of the Programme Management Unit (PMU)	Implementation of PMU in line with agreed milestones		100%	100%	100%	100%	100%
	Value of project portfolio under management		R100m	R150m	R170m	R190m	R200m

PROGRAMME 2: RESEARCH AND DEVELOPMENT

Strategic Goals: To leverage strategic partnerships to eradicate poverty to enable poor communities to achieve sustainable livelihoods

Strategic Objective: To undertake research and publications aimed at providing the basis for development policy

Outputs	Indicators	Baseline (2011/12)	Annual Targets				
			2012/13	2013/14	2014/15	2015/16	2016/17
NDA research agenda	Research agenda	Approved Research Agenda	Implement	Review and implement	Review and implement	Review and implement	Review and implement
	Establishment of Think Tanks (12 member panel)	Concept defined	12 member panel established	4 engagements and Think Tank reports	4 engagements and Think Tank reports	4 engagements and Think Tank reports	4 engagements and Think Tank reports
			3 engagements and Think Tank reports				
Research to support internal functions	Number of Baseline reports produced (Environmental scan and project specific)	65	58	65	65	65	65
	Number of Mid-term Evaluation Reports produced	80	127	127	127	127	127
	Number of Close out Evaluation reports	No Baseline	85	85	85	85	85
	Number of case studies produced per year (2 per sector)	4	3	8	8	8	8
	Number of Good Practice Reports produced per year (1 per sector)	2	4	4	4	4	4
	Knowledge management (KM)	Knowledge management plan approved	12 synthesised reports	13 synthesised reports	14 synthesised reports	15 synthesised reports	16 synthesised reports
			Online Resource Centre established	Online Resource Centre maintained	Online Resource Centre maintained	Online Resource Centre maintained	Online Resource Centre maintained
	Performance Monitoring reports	36	255	255	255	255	255
	Evaluation reports produced for NDA funded projects	47	122	122	122	122	122
	5 year impact assessment of NDA funded projects	N/A	Commission Impact Assessment study	Publish Impact Assessment report			
			Proposal to National Treasury for Funding				
Research to support external functions	Number of Research Reports on poverty eradication	0	2	3	5	7	10
	Number of Position papers / policy briefs	0	4	8	10	12	12
	Number of Journal articles	0	2	2	2	2	2
	NDA Annual Development Report Published	0	0	1	1	1	1
Monitoring of delivery against MDGs	Create and support CSO fora that monitor achievement of MDGs	No baseline	Facilitate and support of 9 CSO provincial fora	Facilitate and support of 9 CSO provincial fora	Facilitate and support of 9 CSO provincial fora	Facilitate and support of 9 CSO provincial fora	Facilitate and support of 9 CSO provincial fora
			CSO report on MDGs	CSO report on MDGs	CSO report on MDGs	CSO report on MDGs	CSO report on MDGs

PROGRAMME 3: CIVIL SOCIETY CAPACITY STRENGTHENING

Strategic Goals: To leverage strategic partnerships to eradicate poverty to enable poor communities to achieve sustainable livelihoods

Strategic Objective: To strengthen the institutional capacity of civil society organisations

Outputs	Indicators	Baseline (2011/12)	Annual Targets				
			2012/13	2013/14	2014/15	2015/16	2016/17
Strengthened CSOs	Number of CSOs Strengthened	No baseline	210 CSOs capacitated	231	254	279	306
	Number of beneficiaries		2520 beneficiaries	2540 beneficiaries	2550 beneficiaries	2560 beneficiaries	2570 beneficiaries
	% of CSOs demonstrating improved implementation	65%	80%	85%	90%	95%	100%
CSOs mapping index	CSO's Geographic and Capacity Database	CSOs capacity building database	Capacity Building Interventions per updated database	Capacity Building Interventions per updated database	Capacity Building Interventions per updated database	Capacity Building Interventions per updated database	Capacity Building Interventions per updated database
National CSO capacity building strategy and plan	CSO implementation strategy and plan	177 CSOs capacitated	210	231	254	279	306
	Value for Capacity Building (Lobbying and Advocacy CSOs)	R600 000	R4.2m	R4.41m	R4.6m	R4.8m	R5.1m

PROGRAMME 4: ADMINISTRATION AND GOVERNANCE
4.1. HUMAN RESOURCES

Strategic Goals: To leverage strategic partnerships to eradicate poverty to enable poor communities to achieve sustainable livelihoods

Strategic Objective: To promote and maintain organisational excellence and sustainability

Outputs	Indicators	Baseline (2011/12)	Annual Targets				
			2012/13	2013/14	2014/15	2015/16	2016/17
Complete staff complement	% of vacancy rate against approved staff complement	5%	5%	5%	5%	5%	5%
	% staff turnover in critical skills	8.4%	8%	5%	5%	5%	5%
	Number of Interns per year	No baseline		20	25	30	30
Competent workforce	% training plans completed in line with Work Place Skills Plan and NDA Strategic goals	70%	70%	80%	90%	100%	100%
	% new recruits achieving a performance rating of 3 and above at probation	95%	95% new recruits confirmed	95% new recruits confirmed	99% new recruits confirmed	99% new recruits confirmed	99% new recruits confirmed
Conducive organisational climate	Number of Climate and Perception survey ratings to address issues of morale and productivity	No baseline	1	1	1	2	2
	Implementation of interventions recommended from the climate and perception survey per timeline	No baseline	60%	70%	80%	90%	100%
Organisational systems and processes reviewed and improved	Execution of HR strategy per timeline	80%	80%	90%	100%	100%	100%
	Compliance to HR-related legislation and regulations	90%	100%	100%	100%	100%	100%
	Reduction in repeat internal and external audit findings	80%	80%	90%	100%	100%	100%
Monitoring and evaluation of employee performance	% performance contract submitted on time in line with strategy	85%	90%	95%	95%	100%	100%
	% performance reviews submitted on time	85%	90%	95%	95%	100%	100%
	% NDA staff undergoing performance management training	80%	90%	100%	100%	100%	100%
	Number of monitoring and evaluation reports on performance management	No Baseline	2	2	4	4	4

PROGRAMME 4: ADMINISTRATION AND GOVERNANCE
4.2. MARKETING AND COMMUNICATIONS

Strategic Goals: To leverage strategic partnerships to eradicate poverty to enable poor communities to achieve sustainable livelihoods

Strategic Objective: To promote debate, dialogue and sharing of development experience

Outputs	Indicators	Baseline (2011/12)	Annual Targets				
			2012/13	2013/14	2014/15	2015/16	2016/17
Resource mobilisation events hosted	10 resource mobilisation events hosted over a period of 5 yrs	-	2	2	2	2	2
Networks and Platforms	Provincial CSO Sector Fora	4	9	9	9	9	9
	National CSO Sector Fora	-	1	1	1	1	1
CSO dialogues facilitated (ECD, Food Security, Capacity Building and Enterprise Development)	Provincial Dialogues	10	9	9	9	9	9
	National Dialogues	-	1	1	1	1	1
NDA brand awareness	Brand survey ratings	-	1	-	1	-	1
NDA stakeholder satisfaction	Customer satisfaction survey rating	-	60% Positive rating	70% Positive rating	80% Positive rating	85% Positive rating	90% Positive rating
Communication tools and platforms to support NDA programmes	Internal and external publications	4	4	4	4	4	4
	Value of media and advertising	R500 000	R700 000	R800 000	R900 000	R1m	R1.1m
	Value of free publicity (print, electronic and online)	R200 000	R250 000	R500 000	R600 000	R700 000	R900 000
	Digital Media	Website (20 000 hits)	25 000	30 000	40 000	50 000	60 000
		Average Time Spent on Website (80 hours)	85 hours	90 hours	100 hours	105 hours	110 hours
		Average Time Spent on Intranet Number of hits (15 000)	20 000	25 000	30 000	35 000	40 000
		Time spent (6000 hours)	6 500 hours	7 000 hours	7 500 hours	8 000 hours	8 500 hours
		Development Programme Footage CD/DVD	Gathering of information	Information dissemination	Update information & disseminate	Information dissemination	Information dissemination
	Internal communications initiatives	Rara Sessions (6) Newsflash (96) Newsletters (4)	110	120	130	140	150
	Special Development Profiling Events	International Poverty Days	South African Development Days	3	3	3	3
		National Campaigns	7 events	12	12	12	12

PROGRAMME 4: ADMINISTRATION AND GOVERNANCE
4.3. FINANCE

Strategic Goals: To leverage strategic partnerships to eradicate poverty to enable poor communities to achieve sustainable livelihoods

Strategic Objective: To promote and maintain organisational excellence and sustainability

Outputs	Indicators	Baseline (2011/12)	Annual Targets				
			2012/13	2013/14	2014/15	2015/16	2016/17
Efficient and effective management of procurement	Compliance to procurement regulations	89.7%	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance
	Compliance to all PFMA and Treasury regulations	85%	95%	100% compliance	100% compliance	100% compliance	100% compliance
Sound financial Management and optimal cash management	Ratio of Mandate Costs versus Admin Costs as percentage of Government Grant	51:49	55:45	57:43	60: 40	60: 40	60:40
	Ratio of Mandate vs Admin after PMU and Mobilisation	0	68:32	73:27	67:33	76:24	77:23
	Surplus cash investments in compliance with the regulations	90%	100%	100%	100%	100%	100%
Standard Operating Procedures	Implementation of Standard Operating Procedures	Approved SOP for Finance	SOPs implemented	SOPs reviewed & implemented	SOPs reviewed & implemented	SOPs reviewed & implemented	SOPs reviewed & implemented

PROGRAMME 4: ADMINISTRATION AND GOVERNANCE
4.4. INFORMATION TECHNOLOGY

Strategic Goals: To leverage strategic partnerships to eradicate poverty to enable poor communities to achieve sustainable livelihoods

Strategic Objective: To promote and maintain organisational excellence and sustainability

Outputs	Indicators	Baseline (2011/12)	Annual Targets				
			2012/13	2013/14	2014/15	2015/16	2016/17
Efficient and secure ICT systems, hardware and networks	Implementation of ICT improvement project	Needs analyses complete	Design and Pilot completed	Implementation per project timelines	Maintenance	Maintenance	Systems review
	Meeting minimum IT requirements on Disaster Recovery Plan	-	48 hours	48 hours	48 hours	48 hours	48 hours
	% of uptime on ICT network	-	90%	95%	95%	95%	95%
	Improved IT User Satisfaction Rating on Customer Survey	-	90% satisfaction rating	95% satisfaction rating	95% satisfaction rating	95% satisfaction rating	95% satisfaction rating

PROGRAMME 4: ADMINISTRATION AND GOVERNANCE
4.5. RISK, AUDIT AND GOVERNANCE

Strategic Goals: To leverage strategic partnerships to eradicate poverty to enable poor communities to achieve sustainable livelihoods

Strategic Objective: To promote and maintain organisational excellence and sustainability

Outputs	Indicators	Baseline (2011/12)	Annual Targets				
			2012/13	2013/14	2014/15	2015/16	2016/17
Effective and efficient corporate governance	% of audit findings closed out per audit year	60%	70%	75%	80%	85%	90%
	Compliance to governance principles and prescripts	80%	80%	90%	90%	90%	90%
Maintain a positive audit outcome	Unqualified AG audit report with no emphasis of matter	1 finding (emphasis of matter)	0	0	0	0	0
Effective risk management, financial and internal controls	% reduction in high risks	60%	70%	80%	90%	90%	95%
	% reduction on number of fraud cases at project level	90%	90%	90%	90%	90%	90%
	Implementation of internal audit coverage plan	100%	100%	100%	100%	100%	100%
Stakeholder management	A nationally recognised Development Agency	Develop and approve stakeholder management strategy	Approval of the stakeholder management strategy	Implementation of the stakeholder management strategy	Implementation of the stakeholder management strategy	Implementation of the stakeholder management strategy	Review and Implementation of the stakeholder management strategy
	Relevant stakeholder partnerships identified and mapped	1 international and 5 local key relevant stakeholders formalised	3 international and 8 local key relevant stakeholders formalised	3 international and 8 local key relevant stakeholders formalised	4 international and 10 local key relevant stakeholders formalised	4 international and 10 local key relevant stakeholders formalised	
Monitoring and Evaluation of organisational performance	Organisational performance achieved in line with business plan and strategy	70%	80%	80%	80%	90%	90%

PART B: FINANCIAL RESOURCES AND RISK MANAGEMENT

7. Financial Resources and Risk Management

7.1. Resource Considerations

The NDA adopted a financial management model whereby the allocation received from Government will be split between Mandate and Administration on a 60:40 basis over the MTEF period. The intention of this model is to ensure that a large percentage of the available financial resources are used towards delivery of services to the poor.

The current available resources received from the National Treasury are unable to match the demand for funding by CSOs. The projected allocation over the five year period is R914 329 000.

In addressing these challenges the NDA has adopted a rigorous strategic output of resource mobilisation that will include leveraging resources with key stakeholders.

7.2. Risk Management

Risk #	What threatens achievement of Objectives	Absolute Risk (Scoring)	Current (What control is in place)	Ctrl Risk (Scoring)	Future (Corrective action to be implemented)
1	Capacity of projects and beneficiaries in implementing projects	High	• Capacity building interventions • Monitoring of projects	High	• Targeted Capacity Building interventions • Ongoing mentoring • Partnerships with key stakeholders for delivery on Funded Projects
2	Financial mismanagement at projects level including fraud	High	• Fraud Prevention Plan • Fraud Hotline • Financial Management Training • Compliance Audits • Repossession of assets	High	• Fraud Prevention Plan • Fraud Hotline • Financial Management Training • Compliance Audits • Repossession of assets • Partnership with Law Enforcement Agencies
3	Lack of internal capacity in Project Management	High	Training and Development	Medium	• Targeted and subject-specific training and development on project management and implementation
4	Limited financial resources to execute the NDA mandate • Demand for Grants exceeding allocated resources	High	Government Grant	High	• Resource mobilisation • MTEF
5	Poor visibility of the NDA • Negative perception of the NDA • Reputational perception imposed on NDA by failed projects	High	• Stakeholder management • Dialogues and Seminars with CSOs and other stakeholders • Project launches • Reporting and profiling of projects success	High	• Colloquia • Dialogues and facilitating stakeholder engagements • Best practice and case studies
6	Limited sustainability of funded projects	High	Sustainability funding	High	• Capacity building interventions • Endowment fund • Linking projects to other donor funders

PART C: BUDGET SUMMARY 2012/13

8. Budget Summary 2012/13

	APPROVED BUDGET 2012/2013	APPROVED BUDGET 2013/2014	APPROVED BUDGET 2014/2015	APPROVED BUDGET 2015/2016	APPROVED BUDGET 2016/2017
TOTAL AVAILABLE INCOME	**179 263 000**	**187 527 000**	**200 489 962**	**213 024 697**	**226 225 984**
Grant from Department of Social Development	166 263 000	173 527 000	182 239 000	191 350 000	200 918 000
Other Income (Recovery from Assets Forfeiture Unit)	2 000 000	-	-	-	-
Projected Revenue by PM Unit	-	-	3 250 962	6 674 697	10 307 984
Interest earned on Bank Balances	11 000 000	14 000 000	15 000 000	15 000 000	15 000 000
MANDATE COSTS	**91 405 494**	**96 506 619**	**104 530 495**	**112 288 502**	**120 442 394**
Funds committed to poverty eradication projects	74 818 350	78 563 918	86 034 861	93 098 550	101 012 442
Capacity Building	5 500 000	6 000 000	6 000 000	6 000 000	6 240 000
Direct Project Costs	6 307 144	6 622 501	6 953 626	7 370 844	7 370 844
Interface between Government and CSO's	610 000	900 000	945 000	992 250	992 250
Research and Development	4 170 000	4 420 200	4 597 008	4 826 858	4 826 858
ADMINISTRATION AND STAFF COSTS	**87 857 506**	**91 020 381**	**95 959 467**	**100 736 195**	**105 783 590**
Goods and Services	**28 577 820**	**29 664 711**	**31 229 235**	**32 439 470**	**33 702 968**
Research and Development	860 000	903 000	920 200	957 008	995 288
Development Management	882 000	926 100	972 405	1 011 301	1 051 753
Provincial offices (Running Costs)	5 928 262	6 224 675	6 535 909	6 797 345	7 069 239
Company Secretary and board	2 565 855	2 694 148	2 828 855	2 942 009	3 059 690
Human Resources	2 175 000	2 283 750	2 397 938	2 493 855	2 593 609
Internal Audit	889 100	933 555	980 233	1 019 442	1 060 220
Information Technology	2 480 000	2 604 000	2 734 200	2 843 568	2 957 311
Finance and Head office running costs	8 337 603	8 574 483	9 192 207	9 559 896	9 942 291
Office of the CEO	1 155 000	1 212 750	1 273 388	1 324 323	1 377 296
Legal and Risk	610 000	640 500	672 524	699 426	734 397
Marketing and Communications	4 895 000	5 139 750	5 316 976	5 529 655	5 750 842
Efficiency savings	(2 200 000)	(2 472 000)	(2 595 600)	(2 738 358)	(2 888 968)
Staff costs	**59 279 686**	**61 355 670**	**64 730 232**	**68 296 725**	**72 080 622**
Salaries	56 079 686	58 883 670	62 122 272	65 538 997	69 143 642
Performance Bonus	2 000 000	1 200 000	1 266 000	1 341 960	1 429 187
Contractors and Temp Staff	1 200 000	1 272 000	1 341 960	1 415 768	1 507 793
TOTAL DEFICIT	**-**	**-**	**-**	**-**	**-**

CONTACT DETAILS

National Head Office

Physical Address: 2nd Floor, Grosvenor Corner, 195 Jan Smuts & 7th Avenue, Parktown North, 2193

Tel: (011) 018 5500 **I** **Web**: www.nda.org.za **I** E**mail**: info@nda.org.za

Eastern Cape

The Ridge Building, Ground Floor, 3 Berea Terrace, Berea, East London

Tel: 043 721 1226 / 043 721 1227 or 043 721 2044

Fax: 043 721 2096 **I** **Email**: ecprovince@nda.org.za

Ms Nokulunga Skeyi
Provincial Manager

Free State

Quantum Building, Office No 209 – 2nd Floor, 172 Zastron Street, Bloemfontein, 9300

Postnet Suite 131, Private Bag X 01, Brandhof, 9324

Tel: 051 430 2024 **I**   **Fax**: 051 430 3376

Email: freestateprovince@nda.org.za

Dr Anthony Bouwer
Provincial Manager

Gauteng Provincial Office

10th Floor, Braamfontein Centre, 23 Jorissen Street, Braamfontein

Tel: 011 339 6410 **I** **Fax**: 011 339 6410

Email: gautengprovince@nda.org.za

Ms Kwazi Mazibuko
Provincial Manager

Mrs Thamo Mzobe
Provincial Manager

KwaZulu-Natal

Suite 1202, Nedbank Centre , 303 Smith Street, Durban Club Place, Durban, 4001

Tel: 031 305 5542 **❙** **Fax**: 031 305 5140

Email: kznprovince@nda.org.za

Prof Zach Chuenyane
Provincial Manager

Limpopo

Albatross Centre, Suite 8, 19 Market Street , Polokwane

Tel: 015 291 2492 Reception Ext (2201) **❙** **Fax**: 015 295 7586

Email: limpopoprovince@nda.org.za

Mr Maxwell Mathebula
Provincial Manager

Mpumalanga

Biwater Building Office 103, 16 Branders Street, Nelspruit, 1200

Tel: 013 755 1478 **❙** **Fax**: 013 753 2244

Email: mpumalangaprovince@nda.org.za

North West

Office 0113A, First Floor, West Gallery Megacity, Mmabatho

PO BOX 6118, Mmabatho, 2735

Tel: 018 392 6892 **I** **Fax**: 018 392 5432

Email: nortwestprovince@nda.org.za

Mr Potlako Ntlatleng
Provincial Manager

Northern Cape

Old University of Free State, 13 Dalham Road, Kimberley, 8301

PO Box 390, Kimberley, 8300

Tel: 053 831 4828/9 / 053 831 4831 or 053 832 3365

Fax: 053 831 4824 **I** **Email**: northerncapeprovince@nda.org.za

Mr Clive Moses
Provincial Manager

Western Cape

The Chambers Building, 2nd Floor, 50 Keerom Street, Cape Town, 8001

Tel: 021 422 5175 **I** **Fax**: 021 422 5180   EXT: 2002

Email: westerncapeprovince@nda.org.za

Ms Jessica Fortuin
Provincial Manager

NDA

NDA National Office

National Development Agency