# NDA
## National Development Agency

NATIONAL DEVELOPMENT AGENCY
# ANNUAL
## PERFORMANCE PLAN
## 2017/2018

social development

Department:
Social Development
**REPUBLIC OF SOUTH AFRICA**

## sassa
SOUTH AFRICAN SOCIAL SECURITY AGENCY

# Official Sign-off

It is hereby certified that this 2017/2018 Annual Performance Plan (APP):

- was developed by the management of the National Development Agency (NDA) under the guidance of the NDA Board and the Department of Social Development. Therefore, it takes into account all the relevant policies, legislation, and other mandates for which the NDA is responsible;

- was prepared in line with the revised Strategic Plan (2017 – 2022) of the NDA; and

- accurately reflects strategic outcome-oriented goals and objectives, which the NDA will endeavour to achieve over the period.

**Mr Solomon Shingange**
*Acting Chief Financial Officer*

**Ms Thamo Mzobe**
*Chief Executive Officer*

**Ms Judy Hermans**
*NDA Board Chairperson*

Approved by:

**Hon. Ms Bathabile Dlamini, MP**
*Minister of Social Development*

# Table of Contents

# Foreword by the CEO of the NDA

The National Development Agency (NDA) has been in the process of repositioning and reorganising itself to adapt to the required socioeconomic and political changes so as to fully service the nation's disadvantaged communities through the civil society sector. Since its inception, the NDA has been providing grant funding and capacity-building to civil society organisations (CSOs). The strategic shift that the NDA has adopted for the Medium-term Expenditure Framework (MTSF) period primarily focuses on CSO development as the main anchor for building a comprehensive approach towards strengthening, enhancing and sustaining the capabilities of CSOs working within poor communities in South Africa, particularly in the most deprived and prioritised wards. The NDA is therefore beginning to decentralise its services to the district offices located close to communities to ensure access to government services.

The NDA is also aware that globally, the United Nations Sustainable Development Goals (SDGs) will also set the development agenda in South Africa, prompting them to play a meaningful role in achieving the SDGs. It is very clear that development will not achieve its full potential without a viable and capacitated civil society sector.

The NDA has adopted a CSO development model as its operational framework for delivering on the National Development Plan (NDP) by defining its interventions in pursuit of CSO development objectives that are consistent with the NDA Strategy, Annual Performance Plan and provincial and district plans. The CSO development model defines the processes, interventions, and integration between NDA programmes and functions, and the outcomes to be achieved through implementing interventions that support CSO development, including grant funding.

The commitment and dedication to the development cause showcased and embedded in the values of NDA are carried through in the day-to-day activities of our staff. The innovative ideas and tenacious commitment to see through our targets are a shared goal in which we all take pride. Year after year, we have carried on challenging ourselves to do better, and we keep rising to the occasion. Furthermore, our momentum grows stronger each year, as we continue to strengthen our partnership with the civil society and private sector.

**Mrs Thamo Mzobe**
Chief Executive Officer

# PART A: Strategic Overview

1. **Update on situational analysis**

   The situational analysis provides a rationale for the changes in conditions that are material in both the performance and organisational environment that compelled the NDA to review and revise its five-year strategic plan, which is focused on working with CSOs through Mikondzo. The rationale for reviewing and revising the strategic plan at this point of the Medium-term Strategic Framework (MTSF) has been influenced largely by the outcomes of the NDA review processes. The review of the NDA covered assessing the relevance of the legislative mandate of the NDA, programme focus and efficiencies in responding to the mandate. The outcomes of the NDA review process compelled the NDA to urgently address the issues raised on the NDA's ability to respond effectively to programmes that contribute to poverty eradication in the country. The National Development Agency has focused on CSO development as the main anchor for building a comprehensive approach towards strengthening, enhancing and sustaining the capabilities of CSOs working with poor communities in South Africa.

   Poverty, inequalities, and unemployment have persisted despite numerous efforts made by government, the private sector and other development institutions to eradicate these. The underdevelopment-related crises of recent years are evidence that these problems are becoming increasingly interconnected. This means that the solution cannot simply be to intervene on isolated symptoms of a larger, more complex and multifaceted problem. It also means that efforts to tackle these issues cannot be solely of one organisation or institution. This requires the decisions, perspectives, capacities, knowledge, skills and influence of multiple actors in order to achieve the common goal of a world free from poverty. Numerous actors have been involved in areas complementary to the poverty eradication mandate, in particular the government, private sector and CSOs.

   CSOs are a particularly important partner of the NDA in its quest to contribute towards poverty eradication. Made up of women, youth, disabled people, less privileged communities and more, many of whom are often NDA beneficiaries, CSOs bring together the voices of these groups, reach the most marginalised groups of society, and bring the positions and concerns of people to policy dialogue, normative discussions and community interventions. These organisations can play a catalytic role in improving and furthering the work of the NDA, and vice versa, especially in the area of poverty alleviation in poor communities.

   CSOs have also increasingly shown their capacities and potential in programme and project design, execution and implementation at local, provincial and national levels. In recent years, these organisations have succeeded in implementing development programmes with governments and other actors at all levels. In many cases, they have either consolidated or institutionalised these programmes into governance, thus contributing their capacities and expertise to higher quality policy, normative discussions and interventions aimed at uplifting the standard of living with communities. The NDA acknowledges these achievements by civil society, as well as the effectiveness of new governance models to discuss and implement public policies in the fight against poverty.

   CSOs are much more than just large NGOs. There are multiple types of organisations across different constituencies and a balanced representation of these organisations in policy dialogue, normative discussion and community-based interventions is essential for the empowerment, ownership, success and sustainability of any decisions made or actions executed. At national level, CSO dialogues and discussions on policy should also include CSOs operating at grassroots level to ensure that policy is informed by context and conditions at community level.

   The National Development Act defines CSOs in Section 1 (iii) as meaning: a trust, company or voluntary association established for a public purpose, but does not include an organ of state. The definition of civil society by the NDA Act is broad; it allows the NDA to then segment appropriately its target definition – who is included and who is not included.

   The World Bank definition of civil society developed by a number of leading research centres is as follows: *"The term 'civil society' refers to the wide array of non-governmental and not-for-profit organisations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. Civil society organisations (CSOs) therefore refer to a wide of array of organisations: community groups, non-governmental organisations (NGOs), labour unions, indigenous groups, charitable organisations, faith-based organisations, professional associations, and foundations."* (The World Bank: August, 2010).

# PART A: Strategic Overview

The World Bank group of experts who grappled to define civil society concluded by agreeing that *"defining 'civil society' is an uncomfortable exercise given that labelling necessarily involves imposing norms and boundaries from a particular, political stance. Perhaps it is best to not define (and instead adopt guiding principles) so as to remain inclusive, participatory, adaptable, and to avoid reproducing top-down agenda-setting and processes. It is also best not to define so as to fully acknowledge and embrace the complexity, dynamism, and multifaceted nature of 'civil society'"*.

The group however, provided some framework for which civil society may be characterised in various ways, including in terms of:

**actors** – (e.g., not-for-profit, voluntary, inclusive, third element beyond state and business, emerging from everyday life, knowledge producers/consumers, multi-stakeholder);

a**gendas** – (e.g., intentional, value-guardian, counterbalance to non-civil society actors, democratic, action-oriented, reciprocity, political, normative);

**processes** – (e.g., freely organised, freedom of expression, participatory, dialectic, networks, relationships, collective action, cooperation, self-help, service, interaction, dynamics, flexible/adaptable, critical/reflexive, fragile/resilient, historical);

**spaces** – (e.g., grassroots, blurred boundaries, trans-boundary, local/provincial/national/global, realm of social interaction, social and development context);

**outcomes** – (e.g., people enabled to fullest capacity, voices heard, social justice, better planet, enhancing everyday lives, poverty alleviation, employment opportunities).

Given the degree of difficulty and consensus on what civil society is in the South African development context, the NDA will adopt both the NDA Act and World Bank definition and characteristics of CSOs. Both definitions and the outlined characteristics allow the NDA not to impose unpractical norms in defining this sector. The NDA would then adopt the definition that CSOs are community-based structures or organisations that are aimed at developing and improving livelihoods of people in communities; these include formal and non-formal structures, which are created not for profit and are not part of the state. These can be NPOs, NGOs, CBOs, FBOs, Community Cooperatives, Foundations, and Section 21 companies, irrespective of their registration status.

The NDA then premises and qualifies its definition of CSOs on the legislative primary object of the NDA that requires the Agency to work with and support organisations that are: *"implementing projects or programmes aimed at meeting development needs of poor communities; and organisations involved in direct service provision to poor communities.*" This broad definition of CSOs will guide the NDA in focusing on its target group and ensuring that there are no exclusions of community-based structures in the development approach of the Agency.

## Analysis of the NDA legislative mandate for informing planning

The NDA derives its legislative mandate from the NDA Act 1998, as amended; the Act confers the two NDA mandates defined in section 3 (1) and (2). The CSO development approach as a means towards achieving better and improved CSOs provides operational platform for the NDA to intervene effectively and in a targeted manner. Section 3 (1) of the Act states that:

3(1) The primary object of the NDA is to contribute towards the eradication of poverty and its causes by granting funds to CSOs for the purposes of-

(a) carrying out projects or programmes aimed at meeting development needs of poor communities; and

(b) strengthening the institutional capacity of other CSOs involved in direct service provision to poor communities.

The NDA has reviewed this section of the Act from a programmatic viewpoint in order to ensure that the NDA Annual Performance Plan (APP) is aligned and supports this primary mandate. This approach has guided how the NDA CSO development model is defined and structured and how interventions within the model respond to the expectations of this section of the Act. The understanding used to formulate the CSO development model is based on the principle operative definition of the heading of this section of the Act, which is phrased *"Objects of the NDA"*. An operative word for "object" that we have used from the Oxford Dictionary is "goal" or "purpose."

CSO development is premised in the primary object of the NDA in section 3(1) to be the purpose or goal of the NDA as to contribute towards the eradication of poverty and its causes by granting funds to

CSOs, so that they can carry out projects and programmes that meet the development needs of poor communities and strengthening institutional capacities of CSOs involved in poor communities. The NDA then noted the following:

i.  This section of the Act identifies CSOs as the primary target of its interventions, not individuals. It then defines the location of where these organisations should be operating or doing its work, which is poor communities. It then defines where the NDA is expected to operate.

ii.  This section of the Act does not define which programmes the NDA should implement to meet the object of the Act; it is therefore a responsibility of the Agency to define programmes and outcomes in a manner that is equitable, effective and can contribute towards poverty eradication in poor communities.

iii.  The "object" or "goal" or "purpose" of the NDA does not define where or how or which funds must be used to grant CSOs; it however, provides guidance on the sources of revenue that the NDA can use for the purposes of providing grants to CSOs in Section 4 of the Act.

Having dealt with the programmatic meaning of the purpose of the NDA, the Agency has to derive its CSO development operation meaning from this section of the Act, which is outlined in Section 4 of the Act. This section of the Act is titled "Duties and powers of NDA". There are 5 subsections to this section. Section 4 (a) to (d) state the duties that must be performed by the Agency in order to meet its purpose or object as referred to in Section 3(1). The spirit of the section seems to compel the Agency to perform these functions without a choice. in other words, these functions must be clearly defined in its strategic intent, operational intent, processes and systems design. The CSO development framework focused on the following subsections of Section 4 (a) (c) and (d), which were relevant for directly supporting CSOs working in poor communities for the purpose of developing them. The following is stated in this section and subsections:

*4(1) The NDA must-*

*(a) act as a key conduit for funding from the Government of the Republic, foreign governments and other national and international donors for development work to be carried out by CSOs;*

*(c) contribute towards building the capacity of CSOs to enable them to carry out development work effectively; and*

*(d) create and maintain a database on CSOs, including, but not limited to, the scope and subject matter of their work and their geographical distribution, and share the information in that database with relevant organs of state and other stakeholders.*

This section deals with what the NDA must do in order to contribute towards the alleviation of poverty in poor communities. Subsection 1(a) gives powers to the NDA to be a key conduit for CSO funding. A conduit funding is defined as a "channel" or "arrangement" by a legal entity to raise funding on behalf of other organisations. For NDA purposes, the channel or arrangement must be created to mobilise funding for CSOs. This means the programmes of the NDA must have operational processes for mobilising and channelling funding directly to CSOs as part of its response to the Agency Object 3(1). The section defines the range of stakeholders that the Agency must raise the funds from.

4 1(b) states that the Agency must have programmes that aim at providing capacity-building interventions for CSOs to enable them to deliver quality services in the communities where they are providing development work. For these organisations (CSOs) to be able to deliver quality development they are first required to have certain levels of capabilities to manage the organisations and certain levels of skill sets to perform the development functions they created the organisation for.

4 1(d) compels the NDA to create a database of CSOs that can be used to solicit funding and ensures that the database is accessible and available to all stakeholders. This is a crucial function that supports both the conduit for funding and the capacity-building interventions.

Section 4(2) subsections (a), subsection (3), subsection (4) (a) and (b) (i) and (ii) and subsection (5) are related to funds granted to CSOs. These sections are relevant for guiding the development of interventions, standards, guidelines, processes and procedures for implementing programmes aimed at the development of CSOs thus strengthening their capabilities. This results in a meaningful contribution to the eradication of poverty through the work of CSOs. We noted that Section 4(2), subsection (a) states that the NDA may fund CSOs through its MTEF allocation from National Treasury. Subsections (3) to (5) then defines the processes that the NDA has to adhere to if it chooses to use its allocation to fund these organisations. The Act states the following under these sections:

# PART A: Strategic Overview

*4.(2) The NDA may-*

*(a) grant money from its funds-*

*(i) in accordance with such criteria and procedures as the NDA determines; and*

*(ii) with due regard to the NDA's primary object referred to in section 3(l), to any CSO for any project or programme that the organisation intends to undertake or is undertaking;*

*(b) make recommendations with regard to legislation and policies directly or indirectly constraining effective development in the Republic;*

*(c) exercise any power conferred by any other provision of this Act; and*

*(d) generally, do everything which is necessary to achieve its objects referred to in Section 3.*

*(3) Any grant in terms of subsection (2)(a) to any CSO may not be distributed to its members or office bearers except as reasonable compensation for services rendered.*

*(4) Any CSO to which a grant is made in terms of subsection (2)(a) must submit to the NDA-*

*(a) audited financial statements regarding the use of that grant at the intervals and in the form prescribed by regulation in terms of section 13; and*

*(b) in respect of each financial year of the organisation, a comprehensive, narrative report containing-*

*(i) an analysis of every project or programme in respect of which that grant is made and a description of all other activities of the organisation; and*

*(ii) an audited financial report, not later than the date prescribed by regulation in terms of Section 13.*

*(5) Any grant in terms of subsection (2)(a) must be sufficient to defray the expenses which the CSO in question will have to incur in order to comply with subsection (4).*

These sections outline the duties and powers of the NDA that the NDA is compelled to do and those that the Agency may perform based on analysis of many factors prevailing in the development discourse and resourcing environment. The criteria on subsection 4 and 5 are outlined in the PFMA and guidelines for funding NPOs by public institutions recently published by the National Treasury as "Framework for funding NPOs".

The second legislated area of the NDA is outlined by the Act in Section 2 (a) (b) and is defined as the secondary mandate of the Agency. The Act states the following as the secondary mandate:

*Section 3 (2) The secondary objects of the NDA are-*
*(a:) to promote-*
*(i) consultation, dialogue and sharing of development experience between CSOs and relevant organs of state; and*
*(ii) debate on development policy; and*
*(b) to undertake research and publication aimed at providing the basis for development policy.*

This then outlines the duties and powers of the NDA in relation to its secondary mandate in Section 4 of the Act. These duties are outlined in the same approach as the primary mandate – those that the Agency must implement and those that the Agency may choose to implement. The section and clause of the Act that compel the NDA to have programmes that respond to duties and powers state:

*4 (1) (b) develop, conduct and coordinate policy relevant to its objects referred to in section 3;*

While the clause that refers to duties and powers that the NDA may implement states:

*4 (2)(b) make recommendations with regard to legislation and policies directly or indirectly constraining effective development in the Republic.*

Based on the legislative prescripts, the NDA is required to have programmes that respond to the secondary mandate. The programmes responding to the secondary mandate must create platforms that promote active consultation, dialogues, debates and sharing of development policy experiences between the CSO sector and the state organs. The Agency must also conduct research and publish research outputs that can inform development policy in the country. The Agency is also expected to review legislation and policies that have an impact on development programmes of the Republic of South Africa.

This analysis of the legislative context of the NDA is crucial in setting up programmes of the Agency that not only address all the requirements of the legislation but also define programmes that have a direct response to the expectations of the Agency by the State and the Civil Society at large.

The Mikondzo approach (leave a positive service delivery footprint by bringing all its services to the people) affirms the critical role the NDA has to play in developing and supporting CSO abilities to perform development work in poor communities and the most deprived municipalities in South Africa. The Department of Social Development and its entities have adopted this approach in all its development and integrated their approaches towards service delivery. The strategic shift the NDA has adopted for the planning period focuses on CSO development and the decentralisation of its service delivery to district offices located close to communities to ensure that the NDA leaves a footprint. The NDA is, therefore, positioning itself as catalyst for the civil society sector to meaningfully contribute to both Government outcomes and priorities as they relate to poverty eradication. The NDA is also aware that globally, the United Nations' SDGs will also set the development agenda in South Africa, thus the NDA's role is to facilitate the civil society sector in playing a meaningful role in achieving the SDGs. There is no doubt that South African development will not achieve its full potential without a viable and capacitated civil society sector. Therefore, leaving a footprint "Mikondzo" provides a relevant platform for the NDA to demonstrate its contribution towards bigger goals of meaningfully contributing towards reducing poverty, unemployment and inequalities at community level.

## Performance environment

The NDA has, from its inception, approached its mandate from a civil society grant-making trajectory, which at the time was relevant and brought hope for CSOs. However, the NDA initial grant-making strategy was largely based on the economic concept of demand and supply. However, in an environment where national resources are shrinking, thus reducing also the national allocation to the NDA, this approach has been perceived to be very selective, non-inclusive and non-transparent as civil society plays no role in making the decision whom to fund and whom not to fund in a community. The NDA has also its grant-funding approach to ensure that grants given to CSOs are for development and sustainability purposes. Grant funding to CSOs remain as a key driver for CSO development and will focus on ensuring that CSOs funded through the NDA grant-funding process are sustained and that they have the capacity to create sustainable jobs, attract more funding and deliver quality services.

The environment scan conducted by the NDA to inform the strategy review process triggered dissatisfaction from the civil society on the NDA grant-funding approach. The civil society dissatisfaction stems from the view that the NDA firstly, decides unilaterally whom to fund and what to fund; secondly this approach moves the NDA out of its role of being a conduit for funding to that of project implementation thus competing with the sector in access to funding. The issues raised above informed the reforms and redirected the NDA development approach, which required the NDA to work through the sector. To better understand the effect of the performance environment on the NDA in its quest to effectively execute its mandate, three factors must be taken into consideration:

- The environmental conditions that affect the civil society to fully and effectively participate in the South African developmental discourse.
- Socioeconomic conditions that fuel poverty and its causes in South Africa.
- National and global policies that have an impact on development and poverty eradication.

The civil society sector has been the cornerstone of change in South Africa for many years. This sector has the potential to be close to the ground and resonates with local development agendas. It is for these reasons that the NDA focus must be on the sector's ability to contribute positively and effectively to local development agendas. The sector has faced critical structural and environmental challenges making it difficult to thrive at its optimal potential. A number of problems have been experienced, including a lack of capacity to deliver quality outcomes on development projects, funding, a lack of institutional sustainability and the shedding of jobs, or attracting skilled personnel and the coordination of the sector. This resulted in the Minister of Social Development placing a moratorium on the deregistration of some of these organisations before interventions have been implemented by the sector, specifically the NDA, on the capacity-strengthening of organisations. It is important to mention that the majority of newly registered NPOs experienced challenges in complying with the NPO Act requirements.

# PART A: Strategic Overview

In the context of huge development deficits epitomised by mass unemployment, high levels of inequality, pervasive poverty and underdevelopment, South African communities continue to face immense challenges with regard to meeting the needs of individual members. Socioeconomic disparities are evident in the country and they continue to be defined along racial, gender, geographic and spatial lines. The social ills are immense and negatively impact on South Africans, despite various Government efforts aimed at raising their quality of life, since 1994. This only goes to show how deeply apartheid institutions, policies and legislation were entrenched. Key among the present social development deliverables of the state are the social grants that have acted as buffers against chronic poverty and extreme destitution, namely the child support grant, old-age grants, care dependency grant, grant-in-aid, disability grant, foster care grant and war veterans' grant. In 2014/15, about one third, (32%) of South Africans benefited from the social grants, which were reported to be 16 642 643 people. Children constitute the largest number of grant recipients (about 11.7 million grants) showing an increase of over 600 000 beneficiaries from the previous year. In South Africa, community-driven initiatives by both state and non-state actors operate within a context where there are numerous development challenges and very high levels of poverty as indicated by the social grant figures. The NDA, working with the social development cluster, has an opportunity to mobilise communities and households to form structures that can formulate and implement self-help programmes to move some of the economically active individuals out of the social security system.

**Figure 1: National Poverty Levels 2014**
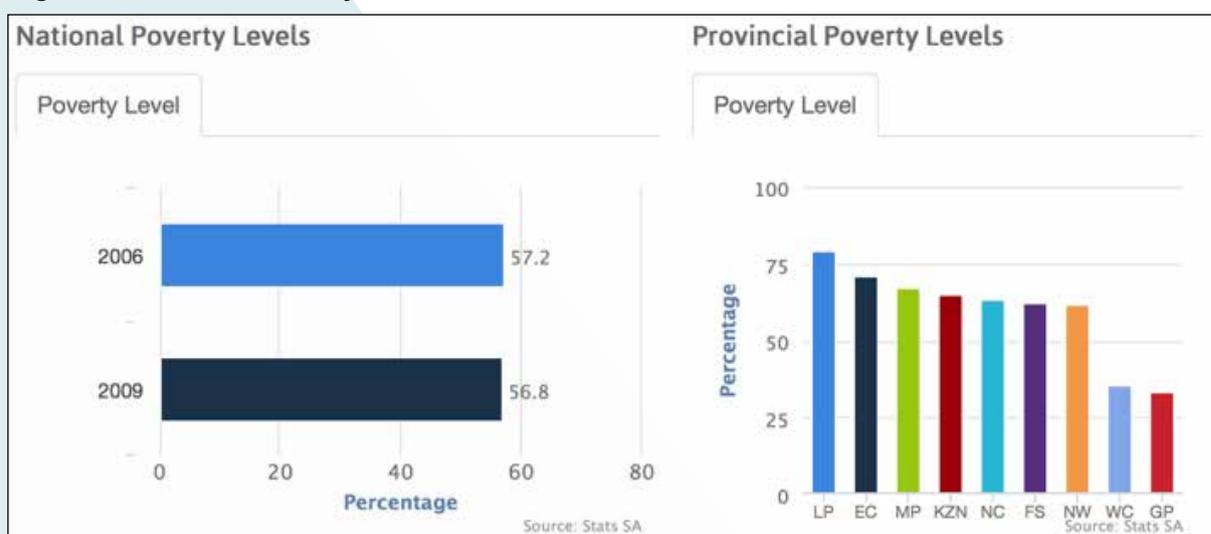


(Source: Stats SA)

From the above figure it is clear that provinces such as Limpopo, Eastern Cape, Mpumalanga, KwaZulu-Natal and Northern Cape are the most affected in contrast with Western Cape and Gauteng.

Figure 2 shows that the percentage of households that had limited access to food decreased from 23, 9% in 2010 to 22, 5% in 2014. Simultaneously, the percentage of persons with more limited access to food declined from 28, 6% in 2010 to 26, 2% in 2014 (*Stats SA: General Housing Survey – 2014*).

**Figure 2: Vulnerability to hunger 2002 – 2014**



| | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Vulnerability to hunger: Households | 23,8 | 22,6 | 18,4 | 16,3 | 11,7 | 10,8 | 13,3 | 13,1 | 11,7 | 11,2 | 11,4 | 11,4 |
| Vulnerability to hunger: Persons | 29,3 | 27,6 | 23,0 | 20,1 | 14,4 | 13,7 | 15,9 | 15,9 | 13,1 | 13,1 | 13,4 | 13,1 |
| Complex food access: Households | | | | | | | | 23,9 | 21,5 | 21,5 | 23,1 | 22,5 |
| Complex food access: Persons | | | | | | | | 28,6 | 25,0 | 26,1 | 26,0 | 26,2 |
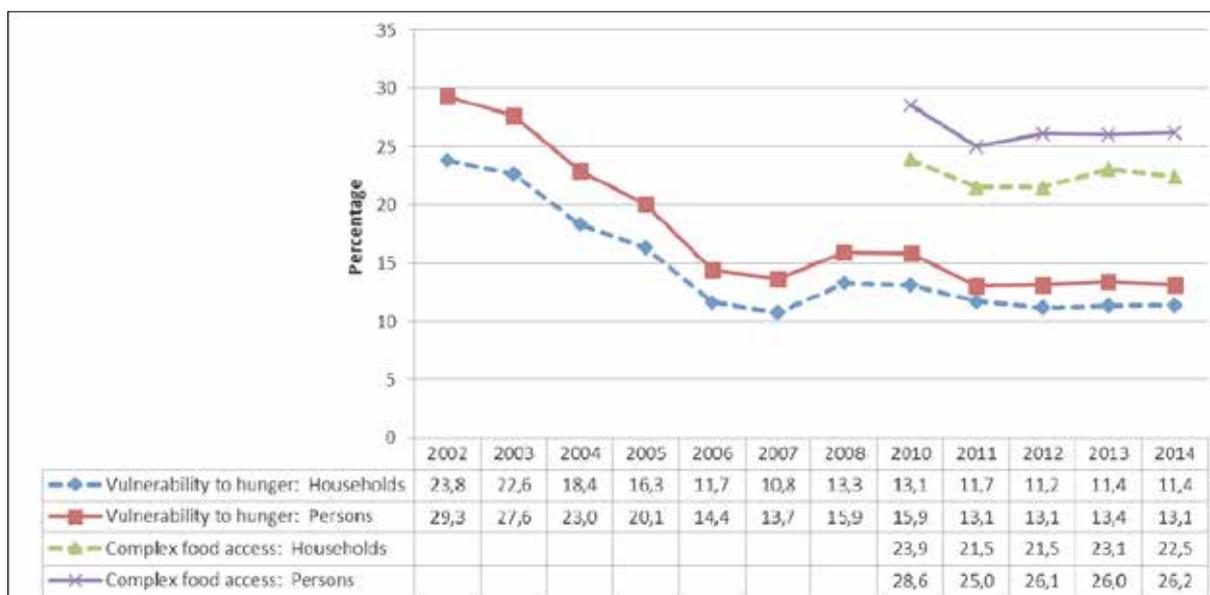
(Source: Stats SA)

The Government-operating environment is always guided by national and global policy frameworks. The planning commission produced a review report and the National Development Plan – Vision 2030. The National Development Plan is comprehensive in its approach and identifies areas that South Africa must focus on for responding to the challenges of poverty, unemployment and inequalities. Following the adoption of the National Development Plan by both the ruling party and Government, a number of outcomes were developed to inform programming and implementation. There are 13 outcome areas that Government will focus on in the MTSF. The Department of Social Development, through the Minister is tasked to deliver on Outcome 13 of the Government MTSF. The approach adopted by the Department of Social Development in the delivery of this outcome is through 'Mikondzo', which means bringing services closer to the people. This has been adopted as an anchor strategy for all social cluster programmes to enable Government to achieve the goals and objectives of the social cluster. The South African Government is a signatory of the UN Sustainable Development Goals (SDGs), which have replaced the Millennium Development Goals (MDGs). The SDGs adopted by the UN Assembly state the following in its Preamble "*This agenda is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. We recognise that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development.*"

This statement resonates with the aspirations and expectations of the National Development Plan and the national outcomes of the Government of the Republic. All 17 goals adopted in the SDGs are relevant to the South African development agenda.

In drawing up the NDA Annual Performance Plan 2017 – 2018 management sought to anchor its strategy, going forward, on current national and global policy and strategic frameworks, which have been discussed above. The NDA has sought to use a decentralised model for its operational framework for programming, activity planning, implementation and monitoring and evaluation.

## 1.2    Organisational environment

The NDA, during the 2016/17 financial year, underwent its transition reforms as were described and articulated in its 2016/17 APP. During that year's planning document, the NDA also stated that this period "transition" will not be an event, but a process as it is dependent on many factors outside the powers and abilities of the agency, such as managing to secure resources needed to implement the requirements of the NDA business case. However, a number of milestones have been achieved during the year, which include the finalisation of the NDA Five-year Strategy; defining the NDA operation model; mapping infrastructure and human resources requirements for a decentralised operation model; implementing change management programmes for staff, reskilling of existing staff to function effectively for implementing the model; reviewing and aligning internal policies and controls to effectively support the model and finally identifying the processes and steps to be taken by the Agency to achieve financial sustainability despite the difficult economic times facing the state. All these reforms have been achieved during the transitional period of 2016/17.

# PART A: Strategic Overview

## 1.2.1    NDA programme areas



## 1.2.1.1 Administration and Governance

The programme is aimed at promoting and maintaining organisational excellence and sustainability through effective and efficient administration that includes performance, employee well-being, cost containment and brand recognition. These will be achieved within a sound governance and administration environment. The implementation of this programme will be supported by the following functions: Governance and Planning; Combined Assurance provided through audit, risk and legal services; Coordination and M&E; Finance and Supply Chain, Information Technology; Human Capital; Marketing and Communications and Special Programmes and Stakeholder Management. Each of these functions is vital to drive the new NDA Strategy and Annual Performance Plan.

The Governance and Administration Programme will support the NDA Strategy and Annual Performance Plan by aligning its interventions and plans to enable the organisation to achieve its strategic and annual deliverables. This will be implemented through the following functions:

### Governance and Planning

This function is the strategic and accountability engine of the Agency. It provides strategic and management functions to the NDA. The Accounting Authority (the Board) is responsible for oversight of the Agency on behalf of the Shareholder, the Minister of Social Development. The Accounting Officer (the CEO) provides management leaderships of the Agency on behalf of the Board on a daily basis. The responsibilities under this functional area are to ensure that the Agency maintains high accountability standards, and complies and adheres to all statutory and policy frameworks that are relevant to the Agency.

### Combined Assurance

Risk, audit and legal services will provide a combined assurance on the management of key risks and internal controls. This will be implemented through assessing mitigating controls, strengthening of internal control environment, organisational performance monitoring and evaluation as well as facilitating governance oversight. These functions are key to promoting transparency, accountability and prudent management of a public entity.

### Coordination and M&E

With the decentralised service delivery models, and operation and support functions at national, provincial and district level, coordination, monitoring and evaluation become a central nerve of NDA service delivery efficiency. The role of this function is to ensure that programmes and support are liked and coordinated at all levels; areas of operations are functional and efficient; performance reporting and accountability are maintained throughout the institution's levels, and that the Agency is meeting its commitments as outlined in the Strategy and Annual Performance Plan. This function also promotes good, effective and seamless communications on policies, changes, performance and requirements at all levels of the Agency.

### Finance and Supply Chain Management

Finance and Supply Chain Management are responsible for all financial resources and assets of the Agency. The primary function is to ensure that the NDA adheres to all financial management legislation and frameworks from the National Treasury. This includes corporate budgeting management and financial reporting, monitoring of programme budgets and identifying any financial misconduct at all levels of the Agency. The functions ensure that the NDA has internal policies and controls for prudent financial and assets management, cost containment measures, supply chain management processes and procedures. These policies and strategies are critical in promoting efficient expenditure management, improving a compliant environment, effective internal controls and transparency. The NDA, through a functional financial management system and functional controls, is working towards achieving a clean financial audit.

### Information Technology

The information and technology function designs, develops and maintains technologies that promote efficient operations, including providing integrated technologies for programmes and support functions. The current IT infrastructure and systems are not designed to effectively support programmes of the NDA, especially with the decentralised model and increase in the number of staff expected over the MTEF. This financial year the IT Unit will be developing and implementing an integrated ICT system that supports business processes to enhance operational efficiency that will secure a clean audit and sound administration.

### Human Capital

The 2017/18 Annual Performance Plan requires a paradigm focus on optimising organisational performance, focusing more on people as key strategy drivers, competencies alignment to strategy, organisational structure alignment to strategy and the creation of a conducive and engaging working environment. The human capital function will implement interventions to address change management, conduct climate surveys to ensure that staff issues are addressed before they can affect performance, skills development programmes to reskill and capacitate staff on new programmes, and implement a revitalisation plan that focuses on the following key areas:

- Creating a conducive working environment that fosters employee performance and growth through people management and development.
- Providing effective leadership to drive strategic execution and organisational performance.
- Institutionalising NDA values to drive the organisational culture.
- Aligning competencies to the new organisational strategic thrust and structure that places more emphasis on CSO development, decentralised service delivery and delegation of function to different levels of the structure.
- Designing and developing appropriate performance management systems in line with the new organisational model.

### Marketing and Communications

The NDA will through its marketing and communications programme put emphasis on partnerships and brand-building initiatives targeting NDA's primary stakeholders to raise the profile of the organisation. This is aimed at positioning the NDA as a leading development agency for the CSO sector and a strategic partner to government in delivering its priority areas through this sector.

The programmes that will be implemented over the financial year will include the identification of high-profile events where the NDA can engage other stakeholders in the development sector and make its voice heard and sell its expertise by rebranding the NDA as a prime provider of development interventions for the CSO sector in South Africa. In addition, regular engagements with the Government Communications & Information Systems, Parliamentary Portfolio Committee, DSD, SASSA and other partners will be undertaken to boost visibility efforts.

# PART A: Strategic Overview

This function is key in creating the conduit for funding CSOs across the country by the Government of the Republic of South Africa, foreign governments, the private sector, international funding agencies, including bilateral and multilateral agencies, and philanthropists. The function is also responsible for managing and keeping stakeholders engaged with the conduit, and our programmes are responsible for the implementation and managing of the funds from the conduit. However, during this financial year, we want to develop a strategy and operational plan for resource mobilisation and stakeholder management for the conduit; set up functional systems and processes for managing the funding conduit, and coordinate all activities relating to third-party funding in the Agency.

### 1.2.1.2 CSO development

The NDA has adopted a CSO development model as its operational framework for defining interventions in pursuit of CSO development objectives that are consistent with the NDA Strategy, Annual Performance Plan and provincial and district plans. The CSO Development Model defines the processes, interventions, and integration between NDA programmes, functions and the outcomes to be achieved through implementing interventions that support CSO development.

The CSO Development Programme Framework also provides a conceptual developmental approach that integrates a number of intervention elements that need to be implemented to achieve the sustainable development of a CSO. These elements inform each other at a certain point of implementation. In order to achieve the full benefit of CSO development, CSO mobilisation processes must be planned and implemented at the entry level. These must be followed by assessments and dialogues or consultation processes; the next level is CSO classification and defining appropriate interventions; then the implementation of those identified appropriate interventions, which leads to a holistic and comprehensive development of the organisation. The conceptual framework is key to guiding how the NDA implements interventions that result in CSO development in the country.

**Figure 3: CSO Development Model for the NDA**

**Special Programmes and Stakeholder Management**
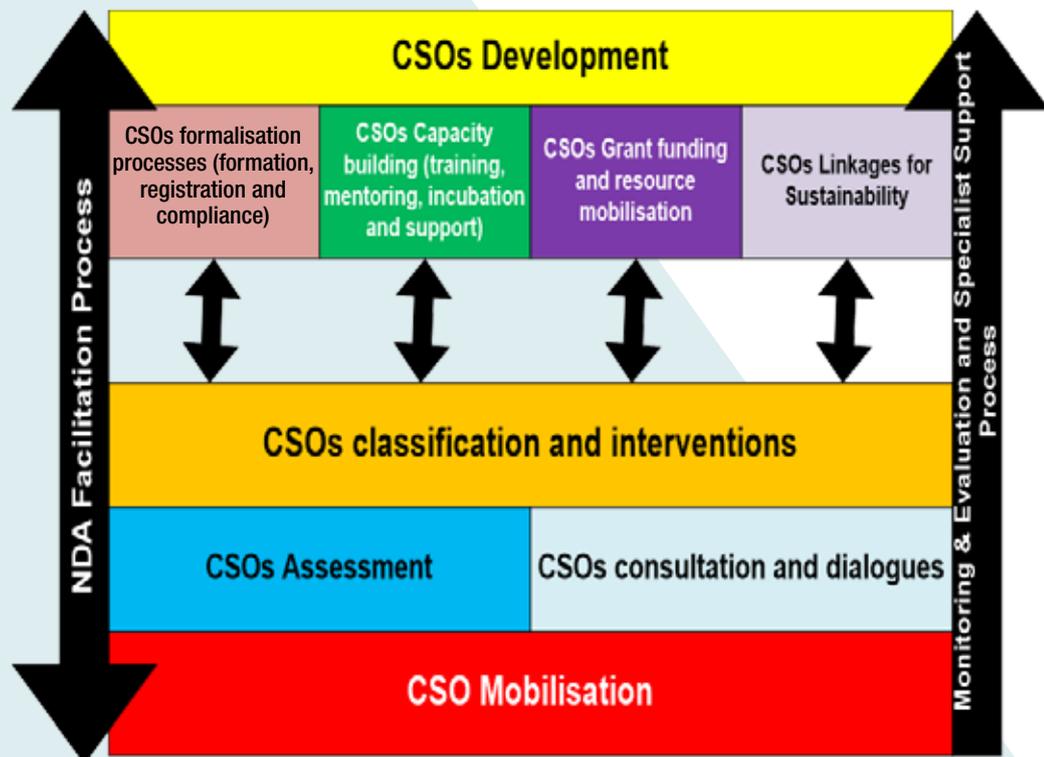


Each of the elements in the conceptual framework requires mapped-up processes, guidelines, and operation procedures to ensure that integration is the key driver for the sustainable development of CSOs. It also allows different interventions to be implemented as a continuum of service delivery. The advantage of this conceptual framework is that it bridges fragmentation and operation in silos at service delivery level, which is the district. It also defines the combination of skill sets that is required by staff to deliver a comprehensive CSO Development Programme at district level.

## CSO development process

The NDA Strategy states that the NDA's role is to facilitate and support CSO programmes aimed at poverty alleviation in poor communities. The NDA Five-year Strategy also articulates that the approach to be adopted to achieve the strategic objectives of the NDA is through leaving a positive service delivery footprint by bringing all its services to the people. This is done by the "Mikondzo" approach of the social development sector service delivery model. CSOs development is then a key programme that ensures that community-based organisations are active participants of the development process through consultation, needs assessed and provision of effective development interventions that respond to CSOs needs. The needs for CSOs must be prioritised to ensure that any intervention offered by the NDA responds to CSOs abilities to provide community services that contribute towards poverty eradication in those communities served by the CSOs. The CSOs development process is therefore aiming at creating an environment where all stakeholders and partners can play a meaningful role in support community-based organisation at local level. The outcome of this process is: Building local organisations' commitment in identifying their own needs, building networks amongst themselves, building their own organisational and technical capacities, mobilising and sharing of available resources, and creating a sustainable culture of good practice and standards, which leads to a highly developed and integrated civil society sector in the local community.

While NDA partnerships with civil society networks, mechanisms and platforms and with community-based organisations are important for CSOs development work, the emphasis is increasingly put on furthering collaboration and synergies at the decentralised local level. NDA is thus committed to developing the capacity of civil society at local level to enable local leaders to access higher levels of resource mobilisation, effective interventions, dialogues and debates on local economic, social and development programmes. The CSOs development process opens the way to enhance partnerships with government departments, private sector and external donor agencies at the local level. It emphasises NDA's catalytic role in developing sustainable capacity in the CSOs sector working with poor communities in the country.

While many new or start-up CSOs at community level are increasingly involved in community development work, much more needs to be done to improve and support their initiatives, through a well-defined CSO development process that seeks to strengthen their institutional capacities, resource base and abilities to deliver quality service at local level. To ensure consistency with the new NDA corporate approach on strengthening CSOs capacities, a much greater space needs to be opened for the full participation of civil society organisations and platforms in the CSO development process.

The NDA is also aware that there are many different types of CSOs operating in communities with the intention of contributing to improving the quality of the livelihood of the population living in the local community. These organisations also operate at different levels; some have better resources and support from communities; others are maybe poorly constituted, not formalised and lack resources to improve institutional growth and quality programmes. Most of these organisations, whether well-resourced or poorly resourced, were created in response to community needs and have a purpose in mind. These community needs may be perceived by the communities or by the founders of the organisation – they are all needs – they need to be addressed to advance development in the community. The CSO development as a programme should therefore provide information that can identify needs for intervention formulation: from the starting phase, through the priority setting until the end of the programming phase. Similarly, civil society organisations need to be fully and actively engaged in the implementation phase of the CSO development process and in the monitoring and evaluation of outputs and outcomes of the process.

## CSO development practice principles

CSO development is underpinned by the principles of community development practice. The principle requires the approach to be anchored in the following good practice:

- **Participation** – Everyone has a valuable contribution to make and community members can join in at any level. Volunteers and community members are integral to the decision-making, evaluation, provision, participation and direction setting at all levels of the organisation.
- **Ownership** – Members are actively involved in decision-making and have ownership of the centre's activities. A voluntary management committee comprising elected members who live, work or participate in the local community governs each centre. The governance model is developmental, working cooperatively and collaboratively with staff, volunteers, centre participants and the wider community, thus generating a range of community benefits.

# PART A: Strategic Overview

- **Empowerment** – A process that respects, values and enhances people's ability to have control over their lives is put into practice. This process encourages people to meet their needs and aspirations in a self-aware and informed way, which takes advantage of their skills, experience and potential. Change and growth occurs through informing and empowering individuals and communities.

- **Learning** – Learning is integrated into all aspects of centre activities, thus building and supporting the personal skills, knowledge, abilities and resilience of people. They develop the health, wellbeing and connection of people and their families, through formal and informal pathways in education, employment and self-development.

- **Inclusion** – The diverse contributions that people make are valued, no matter what their background or varying abilities. Individual and local needs are acknowledged and addressed, often through informal interaction. Identifying these needs and issues through a range of methods is instrumental to informing the planning and development of activities and programmes.

- **Access and equity** – CSOs are accessible and welcoming. They promote a fairer distribution of economic resources and power between people by aiming to improve the social, environmental, economic and cultural infrastructures within their communities.

- **Social action** – Internal and external factors that impact on the local community are analysed and relationships between individuals, groups and organisations and within the community are transformed through collective action.

- **Advocacy** – In meeting individual and group needs, through providing platforms for CSOs to have a voice in the development programmes of their communities.

- **Networking** – Linking, forming alliances, collaborating and working with individuals, groups, other agencies, government and business are crucial, with interaction between formal and informal methods to achieve connections within the local communities.

- **Self-help** – Individuals are supported in coming together in a caring group environment to share information, knowledge, skills and life experience so that each participant can reach their own personal goals.

These principles provide a basis for the NDA to approach CSO development in a holistic and programmatic manner. This will ensure that profiling of CSOs in a geographic location (community/ ward/district) is conducted within the scope of development work. It also allows identification of change agents within the CSO sector in that local geographical area to support development interventions. Dialogues with the CSOs are then focused on the needs of that particular community and they produce focused interventions to specific needs agreed upon during dialogue sessions with CSOs.

The critical component of this approach is planning for interventions. The plans are a direct product of CSO mobilisation and CSO consultations, engagements or dialogues at local level. These plans assist the programme and the CSOs in developing tangible activities or actions that need to be taken to improve CSO interventions and practice. The outcome of this practice must achieve the following:

- **Integrate CSO interventions** to assist in ensuring quality integrated service delivery by CSOs in a geographical area.

- **Locate the needs of CSOs** at the centre of development and their contribution towards responding to community needs and active citizenry.

- **Entrench the collective practice and solidarity of CSOs** that promote the idea that there is nothing about CSO development without CSOs participating in the process.

- Acknowledge that CSOs at community level have the full potential to enhance their capabilities and vision.

- **Create awareness** that CSOs are able to do things for themselves, with the support of external partners and stakeholders

The three pillars of CSO development can be defined as:

**Planning** – The preparatory phase of CSO development interventions. This phase requires a multidisciplinary approach and integrated processes in the pre-implementation the CSO engagement process. It also required NDA development practitioners to involve other key stakeholders to ensure that planning is inclusive and identify other role-players that would need to be involved in the implementation of a development intervention. This phase requires consultation with CSOs themselves, community structures, local leadership structures and other government departments, agencies and local municipalities in assessing the needs of CSOs. The key outcome of this phase is to establish consensus and develop plans on how to intervene in identified needs.

**Implementation** – The execution of plans and interventions identified during the planning phase. The execution of interventions ensures that CSOs have bought into the interventions and they are taking a lead in driving the execution process. Stakeholders that would support the execution of the intervention are clear about their functions and role they have to play. Ensure there are interventions that are directed towards CSOs capacity strengthening and sustainability plans are developed for the CSOs. Feedback and continuous consultation with the CSOs and stakeholders are used to assess the progress and value of the development intervention.

**Monitoring and evaluation** – a process of continuous monitoring of the implementation of interventions using standard tools and procedures that can provide information on outcomes and the impact of development interventions implemented at CSOs at local level. Reporting requirements are clearly defined and are complied with at all levels of the CSOs development process.

The elements of the CSO development model cannot be implemented in isolation. They are designed to be interdependent and continuum of development care provided to CSOs for purposes of ensuring that these organisations are comprehensively supported. These elements are defined as follows for informing the CSO development programme:

**CSO mobilisation:** The CSO mobilisation process requires the NDA to provide clear operational processes on the following key areas to ensure that CSOs are properly supported to achieve efficient levels of development. These are:

- **Consultations and dialogues with CSOs** – The aim of this section of the framework is to guide NDA staff on the basic methodology, which will assist in approaching CSO dialogue/consultation at local level, in a way that will set up the major motivation requirements of all the actors participating in the CSO mobilisation process.

- **CSO needs assessment** – Civil society assessment is a process of understanding and analysing the context and organisational dimensions of CSOs based on a set of principles, indicators, and other information. Such assessments may be initiated by various actors including government departments, government agencies, donors, private sector, or civil society networks or organisations themselves.

**CSO classification** – The effective design of appropriate interventions for CSO development requires a targeted approach. For interventions to have maximum impact and effective CSOs assessed should be classified and categorised according to assessed needs. The CSO development should provide a description and classification of CSOs based on assessed needs and types and levels of interventions required improving operations of the CSO.

**CSO formalisation** – The NDA will be required to facilitate and support the CSO formalisation process to ensure that organisations existing in different forms can be assisted to grow and be formalised. The formalisation process will be informed by the two registration authorities that are not-for-profit organisations (NPO) Act of 1997 and the Co-operatives Act, 2005 for cooperatives. In both Acts there is a set of procedures that needs to be followed in order to register or formalise the organisation.

**CSO capacity-building (training, mentoring, incubation and support)** – The CSO institutional strengthening intervention is aiming at, building and institutionalising organisational capabilities to respond to their programmatic needs and compliance to registration and PFMA for those CSOs funded by government.

**CSO resource mobilisation** – Resource mobilisation is a strategic process that is grounded in effective organisational management, brought to life by creative communication, and maintained through nurturing stakeholder relationships. This reinforces the assertion that resource mobilisation should be considered a core institutional function, rather than just a string of ad hoc activities. The section provides a guide of information and activities that can help the CSO development process to:

- plan resource mobilisation in a strategic, mission-driven — as opposed to a donor-driven manner;
- build skills in proposal writing, handling face-to-face meetings, and communicating key messages;
- design, implement and monitor resource mobilisation activities; and
- learn how other development research organisations in the region have addressed resource mobilisation challenges.

# PART A: Strategic Overview

- **CSO grant funding and sustainability** – The NDA Act allows the NDA to provide grants to CSOs through its own allocation and through conduit for government, foreign government (bilateral and multilaterals), private sector (corporate), international organisations and philanthropists (local and international). Secondly, the NDA may grant funds to CSOs from its allocation from National Treasury. The NDA grant-funding approach to CSOs will be aimed at developing the organisations to ensure they have the capacity to deliver quality services, attract more funding based on their performance records, sustain the organisations that can assist the organisation to expand and reach more people in poor communities where they operate. The NDA grant-funding approach to CSOs is aimed at developing the organisations to ensure they have the capacity to deliver quality services, attract more funding based on their performance records, sustain the organisations that can assist the organisation to expand and reach more people in poor communities where they operate. All organisations funded through NDA funding for implementing programme or project work should have been assessed for compliance with registration requirements, financial management record, accountability, the capacity to implement and have a sustainability plan to ensure that the organisation will have the potential to grow and be sustainable. The NDA has to ensure that these organisations are supported and continuously developed through capacity-building interventions, resource mobilisation interventions and sustainability interventions. A sustainable CSO is one that can continue to fulfil its mission over time and, in doing so, meets the needs of its key stakeholders – particularly its beneficiaries and supporters. As such, sustainability should be seen as an on-going process, rather than an end in itself. It is a process that involves the interaction between different strategic, organisational, programmatic, social and financial elements.

### 1.2.1.3 Research

Research is the key pillar of the National Development Agency to fulfil the secondary mandate of the NDA as prescribed by the NDA Act, of *"to promote- a) consultation, dialogue and sharing of development experience between CSOs and relevant organs of state; and debate on development policy; and (b) to undertake research and publication aimed at providing the basis for development policy"*. The outcomes for the NDA under the research programme is producing evidence-based information that will inform development policy debates and formulation and providing relevant information that will inform programme planners and implementers on how to design, plan, implement, monitor and evaluate effective programmes implemented by government and the civil society sector addressing key development challenges.

**NDA Research Model to Support Development Policy**
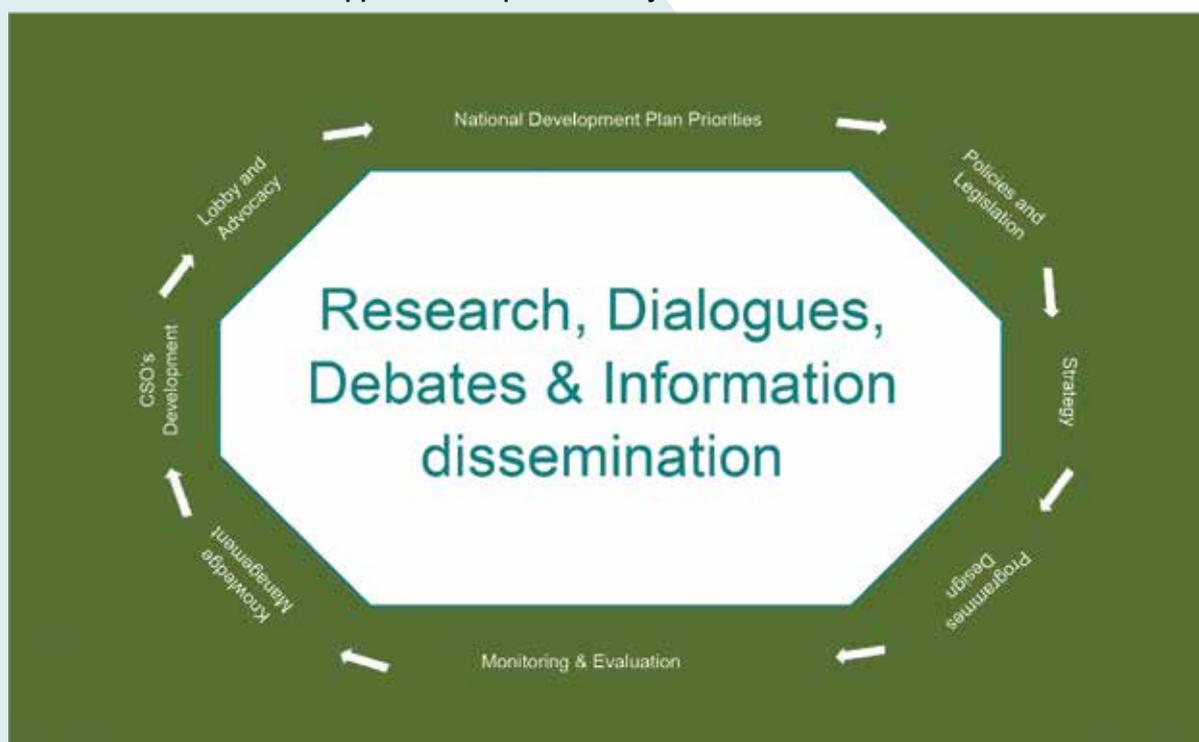
The National Development Plan also informs the research and policy agenda of the National Development Agency so as to remain relevant and positively contribute to national development. The outputs of the research and policy agenda are also linked to government developmental policies and legislation to promote developmental strategies focusing on poverty reduction, to create employment opportunities and reducing inequalities amongst the different population groups. This linkage will be realised through designing and implementing programmes that are informed by research and monitoring and evaluation outputs.

The other key element of the approach is to ensure that research and evaluation outputs are packaged in a manner that all the targeted stakeholders can easily utilise to contribute to the development efforts of the National Development Plan. This element will be achieved through the knowledge management process, distilling, analysing and producing best-practice examples, development of effective development programmes, and development of guidelines for implementing programmes aimed at poor communities.

The NDA will use various channels to disseminate knowledge and information produced by the research programme, which will include publications, symposiums and colloquiums, workshops with stakeholders and the knowledge management portal of the NDA. To ensure active citizenry participation in the development agenda of the country, the NDA will provide the CSOs with relevant information to assist them to assume ownership and responsibility of their local development efforts, including access to resources that would support their development programme. The NDA will enhance its lobby and advocacy function, through engaging the CSO sector to influence adoption of policies, legislation and programmes that are aiming at promoting implementation of programmes and projects that can enhance sustainable livelihoods at community and household levels.

The research outcomes will seek to link research, best-practice lessons output to development programmes. The National Development Plan/Vision 2030 (NDP) has clearly identified development areas and priorities that the country must focus on in order to achieve the vision of reducing poverty, unemployment and inequalities in all sectors of the society. Whilst the NDA is primarily mandated to work with CSOs to address poverty, unemployment and inequalities, the Agency will intensify its research and development approaches to ensure that policymakers and planners have accurate information to formulate policies and programmes outlined in the NDP.

The Research and Development Programme will achieve the above objective by designing operational plans that focus on the following key areas of operation:

**Research and policy** – well-designed and methodologically sound research provides evidence-based planning. For the Agency to influence policy debates, policy formulation and sound programme design and implementation for development programmes, methodologically sound research will be undertaken by the NDA on poverty reduction and eradication, unemployment and inequalities using approaches proven to be working in developing countries with similar poverty challenges.

Countries such as Brazil and Singapore have managed to significantly reduce poverty, unemployment and inequalities. These countries invested adequately on conducting research that will influence policymakers and planners to design and implement national programmes that have a positive effect on these challenges.

In the financial year, and in line with the NDP/Vision 2030, the NDA research outputs will be used to lobby and advocate the state to take a pragmatic shift in using the research findings and recommendations to influence policy and programming.

The starting point will be to collate information on poverty eradication programmes and projects in the country to understand how these programmes have worked, what lessons can be learnt from these programmes and establish "effectives standards" for designing and implementing effective programmes for poor communities in the country. These effective standards can be used by the public, private and civil society sectors in funding and implementing development programmes, especially those targeting poor communities.

**Knowledge management** – Knowledge management is fundamental to documenting best-practice processes and applications for programme design and implementation. The role of this function in the Research and Development Programme is to ensure that all programmes and projects implemented by the NDA and its development stakeholders are documented and lessons learned, including best practices, are shared. Information from research and evaluation need to be packaged in a manner

# PART A: Strategic Overview

that makes it easily accessible and usable for the targeted audience. The information must be made available in user-friendly formats and platforms for the consumers of the information. The expected outputs from this function will include handbooks, manuals, briefs and best-practice examples that can be used by all sectors in improving their programme effectiveness and efficiencies.

The knowledge management function will also create platforms for the CSO sector, state organs and private sector to disseminate information, engage in debates, dialogues and information sharing on issues relating to development policy. These platforms are key to promoting dialogues and debates and directly influencing policy and legislation impacting on development in the country.

Based on this business operational model, the NDA has also redefined its programmes. The NDA has identified four programmes, which include governance and administration of the current Annual Performance Plan. The programmes that will guide the NDA operations are the following:

**Programme 1: Administration** – The programme will focus on promoting and maintaining organisational excellence and sustainability through effective and efficient administration that includes performance, employee well-being, cost containment and brand recognition. These will be achieved within a sound governance and administration environment.

**Programme 2: CSO development** – The programme provides a comprehensive package that aims at developing CSOs to their full potential so as to ensure that CSOs, especially those operating in poor communities, have capabilities to provide quality services to the communities they are serving. This programme will have the following sub Programmes to ensure that the full comprehensive packages of services are efficiently delivered and accounted for:

**Subprogramme 2.1. CSO mobilisation and formalisation** – Focuses on CSO engagements, assessments and needs analysis for CSOs, prioritisations of interventions required by CSOs, facilitating registration of CSOs that need support to register with appropriate registration authorities (NPO and Cooperatives).

**Subprogramme 2.2. CSO's institutional capacity-building** – The subprogramme will focus on strengthening institutional capacities of CSOs across all districts and local municipalities in nine provinces. The subprogramme will focus on organisational development for the CSOs to ensure that these organisations have sound systems, processes and capabilities to deliver quality services, comply with good governance, accountability and reporting requirements of CSOs. The capacity-building interventions will be provided through training, mentoring and incubation to all CSOs assessed and requiring institutional capacity-building development.

**Subprogramme 2.3. CSO resource mobilisation (financial & non-financial resources)** – the subprogramme focuses on all resources (government, foreign governments, international agencies, and private sector) mobilised for purposes of strengthening the CSOs capabilities, funding levels, increasing CSOs coverage and services.

**Subprogramme 2.4. CSOs grant-funding and sustainability** – the subprogramme provides grants to all CSOs assessed for development needs are are provided links to appropriate sustainable development activities to ensure that they achieve levels of development that can sustain themselves in the medium to long term.

**Programme 3: Research** – The programme will focus on action research and impact evaluative studies that will be used to inform programme planning, implementation and management of NDA CSOs development programmes. In addition, the programme will promote and inform national development policy debates and engagements with the CSO sector and state organs on issues relating to development and poverty alleviation in general. It will also produce publications and standards for effective best practice in the CSO sector to promote sharing of lessons and good practice in the social development sector.

These programmes will guide the implementation of and reporting on the NDA Annual Performance Plan. The programmes also guide the budgeting and resourcing of the NDA during the planned financial year.

The process of the repositioning of the NDA will continue to be implemented over this period to ensure that its structure is aligned to its strategy, and its plans remain relevant and responsive to address challenges. This exercise includes reviewing the human resource abilities so as to align them to the new approach. This process of continuous skilling and improving staff competencies has been completed.

The 2017/18 financial year will intensify the implementation of the change management programme, which will institutionalise the new CSO development approach and business requirements for the NDA.

The NDA will implement all processes required for its financial sustainability through the function shift of NPO institutional capacity-building from the Department of Social Development to the National Development Agency as its development agency. This work requires the Department of Social Development and the NDA to set up a project team that will implement this function.

Further, the NDA will be aligning its information technology systems, policies, procedures and operation manuals to ensure that the NDA responds better to the demands and needs of the civil society sector. This provides a conducive IT environment for the civil society sector to easily engage with the NDA. As the NDA is becoming a conduit between the CSO sector and the state, the NDA systems, policies and procedures must be properly aligned to respond to the sector effectively.

Apart from this, the NDA has developed a new communications and marketing strategy, which is focusing on building the relevance of the NDA, especially by the CSO sector and Government. It also strives to create a new positive image of the NDA within all stakeholders. This requires the NDA to establish its own brand and identity across all platforms.

## 2.    Revisions to legislative and other mandates

There have been no significant changes to the NDA's legislative and other mandates.

## 3.    Overview of the budget

### 3.1    Expenditure estimates

**Budget per programme for the MTEF Period 2018-2020**

| | YEAR 1 (2017/18) | YEAR 2 (2018/19) | YEAR 3 (2019/20) | RATIO OF MANDATE & ADMIN AS % OF ALLOCATION |
|---|---|---|---|---|
| **REVENUE** | **200 913 000** | **212 578 000** | **224 482 000** | |
| Transfer from Department of Social Development | 200 913 000 | 212 578 000 | 224 482 000 | |
| **TOTAL EXPENDITURE** | **200 913 000** | **212 578 000** | **224 482 000** | |
| **PROGRAMME 1: ADMINISTRATION AND GOVERNANCE** | **83 692 430** | **88 462 667** | **92 197 942** | **42%** |
| Compensation of Employees | 39 055 622 | 41 789 516 | 44 714 782 | |
| Capital Expenditure | 2 600 000 | 2 678 000 | 2 827 968 | |
| Overheads and operating costs | 42 036 808 | 43 995 151 | 44 655 192 | |
| **TOTAL MANDATE COST** | **117 220 570** | **124 115 334** | **132 284 058** | **58%** |
| **PROGRAMME 2: CSO DEVELOPMENT** | **103 972 912** | **110 293 375** | **117 569 140** | |
| Compensation of employees | 73 386 869 | 78 523 950 | 84 020 626 | |
| Institutional capacity-building | 15 408 000 | 16 332 480 | 17 247 099 | |
| CSO engagements, needs assessment and support | 15 178 043 | 15 436 946 | 16 301 414 | |
| **PROGRAMME 3: RESEARCH AND DEVELOPMENT** | **13 247 658** | **13 821 959** | **14 714 918** | |
| Compensation of employees | 8 557 348 | 8 906 362 | 9 529 808 | |
| Commissioning and publication of research studies | 3 767 400 | 3 955 770 | 4 177 293 | |
| Monitoring and evaluation of programmes | 922 910 | 959 826 | 1 007 817 | |
| **SHORTFALL/ SURPLUS** | – | – | – | |

# PART B: Programme and Subprogramme Plans

The Annual Performance Plan summarises the priorities of NDA, which are aligned to the organisational strategic plan and the NDP. These activities have been structured into four programmes, as indicated below:

**4.    Programme 1: Governance and Administration**

The programme will focus on promoting and maintaining organisational excellence and sustainability through effective and efficient administration that includes performance, employee well-being, cost containment and brand recognition. These will be achieved within a sound governance and administration environment.

## 4.1    Strategic objectives annual targets for 2017/2018

| Strategic Statement: | Implement financial management, information technology, human resource and communications systems and processes to achieve good governance by 2017/22. | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Audited/Actual performance** | | | **Estimate performance 2016/17** | **Medium-term targets** | | |
| **Strategic objective** | **2013/14** | **2014/15** | **2015/18** | | **2019/20** | **2018/19** | **2019/20** |
| 1. To develop and strengthen internal systems, processes and human capability to deliver efficiently and effectively on the NDA mandate | Unqualified audit opinion | Unqualified audit opinion | Unqualified audit opinion | Unqualified audit opinion | Unqualified audit opinion | Clean audit | Clean audit |

## 4.2    Programme performance indicators and annual targets for 2017/2018

| Programme performance indicators | **Audited/Actual performance** | | | **Estimate performance 2016/17** | **Medium-term targets** | | |
|---|---|---|---|---|---|---|---|
| | **2013/14** | **2014/15** | **2015/16** | | **2017/18** | **2018/19** | **2019/20** |
| 1.1 % compliance to legislative/regulatory requirements including the PFMA, SCMA, Treasury Regulations and NDA policy | New | New | New | New | 100% | 100% | 100% |
| 1.2 % implementation of marketing and communication plan aimed at improving NDA brand awareness. | New | New | New | New | 100% | 100% | 100% |
| 1.3 % completion of a functional integrated information system per year | New | New | New | Approved ICT Strategy Plan | 60% implementation | Fully functional and integrated ICT system | 0 |
| 1.4 % implementation of the rollout plan for establishing decentralised programme delivery centres at districts | New | New | New | New | 50% | 70% | 100% |
| 1.5 % of targets achieved in the APP | New | New | 73% | 80% | 90% | 90% | 90% |

## 4.3 Quarterly targets for 2017/2018

| Performance Indicator | | Reporting period | Annual target 2017/18 | Quarterly targets | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | 1st | 2nd | 3rd | 4th | PoE |
| 1.1 | % compliance to legislative / regulatory requirements including the PFMA, SCMA, Treasury Regulations and NDA policy | Quarterly | 100% | 100% | 100% | 100% | 100% | Compliance status report (Include a set of all relevant legislative/regulatory requiremints and policies) |
| 1.2 | % implementation of marketing and communication plan aimed at improving NDA brand awareness | Annually | 100% | -% | 40% | 70% | 100% | Status report (Approved implementation plan) |
| 1.3 | % completion of a functional integrated information system per year | Quarterly | 60% (3 yr Implementation Plan) | -% | 40% | 60% | 100% | Approved and signed off status reports |
| 1.4 | % implementation of the rollout plan for establishing decentralised program delivery centres at districts | Quarterly | 50% | 50% | 60% | 80% | 100% | Status report (including rollout plan) |
| 1.5 | % of targets achieved in the APP | Quarterly | 90% | 90% | 90% | 90% | 90% | Dashboard indicating performance results |

## 5.    Programme 2: CSO development

The programme provides a comprehensive package that aims at developing CSOs to their full potential so as to ensure that CSOs, especially those operating in poor communities, have the capability to provide quality services to the communities they are serving. This programme will have the following subprogrammes to ensure that the full comprehensive package of services is efficiently delivered and accounted for:

**Subprogramme 2.1. CSO mobilisation and formalisation:** Focuses on CSO engagements, assessments and needs analysis for CSOs, prioritisations of interventions required by CSOs, facilitating registration of CSOs that need support to register with appropriate registration authorities (NPO and Cooperatives).

**Subprogramme 2.2. CSO institutional capacity-building** – The subprogramme will focus on strengthening institutional capacities of CSOs across all districts and local municipalities in nine provinces. The subprogramme will focus on organisational development for the CSOs to ensure that these organisations have sound systems, processes and capabilities to deliver quality services, comply with good governance, accountability and reporting requirements of CSOs. The capacity-building interventions will be provided through training, mentoring and incubation to all CSOs assessed and requiring institutional capacity-building development.

**Subprogramme 2.3. CSO resource mobilisation (financial and non-financial resources)** – The subprogramme focuses on all resource (government, foreign governments, international agencies, and private sector) mobilised for purposes of strengthening the CSOs capabilities, funding levels, increasing CSO coverage and services.

**Subprogramme 2.4. CSO grant funding and sustainability** – The subprogramme provides grants to all CSOs assessed for development needs are provided links to appropriate sustainable development activities to ensure that they achieve levels of development that can sustain themselves in the medium to long-term.

# PART B: Programme and Subprogramme Plans

**Programme 2: CSO Development**

## 5.1 Strategic objectives annual targets for 2017/2018

| STRATEGIC STATEMENT 1: Conduct engagements, dialogues, assessments and needs analysis for CSOs to identify the type of development interventions required by CSOs including facilitating formalisation of the organisations to ensure increase number of CSOs provided with CSO development interventions including registration by 2021/22 | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Strategic objectives** | **Audited/Actual performance** | | | **Estimate performance 2016/17** | **Medium-term targets** | | |
| | **2013/14** | **2014/15** | **2015/16** | | **2017/18** | **2018/19** | **2019/20** |
| 2. To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities. | New | New | New | 2030 | 3050 | 4200 | 4500 |

## 5.2 Subprogramme 2.1. CSO mobilisation and formalisation

### 5.2.1 Programme performance indicators and annual targets for 2017/2018

| **Performance indicators** | **Audited/Actual performance** | | | **Estimate performance 2016/17** | **Medium-term targets** | | |
|---|---|---|---|---|---|---|---|
| | **2013/14** | **2014/15** | **2015/16** | | **2017/18** | **2018/19** | **2019/20** |
| 2.1.1 Number of CSOs participated in CSO mobilisation engagements and consultation processes per year | New | New | New | 2030 | 3050 | 4200 | 4500 |
| 2.1.2 Number of CSOs assisted to formalise their structures per year | New | New | New | 630 | 720 | 940 | 1000 |
| 2.1.3 Number of CSOs assessed to identify institutional needs and determine appropriate CSO development support to be provided per year | New | New | New | 2030 | 3050 | 4200 | 4500 |
| 2.1.4 Number of CSOs assisted to register with appropriate registration authority per year | New | New | New | 630 | 720 | 940 | 1000 |
| 2.1.5 Number of CSOs referred to other agencies for technical and/or financial support per year | New | New | New | 406 | 762 | 1260 | 1400 |

### 5.2.2 Quarterly targets for 2017/2018

| Performance indicator | | Reporting period | Annual target 2017/18 | Quarterly targets | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | 1st | 2nd | 3rd | 4th | PoE |
| 2.1.1 | Number of CSOs participated in CSO mobilisation engagements and consultation processes per year | Quarterly | 3050 | 350 | 1525 | 2440 | 3050 | CSO mobilisation needs assessment tool |
| 2.1.2 | Number of CSOs assisted to formalise their structures per year | Quarterly | 720 | 72 | 360 | 576 | 720 | Status report on the organisations that have been assisted (appended an organisation's profile, contact persons and attendance registers for the meetings held) |
| 2.1.3 | Number of CSOs assessed to identify institutional needs and determine appropriate CSO development support to be provided per year | Quarterly | 3050 | 350 | 1525 | 2440 | 3050 | CSO mobilisation needs assessment tool for all the CSO development programmes |
| 2.1.4 | Number of CSOs assisted to register with appropriate registration authority per year | Quarterly | 720 | 72 | 360 | 576 | 720 | Signed case management registers |
| 2.1.5 | Number of CSOs referred to other agencies for technical and/or financial support per year | Quarterly | 762 | 76 | 305 | 229 | 152 | Signed CSO referral tool |

## 5.3 Subprogramme 2.2. CSO institutional capacity-building

### 5.3.1 Strategic objectives annual targets for 2017/2018

| **STRATEGIC STATEMENT 2:** Implement institutional capacity-building interventions for purposes of improving CSO organisational management, compliance and reporting through training, mentoring, incubation, and continuous support to ensure increased number of CSOs capacitated and developed by 2021/22. | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Strategic objective:** Increase number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities. | | Audited/Actual performance | | | Estimate performance 2016/17 | Medium-term targets | | |
| | | 2013/14 | 2014/15 | 2015/16 | | 2017/18 | 2018/19 | 2019/20 |
| 2.2 | To increase accessibility to capacity-strengthening interventions to CSOs with the aim of improving the quality of services. | 2059 | 2531 | 2687 | 4950 | 6250 | 10000 | 14 000 |

# PART B: Programme and Subprogramme Plans

## 5.3.2  Programme performance indicators and annual targets for 2017/2018

| Performance indicators | | Audited/Actual performance | | | Estimate performance 2016/17 | Medium-term targets | | |
|---|---|---|---|---|---|---|---|---|
| | | 2013/14 | 2014/15 | 2015/16 | | 2017/18 | 2018/19 | 2019/20 |
| 2.2.1 | Number of CSOs assessed to determine institutional capacity with the aim of providing appropriate capacity-building support per year | New | New | New | New | 6250 | 10000 | 14 000 |
| 2.2.2 | Number of CSOs trained and/or mentored to comply with registration legislations per year | 2 059 | 2 531 | 2687 | 3000 | 3750 | 6000 | 6000 |
| 2.2.3 | Number of CSOs capacitated in CSO management per year | 2059 | 2531 | 2687 | 2000 | 3000 | 5000 | 5000 |
| 2.2.4 | Number of NPOs trained in community development practice per year | New | New | New | 450 | 750 | 900 | 1 500 |

## 5.3.3  Quarterly targets for 2017/2018

| Performance Indicator | | Reporting period | Annual target 2017/18 | Quarterly targets | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | 1st | 2nd | 3rd | 4th | PoE |
| 2.2.1 | Number of CSOs assessed to determine institutional capacity with the aim of providing appropriate capacity-building support per year | Quarterly | 6250 | 1 000 | 1 723 | 1 763 | 1 764 | CSO capacity-building needs assessment tool |
| 2.2.2 | Number of CSOs trained and/or mentored to comply with registration legislations per year | Quarterly | 3750 | 375 | 1875 | 3000 | 3750 | Capacity-building statistical performance reporting system Signed attendance register for institutional capacity-building interventions |
| 2.2.3 | Number of CSOs capacitated in CSO management per year | Quarterly | 3000 | 300 | 1500 | 1400 | 3000 | Capacity-building statistical performance reporting system Signed attendance register for institutional capacity-building interventions |
| 2.2.4 | Number of NPOs trained in community development practice per year | Quarterly | 750 | 100 | 250 | 400 | 750 | Capacity-building statistical performance reporting system Signed attendance register for institutional capacity-building interventions |

## 5.4 Subprogramme 2.3 CSO resource mobilisation (financial and non-financial resources)

| STRATEGIC STATEMENT 3: Conduct resource mobilisation activities aimed at increasing funding streams for CSO development to ensure increase in the value of funds available for CSOs funding from government, foreign governments and private sector by 2021/22 | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Strategic objective** | | **Audited/Actual performance** | | | **Estimate performance** | **Medium-term targets** | | |
| | | **2013/14** | **2014/15** | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** |
| 2.3 | To increase number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities. | R98.2 million | R104.2 million | R67.3 million | R80 million | R80 million | R100 million | R120 million |

### 5.4.1 Programme performance indicators and annual targets for 2017/2018

| **Performance indicators** | | **Audited/Actual performance** | | | **Estimate performance** | **Medium-term targets** | | |
|---|---|---|---|---|---|---|---|---|
| | | **2013/14** | **2014/15** | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** |
| 2.3.1 | Number of CSO needs assessments conducted for resource mobilisation per year | New | New | New | New | 2 062 | 3 500 | 4 000 |
| 2.3.2 | Rand value of resources (financial and non-financial) raised to fund CSOs per year | R98.2 million | R104 million | R67.3 million | R80 million | R80 million | R100 million | R120 million |
| 2.3.3 | Number of CSO grant-funded for capacity-building per year | New | New | New | New | 900 | 1 200 | 2 000 |
| 2.3.4 | Number of individuals directly benefiting from programmes that have received grants from third parties through the NDA per year | New | New | New | New | 2 700 | 3 600 | 6 000 |
| 2.3.5 | Number of partnership agreements concluded and signed per year | new | 14 | 19 | 19 | 21 | 25 | 28 |

# PART B: Programme and Subprogramme Plans

## 5.4.2 Quarterly targets for 2017/2018

| Performance Indicator | | Reporting period | Annual Target 2017/18 | Quarterly Targets | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | 1st | 2nd | 3rd | 4th | PoE |
| 2.3.1 | Number of CSO needs assessments conducted for resource mobilisation per year | Quarterly | 2 062 | 287 | 600 | 686 | 489 | CSO mobilisation needs assessment tool |
| 2.3.2 | Rand value of resources (financial and non-financial) raised to fund CSOs per year | Quarterly | R80m | R10m | R30m | R20m | R20m | Funding agreements, funding letters, pledges of support or services provided to CSOs |
| 2.3.3 | Number of CSOs grant-funded for capacity-building per year | Quarterly | 900 | 150 | 450 | 675 | 900 | Capacity-building statistical performance reporting system |
| 2.3.4 | Number of individuals directly benefiting from programmes that have received grants from third parties through the NDA per year | Quarterly | 2 700 | 600 | 1500 | 2100 | 2700 | Signed beneficiaries registers and resource mobilisation statistical performance reporting system |
| 2.3.5 | Number of partnership agreements concluded and signed per year | Quarterly | 21 | 3 | 6 | 6 | 6 | Copies of dated and signed partnership agreements |

## 5.5 Subprogramme 2.4 CSO grant-funding and sustainability

| STRATEGIC STATEMENT 3: Implement interventions that ensure sustainability of CSOs through establishing linkages for access to resources, creating local, provincial and national CSO networks and increasing the number of CSOs funded through NDA-facilitated funding conduits and the NDA by 2021/22 | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Strategic objective | | Audited/Actual performance | | | Estimate performance 2016/17 | Medium-term targets | | |
| | | 2013/14 | 2014/15 | 2015/16 | | 2017/18 | 2018/19 | 2019/20 |
| 2.4 | To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities. | New | New | New | New | 2 062 | 3 500 | 4 000 |

### 5.5.1 Programme performance indicators and annual targets for 2017/2018

| Performance indicators | | Audited/Actual performance | | | Estimate performance 2016/17 | Medium-term targets | | |
|---|---|---|---|---|---|---|---|---|
| | | 2013/14 | 2014/15 | 2015/16 | | 2017/18 | 2018/19 | 2019/20 |
| 2.4.1 | Number of CSO grant-funding and sustainability needs assessed per year | New | New | New | New | 2 062 | 3 500 | 4 000 |
| 2.4.2 | Number of CSOs that received grant-funding per year | New | New | New | New | 200 | 300 | 400 |
| 2.4.3 | Number of CSOs assisted to join CSO networks per year | New | New | New | New | 400 | 600 | 800 |
| 2.4.4 | Number of CSOs linked to sustainable resources per year | New | New | New | New | 400 | 600 | 800 |

### 5.5.2 Quarterly targets for 2017/2018

| Performance Indicator | | Reporting period | Annual Target 2017/18 | Quarterly Targets | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | 1st | 2nd | 3rd | 4th | PoE |
| 2.4.1 | Number of CSO grant-funding and sustainability needs assessed per year | Quarterly | 2 062 | 415 | 615 | 615 | 417 | CSO mobilisation needs assessment tool |
| 2.4.2 | Number of CSOs that received grant-funding per year | | 200 | 30 | 30 | 70 | 70 | Signed funding acknowledgement note |
| 2.4.3 | Number of CSOs assisted to join CSO networks per year | Quarterly | 400 | 70 | 130 | 150 | 50 | Copies of Membership certificate/ confirmation note |
| 2.4.4 | Number of CSOs linked to sustainable resources per year | Quarterly | 400 | 70 | 130 | 150 | 50 | Signed CSOs referral tool |

## 6. Programme 3: Research

The programme will focus on action research and impact evaluative studies that will be used to inform programme planning, implementation and management of the NDA CSO development programmes. In addition, the programme will promote and inform national development policy debates and engagements with the CSO sector and state organs on issues relating to development and poverty alleviation in general. It will also produce publications and standards for effective best practice in the CSO sector to promote sharing of lessons and good practice in the social development sector.

# PART B: Programme and Subprogramme Plans

## 6.1    Strategic objectives annual targets for 2017/2018

| STRATEGIC STATEMENT: | • Conduct action research and evaluations that inform the formulation of national development policies and programmes focusing on poverty eradication initiatives. <br> • Facilitate debates and engagements between the CSO sector and the State on the national development agenda. | | | | | | |
|---|---|---|---|---|---|---|---|
| **Strategic objectives** | **Audited/Actual performance** | | | **Estimate performance 2016/17** | **Medium-term targets** | | |
| | **2013/14** | **2014/15** | **2015/16** | | **2017/18** | **2018/19** | **2019/20** |
| 3   To conduct, collate and disseminate research and evaluations that inform the national development agenda. | 9 reports produced | 6 reports produced | 14 reports produced | 16 reports produced | 18 reports produced | 20 reports produced | 22 reports produced |

## 6.2    Programme performance indicators and annual targets for 2017/2018

| **Performance indicators** | **Audited/Actual performance** | | | **Estimate perfor-mance 2016/17** | **Medium-term targets** | | |
|---|---|---|---|---|---|---|---|
| | **2013/14** | **2014/15** | **2015/16** | | **2017/18** | **2018/19** | **2019/20** |
| 3.1   Number of research and policy briefs produced per year | New | 6 reports produced | 14 reports produced | 16 reports produced | 18 reports produced | 20 reports produced | 22 reports produced |
| 3.2   Number of best-practice publications produced per year | 6 | 6 | 7 | 6 publications produced | 9 publications produced | 12 publications produced | 15 publications produced |
| 3.3   Number of dissemination sessions for research reports, evaluation reports, policy briefs and best-practice publications conducted per year | New | New | 3 | 6 | 7 | 7 | 8 |
| 3.4   Number of participants who attended research reports, evaluation reports, policy briefs and best-practice dissemination sessions per year | New | New | New | 240 participants | 260 participants | 280 participants | 300 participants |
| 3.5   Number of evaluation studies on the NDA programme conducted and results shared with various stakeholders per year | New | New | New | New | 5 | 5 | 5 |

| | Performance Indicator | Reporting period | Annual target 2017/18 | Quarterly Targets | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | | | 1st | 2nd | 3rd | 4th | PoE |
| 3.1 | Number of research and policy briefs produced per year | Quarterly | 18 reports produced | 5 | 5 | 4 | 4 | Copies of research, evaluation reports and policy briefs |
| 3.2 | Number of best-practice publications produced per year | Quarterly | 9 publications produced | 2 | 3 | 2 | 2 | Best-practice publications |
| 3.3 | Number of dissemination sessions for research reports, evaluation reports, policy briefs and best-practice publications conducted per year | Quarterly | 7 sessions | 2 sessions | 2 sessions | 1 session | 2 sessions | Dissemination sessions reports, with the title of the session, date and copies of presentations made |
| 3.4 | Number of participants who attended research reports, evaluation reports, policy briefs and best-practice dissemination sessions per year | Quarterly | 260 participants | 70 participants | 70 participants | 50 participants | 70 participants | Signed attendance registers with a title of the session, venue and date |
| 3.5 | Number of evaluation studies on NDA programmes conducted and results shared with various stakeholders per year | Quarterly | 5 | 1 | 1 | 1 | 2 | Copies of evaluation reports |

# Annexure D: Vision, Mission and Value

**Our Vision**

A society free from poverty

**Our Mission**

Facilitate sustainable development by strengthening CSOs involved in poverty eradication

**Our Goal**

Facilitate sustainable development by strengthening CSOs involved in poverty eradication through enhanced grant-funding and research

**Our Values**

Integrity

Dignity

Empowerment

Accountability and responsibility

Transparency

Excellence

Partnering

Strategic outcome-oriented goals of the institution

| | | |
|---|---|---|
| **Strategic outcome 1** | Developed and strengthened internal systems, processes and human capability to deliver efficiently on the NDA mandate | |
| | **Goal statement 1** | Implement financial management, information technology, human resource and communications systems and processes to achieve good governance by 2021/22. |
| **Strategic outcome 2** | Increase number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities. | |
| | **Goal statement 1** | Conduct engagements, dialogues, assessments and needs analysis for CSOs to identify the type of development interventions required by CSOs including facilitating formalisation of the organisations to ensure increased number of CSOs provided with CSO development interventions including registration by 2021/22. |
| | **Goal statement 2** | Implement institutional capacity-building interventions for purposes of improving CSO organisational management, compliance and reporting through training, mentoring, incubation, and continuous support to ensure increased number of CSOs capacitated and developed by 2021/22. |
| | **Goal statement 3** | Conduct resource mobilisation activities aimed at increasing funding streams for CSO development to ensure an increase in the value of funds available for CSO funding from government, foreign governments and the private sector by 2021/22. |
| | **Goal statement 4** | Implement interventions that ensure the sustainability of CSOs through establishing linkages for access to resources, creating local, provincial and national CSOs networks and increasing the number of CSOs funded through NDA-facilitated funding conduits and the NDA by 2021/22. |
| **Strategic outcome 3** | Provide empirical information from research and evaluation studies to inform national development policy formulation, debates and engagements between the CSO sector, the State and the private sector to ensure that CSO participation in development policy is increased by 2021/22. | |
| | **Goal statement 1** | Increase the number of research and evaluations publications, engagements and debates that informs the formulation of national development policies and programmes focusing on poverty eradication initiatives. |

# Annexure E: Technical Indicator Description

**Table of Contents**

# Annexure E: Technical Indicator Description

**PROGRAMME1: GOVERNANCE AND ADMINISTRATION**

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | To develop and strengthen internal systems, processes and human capability to deliver efficiently and effectively on the NDA mandate |
| Indicator title: 1.1 | % compliance to legislative /regulatory requirements including the PFMA, SCMA and Treasury Regulations and NDA policy |
| Short definition | All business units in NDA are expected to strive towards adherence to all relevant provisions of legislative or regulatory requirement within the PFMA, SCMA, National Treasury Regulations and NDA policies that inform the daily operations and functioning of NDA. |
| Purpose/Importance | Aims to measure operational compliance with legal prescripts, regulations as well as internal policies with the aim of eliminating audit findings, which could result into a qualified audit opinion. |
| Source/Collection of data | All business units (Compliance implementation Plan) |
| Method of calculation | • Denominator (List all relevant measurable legal provisions to be complied with) <br> • Numerator (List of all legal provisions that have been complied with) <br> (Numerator $_/$ Denominator) $_x$ 100% = X% |
| Data limitation | Moving denominator if new regulations are introduced midstream |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | All business units to comply with all relevant legal provisions in order to eliminate audit findings |
| Indicator responsibility | CEO – legal |
| Portfolio of evidence | Compliance status report (Include a set of all relevant legislative/regulatory requirements and policies i.e. Compliance Plan) |

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | To develop and strengthen internal systems, processes and human capability to deliver efficiently and effectively on the NDA mandate |
| Indicator title: 1.2 | % implementation of marketing and communication plan aimed at improving NDA brand awareness. |
| Short definition | This involves the process of monitoring the implementation of the marketing and communication strategy through an approved implementation plan. |
| Purpose/Importance | Aims at measuring the levels at which the strategy milestones have been implemented in order to popularise the NDA programmes, service delivery model and NDA as a government agency in general population within the communities. |
| Source/Collection of data | Status report in line with the Implementation plan |
| Method of calculation | • Denominator (List of key milestones in the marketing and communication strategy) <br> • Numerator (Status on implementation of the key milestones) <br> (Numerator $_/$ Denominator) $_x$ 100% = X% |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Cumulative |
| Reporting cycle | Annually |
| New indicator | Yes |
| Desired performance | To determine the brand awareness of the NDA, its programmes and services within the CSO community |
| Indicator responsibility | Marketing and communication |
| Portfolio of evidence | Status report (on implementation of marketing and communication activities) |

| Performance Indicator Reference Sheet | |
|---|---|
| **Name of strategic objective** | **To develop and strengthen internal systems, processes and human capability to deliver efficiently and effectively on the NDA mandate** |
| **Indicator title: 1.3** | **% completion of a functional integrated information system per year** |
| Short definition | NDA to develop a functional and integrated information system that meets the ICT organisational business needs. |
| Purpose/Importance | The performance measure is aimed at ascertaining that the NDA has developed a functional and integrated information system that meets the organisational business needs within a three-year period as encapsulated in the approved ICT strategy and plan. |
| Source/Collection of data | NDA ICT strategy and plan |
| Method of calculation | Simple count |
| Data limitation | Identification of system specifications, sourcing and development |
| Type of indicator | Output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | No |
| Desired performance | Establishing an organisational integrated information system |
| Indicator responsibility | Executive Corporate Services – ICT |
| Portfolio of evidence | Approved and signed-off status report |

| Performance Indicator Reference Sheet | |
|---|---|
| **Name of strategic objective** | **To develop and strengthen internal systems, processes and human capability to deliver efficiently and effectively on the NDA mandate** |
| **Indicator title: 1.4** | **% implementation of the rollout plan for establishing decentralised programme delivery centres at districts** |
| Short definition | It is the percentage implementation of the district offices rollout plan that establishes operation requirements, deployment of staff and provision of NDA services within communities in the period under review. |
| Purpose/Importance | Aims at ensuring access by expanding NDA programmes and services in rural communities. |
| Source/Collection of data | Status report of the rollout plan |
| Method of calculation | • Denominator (List of key milestones in the rollout plan)<br>• Numerator (Implementation status on of the key milestones of rollout plan)<br>(Numerator$_/$Denominator) $_x$ 100% = X% |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | Establish decentralised programmes delivery centres |
| Indicator responsibility | COO |
| Portfolio of evidence | Status report (including Rollout plan) |

# Annexure E: Technical Indicator Description

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **To develop and strengthen internal systems, processes and human capability to deliver efficiently and effectively on the NDA mandate** |
| Indicator title: 1.5 | **% of targets achieved in the APP** |
| Short definition | The KPI measures the NDA overall performance through the APP approved targets |
| Purpose/Importance | To measure the overall NDA performance against plans |
| Source/Collection of data | Quarterly Reports |
| Method of calculation | • Denominator (Number of APP KPI targets)<br>• Numerator (Implementation status (i.e. KPI targets achieved at 80%) of the APP KPI targets)<br>(Numerator $_/$ Denominator) $_x$ 100% = X% |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | Achieve at least 80% results of the APP targets |
| Indicator responsibility | COO |
| Portfolio of evidence | Dashboard indicating performance results |

## PROGRAMME 2: CSO DEVELOPMENT

## SUBPROGRAMME 2.1. CSO MOBILISATION AND FORMALISATION

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| Indicator title: 2.1.1 | **Number of CSOs participated in CSOs mobilisation engagements and consultation processes per year** |
| Short definition | These are CSOs that participated in meetings, dialogues and information sharing sessions with the key aim of identifying their institutional developmental needs with the aim of determining appropriate interventions of support to be provided by or through the NDA. |
| Purpose/Importance | Aims at determining appropriate capacity development support requirements for CSOs as well as develop schedule of plans to be used for supporting CSOs based on identified needs. |
| Source/Collection of data | CSO mobilisation assessment forms |
| Method of calculation | System based analysis |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | Coordinate and facilitate social engagement with CSOs in order to identify CSO support needs at district level |
| Indicator responsibility | Provincial manager |
| Portfolio of evidence | CSO needs assessment tool |

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| Indicator title: 2.1.2 | **Number of CSOs assisted to formalise their structures per year** |
| Short definition | These are CSO that have been provided with some form of assistance by NDA in order to evolve into structured organisational setups, which could elect to be formally registered as community organisations. |
| Purpose/Importance | The performance measure ensures that the most deprived wards have CSOs with appropriate legal registration credentials hence are able to manage and implement development programmes and interventions for the community. |
| Source/Collection of data | Provincial quarterly performance reports |
| Method of calculation | Simple count |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | To have informal community groupings organised into formal CSOs that could acquire legal registered status from authorised registration authorities. |
| Indicator responsibility | Provincial manager |
| Portfolio of evidence | Status report on the organisations that have been assisted (appended an organisation's profile, contact persons and attendance registers for the meetings held). |

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| Indicator title: 2.1.3 | **Number of CSOs assessed to identify institutional needs and determine appropriate CSO development support to be provided per year** |
| Short definition | These are CSOs that have undergone thorough assessment carried out by the NDA with the aim of identifying institutional capacity developmental needs in order to determine the most appropriate support intervention to be provided to the assessed CSO. |
| Purpose/Importance | The performance measure aims at ascertaining the institutional capacity developmental and support needs that require development. |
| Source/Collection of data | CSO mobilisation assessment forms |
| Method of calculation | Simple count |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | To assess and determine institutional capacity development needs of CSOs |
| Indicator responsibility | Provincial offices |
| Portfolio of evidence | CSO mobilisation needs assessment tool for all the CSO development programmes |

# Annexure E: Technical Indicator Description

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| **Indicator title: 2.1.4** | **Number of CSOs assisted to register with appropriate registration authority per year** |
| Short definition | The number of unregistered CSOs provided with facilitation support by the NDA in order to submit their registration application documents to relevant authorities as prescribed by various legal registration requirements. |
| Purpose/Importance | The KPI aims to measure the number of unregistered CSOs assisted by the NDA to formally register with an appropriate CSO registration authority in order to formalise their legal status and carry out community development work in the country. |
| Source/Collection of data | Registration certificate, constitution |
| Method of calculation | Simple count |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | All unregistered CSOs are registered |
| Indicator responsibility | Provincial manager |
| Portfolio of evidence | Signed case management registers |

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| **Indicator title: 2.1.5** | **Number of CSOs referred to other agencies for technical and/or financial support per year** |
| Short definition | These are CSOs that have been assessed to determine their institutional development needed and end up being referred to other agencies for such (i.e. technical and/or financial) support. |
| Purpose/Importance | The KPI measures the volume of CSOs that upon assessment end up being referred to other institutions for additional support. |
| Source/Collection of data | Referral records and assessment reports |
| Method of calculation | Simple count |
| Data limitation | Accuracy and verifiable information in the assessment and referrals reports |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | All CSOs requiring institution capacity development support that is not offered by the NDA are referred to relevant institutions after assessment for such support. |
| Indicator responsibility | Provincial manager |
| Portfolio of evidence | Signed CSO referral tool |

## SUBPROGRAMME 2.2.: – CSO INSTITUTIONAL CAPACITY-BUILDING

| Performance Indicator Reference Sheet | |
|---|---|
| **Name of strategic objective** | **To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| **Indicator title: 2.2.1** | **Number of CSOs assessed to determine institutional capacity with the aim of providing appropriate capacity-building support per year** |
| Short definition | The number of CSOs assessed by the NDA to identify institutional capacity needs in order to determine the most appropriate capacity-building support to be provided with the aim of developing their institutional capacity. |
| Purpose/Importance | The performance measure aims at ascertaining individual organisation capacity needs in order to determine the most appropriate capacity development support to be provided. |
| Source/Collection of data | CSO capacity-building assessment forms |
| Method of calculation | Simple count |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | To have as many CSOs assessed to determine their capacity development needs |
| Indicator responsibility | Provincial offices |
| Portfolio of evidence | CSO capacity-building needs assessment tool |

| Performance Indicator Reference Sheet | |
|---|---|
| **Name of strategic objective** | **To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| **Indicator title: 2.2.2** | **Number of CSOs trained and/or mentored to comply with registration legislations per year** |
| Short definition | These are CSOs that have received training and/or mentoring support towards complying with the registration legal requirements (i.e. NPOs Act (1997) that ensures they remain compliant and retain or acquire registration status on the NPO registration database of the Department of Social Development or other authority's databases). |
| Purpose/Importance | The performance measure provides information on the number of NPOs that have been trained and/or supported through mentoring on compliance with the NPO Act. |
| Source/Collection of data | Signed attendance register |
| Method of calculation | Simple count |
| Data limitation | Dependent on the accuracy of the register and mentoring visits forms |
| Type of indicator | Output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | All CSOs once registered, comply with all registration requirements to remain classified as compliant by the NPO Directorate of the Department of Social Development. |
| Indicator responsibility | Provincial offices |
| Portfolio of evidence | Capacity-building statistical performance reporting system; Signed attendance register for institutional capacity-building interventions |

# Annexure E: Technical Indicator Description

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| Indicator title: 2.2.3 | **Number of CSOs capacitated in CSO management per year** |
| Short definition | These are CSOs that received training and/or mentored through NDA institutional strengthening programmes in management or technical skills (i.e. governance, financial management, conflict management, project management, resource mobilisation, human resource management, communications) in order to improve management effectiveness of their organisations and the programmes they are implementing |
| Purpose/Importance | The performance measures the NDA contribution in skills development of CSOs in areas of institutional management and technical support. |
| Source/Collection of data | Training attendance registers and mentoring visits forms, with the name of the NPO and the delegates' details and signatures. |
| Method of calculation | Simple count |
| Data limitation | Dependent on the accuracy of the register and mentoring visits forms |
| Type of indicator | Output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | No |
| Desired performance | CSOs acquire necessary skills that lead to effective management of community organisations and implementation of community programmes. |
| Indicator responsibility | Provincial office |
| Portfolio of evidence | Capacity-building statistical performance reporting system; Signed attendance register for institutional capacity-building interventions |

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| Indicator title: 2.2.4 | **Number of NPOs trained in community development practice per year** |
| Short definition | There are NPOs whose programme staff have been provided with training in community development practice in order for those skills to be applied in communities through active citizenry, social cohesion and self-reliance towards people-centered development. |
| Purpose/Importance | The performance measure focuses on NPOs supported through training to acquire community development practice skills to be used in community development activities focusing on people-centred development. |
| Source/collection of data | Training attendance registers |
| Method of calculation | Simple count |
| Data limitation | Dependent on the accuracy of the register |
| Type of indicator | Output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | No |
| Desired performance | NPOs acquire necessary skills in community development practice. |
| Indicator responsibility | Provincial |
| Portfolio of evidence | Capacity-building statistical performance reporting system; Signed attendance register for institutional capacity-building interventions |

## SUB-PROGRAM 2.3: – CSO RESOURCE MOBILISATION

| Performance Indicator Reference Sheet | |
|---|---|
| **Name of strategic objective** | **To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| **Indicator title: 2.3.1** | **Number of CSOs needs assessment conducted for resource mobilisation per year** |
| Short definition | The number of CSOs assessed by the NDA to identify financial needs and determine the most appropriate funding model to be used in addressing the funding gap. |
| Purpose/Importance | The performance measure aims at ascertains the number of CSO that suffer from financial constraints, hence develop funding models that addresses the funding needs. |
| Source/Collection of data | CSO mobilisation assessment forms |
| Method of calculation | Simple count |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | To have CSOs assessed to determine funding gap |
| Indicator responsibility | Resource Mobilisation Unit |
| Portfolio of evidence | CSO mobilisation needs assessment tool |

| Performance Indicator Reference Sheet | |
|---|---|
| **Name of strategic objective** | **To increase number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| **Indicator title: 2.3.2** | **Rand value of resources (financial and non-financial) raised to fund CSOs per year** |
| Short definition | The value of both financial and non-financial resources committed by third parties to be availed for community development work through NDA initiatives. |
| Purpose/Importance | The KPI aims at assisting the planning process by establishing a baseline on projected financial commitments from third parties towards community development initiatives. |
| Source/Collection of data | Contractual commitments |
| Method of calculation | Aggregation |
| Data limitation | Failure to quantify value of funding linked to non-financial resources |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | To secure financial and cash equivalent commitment from third parties for community programme funding |
| Indicator responsibility | Resource Mobilisation Unit |
| Portfolio of evidence | Funding agreements, funding letters, pledges of support or services provided to CSOs |

# Annexure E: Technical Indicator Description

| Performance Indicator Reference Sheet | |
|---|---|
| **Name of strategic objective** | **To increase number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| **Indicator title: 2.3.3** | **Number of CSOs grant-funded for capacity-building per year.** |
| Short definition | The number of CSOs receiving capacity-building support funded by third parties through resource mobilisation programme. |
| Purpose/Importance | The KPI aims at ascertaining the number of CSO receiving capacity-building support funded by third parties through resource mobilisation programme. |
| Source/Collection of data | Contractual commitments |
| Method of calculation | Simple count |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | To secure financial and cash equivalent commitment from third parties |
| Indicator responsibility | Resource Mobilisation Unit |
| Portfolio of evidence | Capacity-building statistical performance reporting system |

| Performance Indicator Reference Sheet | |
|---|---|
| **Name of strategic objective** | **To increase number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| **Indicator title: 2.3.4** | **Number of individuals directly benefiting from programmes that have received grants from third parties through the NDA per year** |
| Short definition | The number of individuals receiving socioeconomic support provided by CSOs that access grants from third parties through NDA resource mobilisation programme. |
| Purpose/Importance | The KPI aims at ascertaining the number of people directly benefiting from community programmes being implemented by the CSOs that received grants through the NDA resource mobilisation programme. |
| Source/Collection of data | Beneficiary registers |
| Method of calculation | Simple count |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | To secure financial and cash equivalent commitment from third, i.e. funds |
| Indicator responsibility | Resource Mobilisation Unit |
| Portfolio of evidence | Signed beneficiaries registers and Resource mobilisation statistical performance reporting system |

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | To increase number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities. |
| Indicator title: 2.3.5 | Number of partnership agreements concluded and signed in the year |
| Short definition | It is the number of partnership agreements concluded and signed by duly authorised persons from the NDA and third parties within a given period. |
| Purpose/Importance | To measure the extent within which the NDA is collaborating with other institutions with the aim of securing resources needed for developing community initiatives as well as have a common platform on which debates on development policy can be undertaken. |
| Source/Collection of data | Partnership agreements register |
| Method of calculation | Number (Simple count) |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | The aim is to ensure that the NDA develops strategic partnerships with social partners |
| Indicator responsibility | Stakeholder and partnership manager |
| Portfolio of evidence | Copies of dated and signed partnership agreements |

## SUBPROGRAMME 2.4.: – CSO GRANT FUNDING AND SUSTAINABILITY

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities. |
| Indicator title: 2.4.1 | Number of CSOs grant funding and sustainability needs assessed per year |
| Short definition | The number of CSOs assessed by the NDA to identify sustainability needs hence determine the most appropriate support intervention to be provided in order to address the sustainability gap. |
| Purpose/Importance | The performance measure aims at ascertains the number of CSOs that suffer from sustainability constraints, hence develop an approach support programme to address the need. |
| Source/Collection of data | CSO mobilisation assessment forms |
| Method of calculation | Simple count |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | To have CSOs assessed to determine sustainability gap |
| Indicator responsibility | PMU |
| Portfolio of evidence | CSOs mobilisation needs assessment tool |

# Annexure E: Technical Indicator Description

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| Indicator title: 2.4.2 | **Number of CSOs that received grant-funding per year** |
| Short definition | The number of CSOs accessing grants aimed at addressing the financial need in having sustainable programmes |
| Purpose/Importance | The KPI aims at assessing the number of CSOs receiving grants to support community initiatives through the NDA |
| Source/Collection of data | Contractual commitments |
| Method of calculation | Simple count |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | To secure financial and cash equivalent commitment from the NDA |
| Indicator responsibility | PMU |
| Portfolio of evidence | Signed funding acknowledgement note |

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| Indicator title: 2.4.3 | **Number of CSOs assisted to join CSO networks per year** |
| Short definition | They are CSOs that have been assisted by NDA through consultative engagement processes to join CSO networks within their community. |
| Purpose/Importance | The performance measure aims at ascertaining the number of CSOs that have joined CSO networks. |
| Source/Collection of data | Provincial quarterly performance reports |
| Method of calculation | Simple count |
| Data limitation | No specific limitation identified |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | To have CSOs join CSO networks |
| Indicator responsibility | Provincial Office |
| Portfolio of evidence | Copies of Membership Certificate/Confirmation note |

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **To increase the number of CSOs that have access to development interventions aimed at developing their capabilities to efficiently manage, mobilise resources and sustain themselves for purposes of improving the quality of services provided by the organisations in poor communities.** |
| **Indicator title: 2.4.4** | **Number of CSOs linked to sustainable resources per year** |
| Short definition | It is the count of CSO assessments linked to third parties for sustainable financial support. |
| Purpose/Importance | The KPI measures the number of CSOs that upon assessment end up being linked to other institutions that offer sustainable financial support. |
| Source/Collection of data | Referral records and assessment reports |
| Method of calculation | Simple count |
| Data limitation | Accuracy and verifiable information in the assessment and referrals register |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | CSOs requiring sustainable financial support are linked to relevant institutions upon assessment. |
| Indicator responsibility | |
| Portfolio of evidence | Signed CSO referral tool |

# Annexure E: Technical Indicator Description

PROGRAMME 3: DEVELOPMENT MANAGEMENT AND RESEARCH

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | To conduct research and evaluations that facilitate debates and engagements between the CSO sector and state on national development policy |
| Indicator title: 3.1 | Number of research and policy briefs produced per year |
| Short definition | This is the number of research or policy briefs produced by the NDA for purposes of informing national policy development processes, development programme planning and implementation. |
| Purpose/Importance | The KPI measures the NDA contribution in producing knowledge and information on development programmes, especially those implemented by the civil society sector. |
| Source/Collection of data | Final and approved reports |
| Method of calculation | Simple count |
| Data limitation | Quality of the reports to influence development policy |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | No |
| Desired performance | Production of new and relevant information that can influence development policy at a national level |
| Indicator responsibility | Development Management and Research Executive |
| Portfolio of evidence | Copies of research, evaluation reports and policy briefs |

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | To conduct research and evaluations that facilitate debates and engagements between the CSO sector and state on national development policy |
| Indicator title: 3.2 | Number of best-practice publications produced per year |
| Short definition | The number of best-practice publications produced in order to analyse and document implementation of NDA programmes and processes for purposes of sharing lessons learned with internal staff and CSO sector. |
| Purpose/Importance | Compile and disseminate informative publications by synthesizing messages to address the needs of varied stakeholders |
| Source/Collection of data | Copies of final best-practice reports |
| Method of calculation | Simple count |
| Data limitation | None |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | No |
| Desired performance | To produce lessons and best-practice examples of how development programmes are effectively implemented. |
| Indicator responsibility | Development Management and Research Executive |
| Portfolio of evidence | Copy of final best-practice publications |

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **Facilitate debates and engagements between the CSO sector and the State on the national development agenda** |
| Indicator title: 3.3 | **Number of dissemination sessions for research reports, evaluation reports, policy briefs and best-practice publications conducted in the year.** |
| Short definition | The number of sessions organised by the NDA for purposes of sharing information from research, evaluation policy briefs and best-practice products with stakeholders, including NDA staff. |
| Purpose/Importance | The performance indicator measures the extent to which research, evaluation, policy briefs and best-practice products by the NDA are disseminated to stakeholders through workshops and discussion forums. |
| Source/collection of data | Dissemination session reports |
| Method of calculation | Simple count |
| Data limitation | None |
| Type of Indicator: | Output |
| Calculation type | Non-cumulative |
| Reporting cycle: | Quarterly |
| New Indicator | No |
| Desired performance | To share programme information with the stakeholders |
| Indicator responsibility | Research unit |
| Portfolio of evidence | Dissemination session reports, with the title of the session, date and copies of presentations made. |

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **To conduct research and evaluations that facilitate debates and engagements between the CSO sector and state on national development policy** |
| Indicator title: 3.4 | **Number of participants who attended research reports, evaluation reports, policy briefs and best-practice dissemination sessions in the year** |
| Short definition | The number of people who attended sessions organised by the NDA for purposes of sharing information from research, evaluation policy briefs and best-practice products with stakeholders, including NDA staff. |
| Purpose/Importance | The performance indicator measures the extent to which research, evaluation, policy briefs and best-practice products by the NDA are disseminated to stakeholders through workshops and discussion forums. |
| Source/Collection of data | Attendance register with list of delegates and signed |
| Method of calculation | Simple count |
| Data limitation | None |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | No |
| Desired performance | To share programme information with the stakeholders |
| Indicator responsibility | Research unit |
| Portfolio of evidence | Signed attendance register, with a title of the session, venue and date |

# Annexure E: Technical Indicator Description

| Performance Indicator Reference Sheet | |
|---|---|
| Name of strategic objective | **To conduct research and evaluations that facilitate debates and engagements between the CSO sector and state on the national development policy** |
| Indicator title: 3.5 | **Number of evaluation studies on NDA programme concluded and results shared out with various stakeholders per year** |
| Short definition | The KPI measures the number of evaluation reports disseminated to various stakeholders by the NDA for purposes of informing development planning, programme reengineering and implementation. |
| Purpose/Importance | The KPI measures the NDA contribution in producing knowledge and information on development programmes, especially those implemented by the civil society sector. |
| Source/Collection of data | Programme information and concept documents |
| Method of calculation | Simple count |
| Data limitation | None |
| Type of indicator | Output |
| Calculation type | Non-cumulative |
| Reporting cycle | Quarterly |
| New indicator | Yes |
| Desired performance | To share programme information with the stakeholders |
| Indicator responsibility | M&E units |
| Portfolio of evidence | Copies of evaluation reports |

# NOTES

# NOTES

NDA Annual Performance Plan | 2017/2018

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National Development Agency 26 Wellington Road Parktown 2193
Tel: 011 018 5500 Email: info@nda.org.za Web: www.nda.org.za