NDA
National
Development
Agency

National Development Agency
Annual Performance Plan
2016 – 2017

OFFICIAL SIGN-OFF

It is hereby certified that this 2016/2017 Annual Performance Plan (APP):

- was developed by the management of the National Development Agency (NDA) under the guidance of the Interim Accounting Authority 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 (2016 – 2021) 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

Mrs Nelisiwe Vilakazi
Acting Chief Executive Officer

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Interim Accounting Authority

Approved by:

Hon. Ms Bathabile Dlamini, MP
Minister of Social Development

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FOREWORD: BY THE CEO OF THE NDA

The National Development Agency (NDA) is repositioning and reorganising itself to adapt to the required socioeconomical and political changes to fully service the nation's disadvantaged communities in the civil society sector. From its inception, the NDA has approached its mandate from a civil society grant-making perspective, which at the time was relevant and brought hope for civil society organisations. The strategic shift the NDA has adopted for the planning period primarily focuses on civil society organisations in the most deprived and prioritised districts in South Africa, and its main contribution will be building capacities of these organisations.

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

The NDA has adopted a decentralised approach that will be achieved through establishing district offices in the provinces to bring its services closer to the communities. This will increase accessibility so that NDA programmes remain relevant and responsive to the needs of various communities.

The commitment and dedication to the development cause showcased and embedded in the values of NDA, is carried through in the day-to-day activities of our staff. The innovative ideas and tenacious commitment to see through our targets is 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.

Ms Nelisiwe Vilakazi
Acting 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 to both the performance and organisational environments that compelled the NDA to review and revise its five-year strategic plan, which is focused on working with civil society organisations through Mikondzo. The rationale for reviewing and revising the strategic plan at this point of the Medium-term Strategic Framework (MTSF) has been largely influenced by the outcomes of the NDA review processes. The review of the NDA covered assessing the relevance of its legislative mandate, programme focus and efficiencies in responding to the mandate. The outcomes of the NDA review process compelled it to urgently address issues raised on its ability to respond effectively to programmes that contribute to poverty eradication in the country. During the financial years 2011/12 and 2012/13, both the Minister and Deputy Minister of Social Development visited a number of communities in 1 300 poor wards and districts with the highest poverty and severely malnourished children. The idea behind the visits was to, among other things, interact with targeted communities and get first-hand information on the service delivery challenges and opportunities within the communities. These visits were undertaken in collaboration with the Agencies (SASSA and NDA) and the provincial departments of Social Development.

The Mikondzo approach affirms the critical role that the NDA has to play in building the capacities of NGOs working in the most deprived and poor municipalities in South Africa. The Department of Social Development and its entities have been implementing Project Mikondzo in the identified 1 300 most deprived and poorest wards in South Africa. The strategic shift the NDA has adopted for the planning period focuses on civil society organisations (CSOs) working in those districts and its main contribution will be building the capacities of these organisations. The NDA is, therefore, positioning itself as a 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 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 the South African community development sector will not achieve its full potential without a viable and capacitated civil society sector. Project Mikondzo provides a relevant platform for the NDA to demonstrate its valuable role in bigger goals of meaningfully contributing towards reducing poverty, unemployment and inequalities at community level.

1.1 **Performance environment**

The National Development Agency has, from its inception, approached its mandate from a civil society grant-making perspective, which at the time was relevant and brought hope for civil society organisations. However, the NDA's initial grant-making strategy was largely based on the economic concept of demand and supply. The call for proposals, which was the initial approach, could not be sustained as the demand for funding was consistently growing and the resource abilities could not match the demand. This approach was revised to adapt to a more developmental approach of 'project formulation' where the NDA uses controlled targeting to fund community projects. The project formulation approach brought in a number of development elements, which include community project identification based on levels of poverty; community-based projects contributing to community-specific needs; focusing on key developmental areas, such as ECD, income generation, food and nutrition security; assessment of needs including levels of funding, development of a project plan with the CSOs implementing the project, and finally funding the project. 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 environmental scan conducted by the NDA to inform the strategy review process triggered dissatisfaction from the civil society on this grant-funding approach. Dissatisfaction from the civil society sector 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:

PART A: STRATEGIC OVERVIEW

- The environmental conditions that affect the civil society sector to fully and effectively participate in the South African developmental discourse.
- Socioeconomic conditions that fuel poverty and its causes in South Africa.
- The 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 some of these NPOs are unable to survive beyond their first-year anniversary because of a lack of access to funding, a lack of institutional management skills and non-compliance with the NPO Act registration requirements.

In the context of huge development deficits epitomised by mass unemployment, high 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 grant, 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 the South African context, 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 grants 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
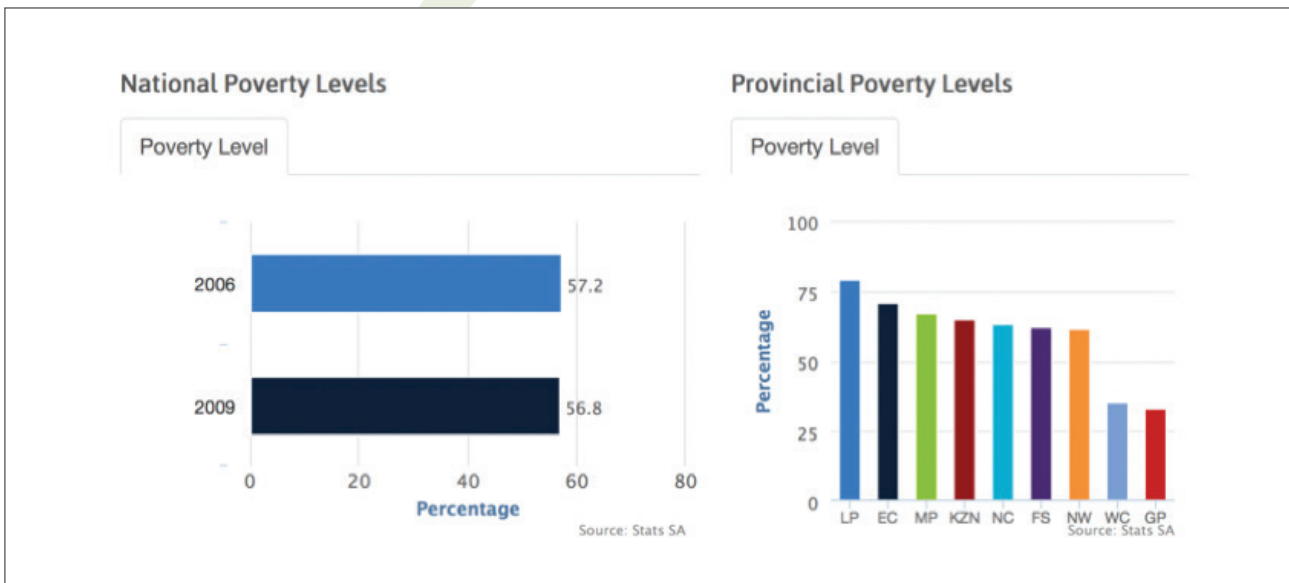
(Source: Stats SA)

From the above figure, it is clear that provinces such as Limpopo, the Eastern Cape, Mpumalanga, KwaZulu-Natal and the Northern Cape are the most affected in contrast with the 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
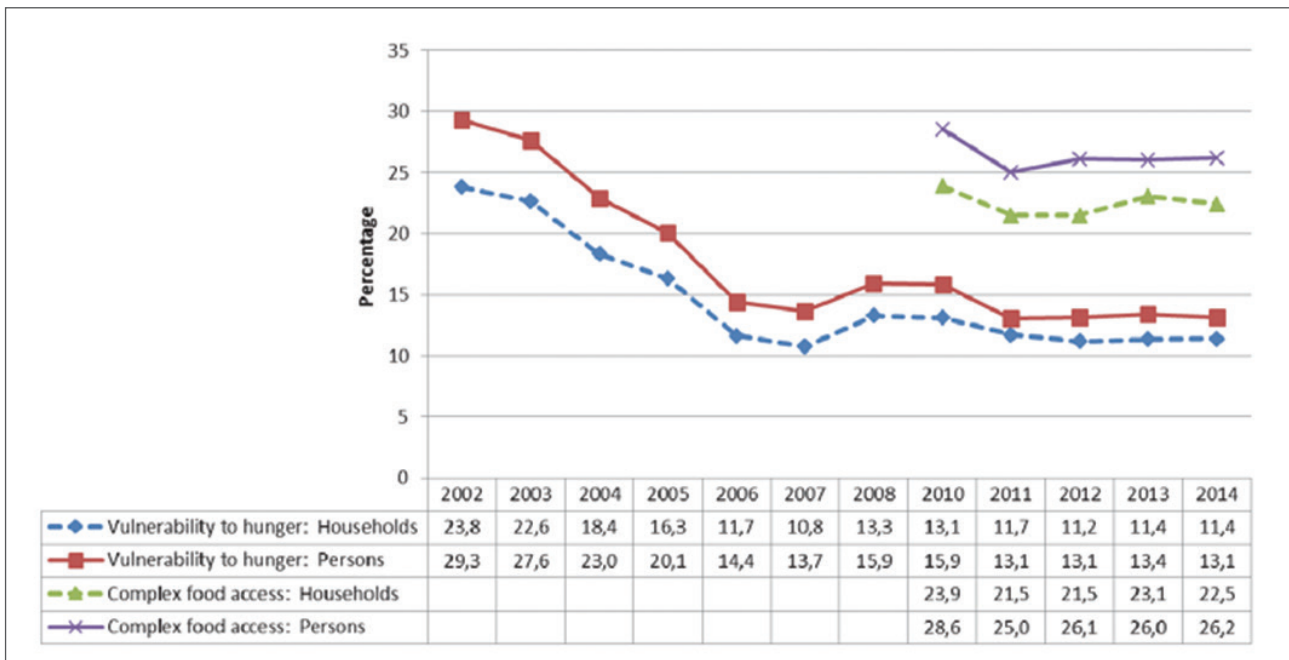
(Source: Stats SA)

PART A STRATEGIC OVERVIEW

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 and the civil society sector have recently participated in the negotiations for defining and adopting the UN SDGs, which are replacing 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 recognize 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 2016 – 2017 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 Mikondzo as its operational framework for programming, activity planning, implementation, and monitoring and evaluation.

1.2 Organisational environment

The NDA review process and the environmental scan have all shown that the NDA legislative mandate is relevant and appropriate. The Executive Authority is also in agreement with the views of relevance of the NDA mandate. The Mikondzo approach used by the social development sector for poor communities is an appropriate community engagement platform for the NDA. It is for this reason that the NDA has adopted Mikondzo as its strategy for social mobilisation and engagement.

Given the outcomes from the NDA Review commissioned by the Department of Social Development and the environmental scan conducted by the NDA to review its strategy and programmes, which both suggested that the NDA programmes, in the current form and structure are not effective, NDA management has taken a position to redefine and reposition its operation model. The aim is to streamline its approach towards supporting and working with CSOs, target communities with high levels of poverty, eliminate inefficiencies in its operations and expand its access to those identified communities.

The social development cluster developed an Integrated Anti-Poverty Strategy that seeks to ensure coordination and integration of all poverty interventions by the cluster. At the centre of the strategy is people's empowerment for their own development, mobilisation and conscientisation, and strengthening of public-private partnerships. It seeks to promote social inclusion, invest in human capital to ensure income security, and the creation of economic opportunities and jobs, among its many objectives. War on poverty is NDA's main focus as per its legislation and the anti-poverty strategy, and programmes of the sector are NDA priorities. It is, therefore, inevitable that the NDA's 'war on poverty' is integrated in the social development cluster initiatives, including actively participating in the 'war rooms' on poverty created by the cluster and other departments fighting poverty in the country. The NDA has designed its programmes to integrate with departments working in communities to alleviate poverty and improve the quality of life of individuals and households. This will be achieved through integrated planning with the Department of Social Development, SASSA, Department of Rural Development and Agrarian Reform, Department of Education, Department of Health, local municipalities and all national, provincial and local development agencies working with communities.

It is for these reasons that the NDA has adopted a programme approach that is based on community engagement, to define how it intervenes at community level. Areas of interventions to strengthen local or community-based organisation capacities will be based on needs assessments and consultation with communities and civil society organisations operating in the area. The main aim of the NDA is to capacitate CSOs in all poor communities across all provinces. Its interventions have been defined and the targets are the community-based organisations providing services or opportunities to improve the livelihood of people living in poor communities. The strategy is based on the NDA integrating its work with the social development sector, municipalities, and other public and private agencies that work with communities and civil society organisations.

1.2.1 Transitional requirements

During the transitional period 2016/17, the NDA will be finalising the revised five-year strategy and the Annual Performance Plan, including the MTSF allocation, which will outline the new programme areas and targets for 2016/17. The budget for 2016/17 is based on the current allocation of the NDA. Concurrently, the following programme activities will be carried out to refine the mandate, programmes and activities, funding levels, organisational structure, processes and systems to align the NDA to the refined mandate.

Programmes

Grant-funding: The CSO grant-funding programme will be phased out during the 2016/17 period. The current grants provided to CSOs have a term period ranging between 12 – 24 months and there are some CSOs whose grant contracts will still be active and not yet closed, hence the need for the transition period. The plan is to continue funding the remainder of those contracts during the 2015/16 financial year until all contracts are closed. This will require the NDA to ringfence all the grants committed and continue to monitor and support those projects through CSO social mobilisation and institutional capacity-building programmes as defined in the plan.

To ensure that NDA-funded projects remain sustainable, the NDA, through its processes for resource mobilisation and referral of CSOs, will ensure that these organisations are referred and assisted to continue accessing funding and other technical support from relevant institutions that would be interested in providing the funding or technical training support they require.

Technical training: The NDA currently provides technical training to CSOs. This intervention will not form part of the current capacity-building programme. However, the NDA, through its social mobilisation programme, will be referring and linking CSOs to institutions and relevant departments that provide funding for technical training interventions. For some of the technical training interventions that will be completed during the next financial year, such as ECD practitioner training where practitioners were enrolled for the 2015/16 financial year and are expected to complete in the next financial year, the NDA will ringfence the committed funds and disburse them in the 2016/17 financial year.

In both interventions, grant funding and technical training, the NDA will not commit to new projects in these areas. This will allow the NDA to reprioritise funding for 2016/17 from these areas to CSO social mobilisation and institutional capacity-building programmes.

1.2.2 NDA institutional support

During the transitional period, the NDA will be required to go through processes for refining its business operations, which include implementing outcomes from the following:

- IT systems infrastructure and processes
- Change management
- Organisational restructuring and optimisation
- Staff development and reskilling

It is inevitable that the staff complement will be affected. New IT infrastructure and systems will be required, training of staff will be undertaken, and all these would require additional capitalisation. The process as a whole has not been budgeted for in the current financial year and would need a once-off funding to ensure that all the plans are implemented and are not adversely affecting the deliverables planned for the year.

1.2.3 Programme focus

The new NDA business operation model has defined a package of interventions that will be made available to civil society organisations at community level. It has also defined the process of engagement with communities and the civil society sector. This will allow the NDA to have a niche and focus. It also identifies needs that would need referral to other organisations (public or private) for support that the NDA cannot offer.

The focus of the NDA is on new and struggling community-based organisations that need support to improve and sustain community-based programmes.

The NDA Service Delivery Model, within the Mikondzo approach, has defined a package of interventions that will be delivered to CSOs. The interventions are defined as follows:

CSO social mobilisation – This is the engagement process with a social development sector multi-disciplinary team that engages communities and CSOs at local level to identify developmental needs, possible interventions, referrals to other departments and supporting communities to develop community structures or formations to organise themselves.

CSO empowerment – Community empowerment through CSOs provides the NDA with a space to implement interventions that use development creation principles focusing on the following outcome areas for local civil society organisations:

• **Confident** – Involve CSOs in discussions about development projects in the community, including planning, funding requirements and implementation of community projects. This process makes sure that the information provided is accessible and that time has been taken to ensure people understand. As a result, CSOs gain skills, knowledge and confidence, which will help them participate in these and future projects.

• **Inclusive** – Creation of development interventions is based on the awareness of the make-up of the group you are working with – how reflective are they of the local population and users, in terms of age, gender, race, etc. It allows finding ways to involve people who have not participated in the community structures, but might have an interest in doing so. You encourage discussions. As a result, you gain a cross-section of views, experience and expertise, and local structures learn more about each other and work together.

• **Organised** – The approach encourages CSOs to work as a team and benefit from each other's strengths. You support them by developing processes for discussions and decision-making, which are understood by everyone. As a result, they all understand how the decisions will be made and how, as community-based structures, they can tackle development issues at local level. They have collective responsibility for addressing a range of local development challenges.

• **Cooperative** – This process promotes working together to identify and implement action, encouraging networking and connections between CSOs. The outcome is working in ways that build positive relationships across groups, identify common messages, develop and maintain links to national bodies and promote partnership at all levels.

• **Influential** – This process encourages CSOs to make decisions and they do this within known parameters. They decide on the design and timescale of the work, based on aesthetics, ecological considerations and the practical and economic context. As a result, they can see the benefit of their involvement in the change that takes place and feel collectively responsible for achievements.
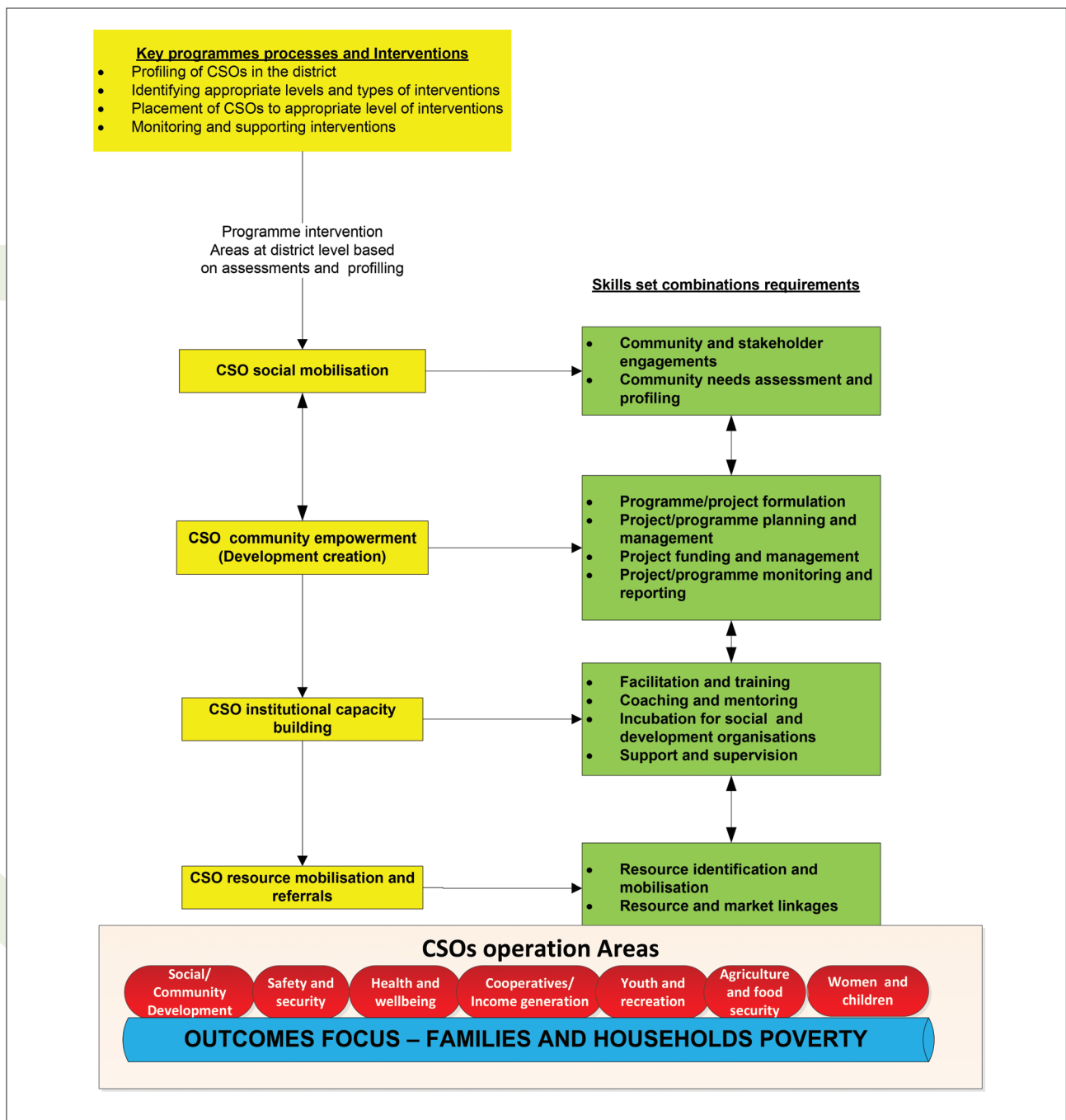
CSO institutional capacity-building – This is a process of developing and strengthening the institutional skills, instincts, abilities, processes and resources that organisations and communities need to survive, adapt, and thrive in the fast-changing world. The institutional capacity-building programme for CSOs will focus on the following areas: financial management, conflict resolution and management, governance, compliance and registration, fundraising and resource mobilisation, project planning and management, project monitoring and reporting. The programme will use the following interventions to enhance abilities of CSOs, especially those that are merging or struggling to realise their goals:

- Training – Formal and non-formal training provided to communities and organisations to improve and enhance their understanding of operational areas, management processes, including registration and compliance issues, and technical skills support to improve the quality of the organisation's work or products.

- Mentorship – This is a critical process in learning and gaining skills. The NDA will facilitate and provide platforms for CSO mentorship at local level. Organisations and individuals with appropriate skills will also be recruited to become mentors of these organisations.

- Incubation – Small businesses have benefited from incubation programmes. The NDA will create infrastructure for CSO incubation at district level. These structures will ensure that CSOs have access to specialised skills, templates, access to information and support to enhance their organisational abilities to grow through developing skills for resource mobilisation, networking and expanding their own operations.

  CSO resource mobilisation and referrals – This intervention is critical for assisting CSOs to identify resources and linking them to available resources at all levels. As the NDA phases out its grant-funding for project implementation for CSOs, this intervention will assist them to identify and link them to available funding within their local area and nationally. In addition, the intervention will have referral processes to available resources for funding and ensure that the organisation has the ability to account for any funding they have accessed.

Figure 3: NDA's CSO package of services and skills requirements to deliver the package

Key programmes processes and Interventions
- Profiling of CSOs in the district
- Identifying appropriate levels and types of interventions
- Placement of CSOs to appropriate level of interventions
- Monitoring and supporting interventions

Programme intervention Areas at district level based on assessments and profilling

Skills set combinations requirements

CSO social mobilisation
- Community and stakeholder engagements
- Community needs assessment and profiling

CSO community empowerment (Development creation)
- Programme/project formulation
- Project/programme planning and management
- Project funding and management
- Project/programme monitoring and reporting

CSO institutional capacity building
- Facilitation and training
- Coaching and mentoring
- Incubation for social and development organisations
- Support and supervision

CSO resource mobilisation and referrals
- Resource identification and mobilisation
- Resource and market linkages

CSOs operation Areas

| Social/ Community Development | Safety and security | Health and wellbeing | Cooperatives/ Income generation | Youth and recreation | Agriculture and food security | Women and children |

OUTCOMES FOCUS – FAMILIES AND HOUSEHOLDS POVERTY

The redesigning of the NDA focus areas and the packaging of services will be delivered at district level. This then requires the NDA to first establish district offices, first in the Mikondzo districts and then in certain districts identified by municipalities and provinces as poor local municipalities.

The strategic planning process concluded that the NDA will need to consolidate its programme areas to increase efficiency and integration internally and with external partners, such as the Department of Social Development and the South African Social Security Agency. This was driven by aligning the NDA to Outcome 13 and the Mikondzo strategy. For the model to become functional, the NDA strategy will have three programmatic areas, which are the following:

- Civil society organisations mobilisation
- Civil society institutional capacity-building
- Research and knowledge management

The business operation model is anchored and driven from the Mikondzo's social development sectoral approach and strategy. This approach requires the NDA to decentralise its business model to operate and focus on the areas identified by Government as high-level poverty wards in all provinces. The basis of this approach is that the NDA will develop civil society support interventions that are informed by assessment and analysis of needs at community level.

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

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.

Programme 2: CSO mobilisation – The programme focuses on CSO engagements, assessments and needs analyses, prioritisations of interventions required by CSOs, facilitating community and CSO networks, resource identification and mobilisation to support NPOs, provision of information and referrals of CSOs to other state and private institutions for additional support. This programme will focus on Mikondzo districts identified by the social development sector and poverty wards identified by provinces and municipalities in all the provinces.

Programme 3: CSO capacity-building – The programme will focus on strengthening institutional capacities of CSOs across Mikondzo districts and other high-poverty districts identified by provinces and municipalities across all nine provinces. The institutional capacity interventions will only focus on financial management, conflict resolution and management, governance, compliance and registration, fundraising and resource mobilisation, project planning and management, project monitoring and reporting. The capacity-building programme is the intervention arm of the NDA; it will facilitate and provide training, mentoring and incubation to all CSOs identified with a need for any of these interventions in the districts and those funded by the Department of Social Development.

Programme 4: Research and knowledge management – The programme will focus on action research and impact evaluative studies that will be used to inform programme planning, implementation and management of NDA poverty eradication programmes in the Mikondzo districts. In addition, the research programme and evaluation outcomes will inform national policy debates and engagements with the CSO sector and organs of state 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.

The process of reorganisation and restructuring of the NDA will also be implemented over a period to ensure that its structure is aligned to its strategy, and its plans remain relevant and responsive to address challenges. This exercise will include reviewing human resource abilities so as to align them to the new approach. This process will require the NDA to evaluate all staff members to ensure they have the skills and competencies required, placement of staff in appropriate positions and programmes, retraining and skilling of existing staff who require skills development for the new functions and implement a change management programme that will prepare staff for the new functions and responsibilities.

Further, the NDA will review and align its information technology systems, policies, procedures and operation manuals to ensure that it responds better to the demands and needs of the civil society sector. The current systems and processes are inward-looking and do not provide a conducive 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 reviewed and properly aligned to respond to the sector effectively.

Apart from this, the NDA has to develop a new communications and marketing strategy, which will focus on building the relevance of the NDA, especially by the CSO sector and Government. It will also strive to create a new positive image of the NDA amongst all stakeholders. This will require 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**

	Current year (2015/16)	2016/17	2017/18	2018/19
Revenue	188 181 000	197 353 000	206 741 000	216 358 050
Transfer from Department of Social Development	184 381 000	194 153 000	203 861 000	214 054 050
Other income	3 800 000	3 200 000	2 880 000	2 304 000
Total expenditure	**188 181 000**	**197 353 000**	**206 741 000**	**216 358 050**
PROGRAMME 1: Administration and governance	92 365 569	86 462 309	89 224 910	95 264 439
Employment cost	49 479 596	47 516 855	49 748 001	53 221 531
Overheads and operating costs	38 306 377	38 945 454	39 476 909	42 042 908
Total mandate cost	**95 815 431**	**89 681 619**	**100 516 090**	**114 293 611**
PROGRAMME 2: CSO mobilisation	68 265 726	33 014 876	35 262 807	37 501 865
CSO engagements, needs assessment and support	41 856 672	10 775 742	11 466 934	12 040 281
Compensation of employees	26 409 054	22 239 134	23 795 873	25 461 584
PROGRAMME 3: CSO capacity-building	18 000 000	47 373 361	55 263 740	66 144 573
Compensation of employees (capacity-building officers)		17 001 619	20 338 006	24 370 092
Institutional capacity-building	18 000 000	30 371 742	34 925 734	41 774 481
PROGRAMME 4: Research and knowledge management	9 549 705	9 293 382	9 989 543	10 647 173
Compensation of employees	2 632 823	3 891 683	4 156 317	4 434 790
Commissioning and publication of research studies	3 323 035	3 216 652	3 506 151	3 734 050
Monitoring and evaluation of programmes	3 593 847	2 185 047	2 327 075	2 478 332
Capital expenditure	4 579 596	21 209 071	17 000 000	6 800 000
Replacement of laptops	4 579 596	1 416 071	2 000 000	1 800 000
Integrated ICT system	–	2 000 000	5 000 000	5 000 000
Set-up costs: District offices	–	17 793 000	10 000 000	–
Shortfall/Surplus	–	–	–	–

PART B: PROGRAMME AND SUB-PROGRAMME 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 and annual targets for 2016/2017

Strategic objective		Audited/Actual performance			Estimate performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1.1	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 opinion	Clean audit opinion

4.2   Programme performance indicators and annual targets for 2016/2017

Strategic objective 1.1: To develop and strengthen internal systems, processes and human capability to deliver efficiently and effectively on the NDA mandate		Audited/Actual performance			Estimate performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1.1	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 opinion	Clean audit opinion

Perfromance indicators		Audited/Actual performance			Estimate performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1.1	Number of Executive Committee (Exco) meetings held per year	New	New	New	New	12	12	12
1.2	Number of partnership agreements concluded and signed per year	New	New	14	Not in the APP	19	21	25
1.3	Timeous submission of Strategic Plan and Annual Performance Plan to executive authority per year	New	New	New	New	Submit within the prescribed timeframes	Submit within the pre-scribed time-frames	Submit within the prescribed timeframes
1.4	Number of hits reached through NDA website and social media platforms per year	New	New	New	New	80 000	120 000	200 000
1.5	Percentage of staff audited for skills development per year	New	New	New	New	100%	100%	100%
1.6	Percentage of targeted employees attending identified skills development programmes per year	New	New	New	New	60%	40%	40%

PART B: PROGRAMME AND SUB-PROGRAMME PLANS
CONTINUED

4.2 Programme performance indicators and annual targets for 2016/2017 continued

Performance indicators		Audited/Actual performance			Estimate performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1.7	Percentage reduction in regulatory audit findings per year	New	New	New	New	80%	100%	100%
1.8	Completed and functional integrated information system per year	New	New	New	New	Approved ICT Strategy Plan	60% Implementation of IT Plan	Fully functional and integrated ICT system
1.9	Number of district offices established and functional per year	New	New	New	New	9	18	0

4.3 Quarterly targets for 2016/2017

Performance indicators 1.1		Reporting period	Annual target 2016/17	Quarterly targets			
				Q1	Q2	Q3	Q4
1.1	Number of Executive Committee (Exco) meetings held per year	Quarterly	12	3	3	3	3
1.2	Number of partnership agreements concluded and signed per year	Quarterly	19	3	6	6	5
1.3	Timeous submission of Strategic Plan and Annual Performance Plan to executive authority per year	Annually	Submit within the prescribed timeframes		1st draft APP and Strategy Plan submitted within prescribed timeframes	2nd draft APP and Strategy Plan submitted within prescribed timeframes	Final approved APP and Strategy Plan submitted within prescribed timeframes
1.4	Number of hits reached through the NDA website and social media platforms per year	Quarterly	80 000	20 000	20 000	20 000	20 000
1.5	Percentage of staff audited for skills development per year	Quarterly	100%	100%	–	–	–
1.6	Percentage of targeted employees attending identified skills development programmes per year	Quarterly	60%	–	20%	40%	–
1.7	Percentage reduction in regulatory audit findings per year	Bi-annually	80%	–	80%	–	–
1.8	Completed and functional integrated information system per year	Quarterly	Approved ICT strategy and plan		IT assessment requirement report	Draft IT strategy and plan	Approved ICT strategy and plan
1.9	Number of district offices established and functional per year	Quarterly	9	–	3	3	3

5.   **Programme 2: Civil society organisation mobilisation**

The programme focuses on CSO engagements, assessments and needs analyses, prioritisations of interventions required by CSOs, facilitating community and CSO networks, resource identification and mobilisation to support NPOs, provision of information and referrals of CSOs to other state and private institutions for additional support. This programme will focus on Mikondzo districts identified by the social development sector and poverty wards identified by provinces and municipalities in all the provinces.

5.1   **Strategic objectives and annual targets for 2016/2017**

Strategic objective		Audited/Actual performance			Estimate performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
2.1.	To conduct CSO engagements, assessments and needs analyses in the identified priority wards.	New	New	New	New	2 030	3 050	4 200

5.2   **Programme performance indicators and annual targets for 2016/2017**

Performance indicators		Audited/Actual performance			Estimate performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
2.1.	To conduct CSO engagements, assessments and needs analyses in the identified priority wards.	New	New	New	New	2 030	3 050	4 200
2.1	Number of social engagements with CSOs on community development per year	New	New	New	New	2 030	3 050	4 200
2.2	Number of CSO structures formalised in priority wards per year	New	New	New	New	630	720	940
2.3	Number of CSOs assessed in priority wards to determine appropriate capacity-building interventions per year	New	New	New	New	2 030	3 050	4 200
2.4	Number of CSOs assisted to register with appropriate registration authority in priority wards per year	New	New	New	New	630	720	940
2.5	Number of CSOs assessed and referred to other agencies for technical and financial support in priority wards per year	New	New	New	New	406	762	1 260

5.3 Quarterly targets for 2016/2017

Performance indicators		Reporting period	Annual target 2016/17	Quarterly targets			
				Q1	Q2	Q3	Q4
2.1	Number of social engagements with CSOs on community development per year	Quarterly	2 030	365	555	555	555
2.2	Number of CSO structures formalised in priority wards per year	Quarterly	630	60	262	201	107
2.3	Number of civil society organisations assessed in priority wards to determine appropriate capacity-building interventions per year	Quarterly	2 030	365	555	555	555
2.4	Number of CSOs assisted to register with appropriate registration authority in priority wards per year	Quarterly	630	60	262	201	107
2.5	Number of CSOs assessed and referred to other agencies for technical and financial support in priority wards per year	Quarterly	406	100	102	102	102

6. Programme 3: Civil society organisations capacity-building

The programme will focus on strengthening institutional capacities of CSOs across Mikondzo districts and other high-poverty districts identified by provinces and municipalities across all nine provinces. The institutional capacity interventions will only focus on financial management, conflict resolution and management, governance, compliance and registration, fundraising and resource mobilisation, project planning and management, project monitoring and reporting. The capacity-building programme is the intervention arm of the NDA; it will facilitate and provide training, mentoring and incubation to all CSOs identified with a need for any of these interventions in the districts and those funded by the Department of Social Development.

6.1 Strategic objectives and annual targets for 2016/2017

Strategic objective		Audited/Actual performance			Estimate performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
3.1	To increase accessibility to capacity-strengthening interventions to CSOs with the aim of improving the quality of services.	New	New	New	New	4950	8250	14000

6.2 Programme performance indicators and annual targets for 2016/2017

Performance indicators		Audited/Actual performance			Estimate performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
3.1	Number of CSOs trained and mentored to comply with the Non-profit Organisations Act (1997) per year	New	New	New	New	3 000	3 750	6 000
3.2	Number of CSOs capacitated in civil society organisational management per year	223	2 059	2 531	2 500	2 000	3 000	5 000
3.3	Number of NPOs trained in community development practice per year	New	New	New	New	450	1 500	3 000
3.4	Number of NDA-funded projects exited into sustainable programmes per year	New	New	New	New	140	0	0

6.3 Quarterly targets for 2016/2017

Performance indicators		Reporting period	Annual target 2016/17	Quarterly targets			
				Q1	Q2	Q3	Q4
3.1	Number of CSOs trained and mentored to comply with the Non-profit Organisations Act (1997) per year	Quarterly	3 000	500	1 000	1 000	500
3.2	Number of CSOs capacitated in civil society organisational management per year	Quarterly	2 000	250	750	750	250
3.3	Number of NPOs trained in community development practice per year	Quarterly	450	50	175	175	50
3.4	Number of NDA-funded projects exited into sustainable programmes per year	Quarterly	140	20	40	40	40

7.   Programme 4: Research and knowledge management

The programme will focus on action research and impact evaluative studies that will be used to inform programme planning, implementation and management of NDA poverty eradication programmes in the Mikondzo districts. In addition, the research programme and evaluation outcomes will inform national policy debates and engagements with the CSO sector and organs of state 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.

7.1 Strategic objectives annual targets for 2016/2017

Strategic objective		Audited/Actual performance			Estimate performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
4.1:	To conduct, collate and disseminate research and evaluations that inform national development agenda.	New	New	New	New	16 reports produced and disseminated	18 reports produced and disseminated	20 reports produced and disseminated

PART B: PROGRAMME AND SUB-PROGRAMME PLANS
CONTINUED

7.2   Programme performance indicators and annual targets for 2016/2017

Performance indicators		Audited/Actual performance			Estimate performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
4.1	Number of research reports, evaluation reports and policy briefs produced per year	New	New	New	14 reports produced	16 reports produced	18 reports produced	20 reports produced
4.2	Number of best-practice publications produced per year	New	New	6	7	6 publi-cations produced	9 publi-cations produced	12 pub-lications produced
4.3	Number of dissemination sessions for research reports, evaluation reports, policy briefs and best-practice publications conducted per year	New	New	New	New	6	7	7
4.4	Number of people who attended research reports, evaluation reports, policy briefs and best-practice dissemination sessions per year	New	New	6	7	240 people	260 people	280 people
4.5	Revised NDA monitoring and evaluation framework and tools approved during the year	New	New	New	New	Approved M&E frame-work and tools	0	0

7.3   Quarterly targets for 2016/2017

Performance indicators		Reporting period	Annual target 2016/17	Quarterly targets			
				Q1	Q2	Q3	Q4
4.1	Number of research reports, evaluation reports and policy briefs produced per year	Quarterly	16 reports produced	2 reports produced	6 reports produced	6 reports produced	2 reports produced
4.2	Number of best-practice publications produced per year	Quarterly	6 publi-cations produced	1 pub-lication produced	2 publi-cations produced	2 publi-cations produced	1 pub-lication produced
4.3	Number of dissemination sessions for research reports, evaluation reports, policy briefs and best-practice publications conducted per year	Quarterly	6 sessions	1 session	2 sessions	2 sessions	1 session
4.4	Number of people who attended research reports, evaluation reports, policy briefs and best-practice dissemination sessions per year	Quarterly	240 people	40 people	80 people	80 people	40 people
4.5	Revised NDA monitoring and evaluation framework and tools approved during the year	Quarterly	Approved M&E framework and tools		Draft M&E framework and tools	Approved M&E framework and tools	

ANNEXURE D: VISION, MISSION AND VALUES

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-oriented goal 1	Developed and strengthened internal systems, processes and human capability to deliver efficiently on the NDA mandate.
Goal statement	Implement financial management, information technology, human resource and communications systems and process to achieve good governance by 2018/19.
Strategic outcome-oriented goal 2	Engagements, assessments, and needs analysis in identified deprived wards and Mikondzo districts.
Goal statement	Conduct engagements, dialogues, assessments and needs analysis in identified deprived wards and Mikondzo for purposes of planning interventions, information provision and making referrals to other institutions for CSO funding, interventions and support outside NDA scope.
Strategic outcome-oriented goal 3	Increased accessibility to capacity-strengthening interventions to CSOs with the aim of improving the quality of services.
Goal statement	Increase the number of civil society organisations provided with training, mentoring, incubation, funding support and referrals to other institutions.
Strategic outcome-oriented goal 4	Conduct, collate and disseminate research and evaluations that inform national development agenda.
Goal statement	Conduct action research and evaluations that inform the formulation of national development policies and programmes focusing on poverty eradication initiatives.

Budget programmes

	Current year (2015/16)	2016/17	2017/18	2018/19
Revenue	188 181 000	197 353 000	206 741 000	216 358 050
Transfer from Department of Social Development	184 381 000	194 153 000	203 861 000	214 054 050
Other income	3 800 000	3 200 000	2 880 000	2 304 000
Total expenditure	188 181 000	197 353 000	206 741 000	216 358 050
PROGRAMME 1: Administration and governance	92 365 569	86 462 309	89 224 910	95 264 439
Employment cost	49 479 596	47 516 855	49 748 001	53 221 531
Overheads and operating costs	38 306 377	38 945 454	39 476 909	42 042 908
Total mandate cost	95 815 431	89 681 619	100 516 090	114 293 611
PROGRAMME 2: CSO mobilisation	68 265 726	33 014 876	35 262 807	37 501 865
CSO engagements, needs assessment and support	41 856 672	10 775 742	11 466 934	12 040 281
Compensation of employees	26 409 054	22 239 134	23 795 873	25 461 584
PROGRAMME 3: CSO capacity-building	18 000 000	47 373 361	55 263 740	66 144 573
Compensation of employees (capacity-building officers)		17 001 619	20 338 006	24 370 092
Institutional capacity-building	18 000 000	30 371 742	34 925 734	41 774 481
PROGRAMME 4: Research and knowledge management	9 549 705	9 293 382	9 989 543	10 647 173
Compensation of employees	2 632 823	3 891 683	4 156 317	4 434 790
Commissioning and publication of research studies	3 323 035	3 216 652	3 506 151	3 734 050
Monitoring and evaluation of programmes	3 593 847	2 185 047	2 327 075	2 478 332
Capital expenditure	4 579 596	21 209 071	17 000 000	6 800 000
Replacement of laptops	4 579 596	1 416 071	2 000 000	1 800 000
Integrated ICT system	–	2 000 000	5 000 000	5 000 000
Set-up costs: District offices	–	17 793 000	10 000 000	–
Shortfall/Surplus	–	–	–	–

ANNEXURE E: TECHNICAL INDICATOR DESCRIPTION

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PROGRAMME 1: GOVERNANCE AND ADMINISTRATION

Performance Indicator Reference Sheet	
Name of strategic objective	To develop and strengthen internal systems, processes and human capability to deliver on the NDA mandate
Indicator title: 1.1	Number of Executive Committee (Exco) meetings held per year
Short definition	It is the number of Exco meetings held during the period under review
Purpose/Importance	Measures management efficiencies in reviewing and monitoring the organisation's performance and responding to issues that improves operational efficiency and effectiveness
Source/Collection of data	Exco meeting packs
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 Exco meets and takes management and operational decisions every once a month
Indicator responsibility	CEO
Portfolio of evidence	Minutes of the Exco meeting with action points and Exco meeting attendance list signed by present members

Performance Indicator Reference Sheet	
Name of strategic objective	To develop and strengthen internal systems, processes and human capability to deliver on the NDA mandate
Indicator title: 1.2	Number of partnership agreements concluded and signed per 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 to enhance its objective of fulfilling the mandate.
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 contracts

Performance Indicator Reference Sheet	
Name of strategic objective	To develop and strengthen internal systems, processes and human capability to deliver on the NDA mandate
Indicator title: 1.3	Timeous submission of Strategic Plan and Annual Performance Plan to executive authority per year
Short definition	The NDA Strategic Plan and Annual Performance Plan submitted to comply with Government planning processes as defined in the *Framework for Strategic Plans* and *Annual Performance Plans* by National Treasury. The plans, as per regulations, are submitted as follows: • 1st draft – end of August • 2nd draft – end of November • Final – end of January
Purpose/Importance	The performance measure assesses the NDA compliance with Government planning and budgeting regulations as defined in the *Framework for Strategic Plans and Annual Performance Plans*
Source/Collection of data	NDA Strategic Plan and Annual Performance Plan documents produced and filled by the NDA
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	No
Desired performance	The KPI aims at ensuring that the NDA complies with strategic plan regulations as prescribed in the National Framework for Strategic Plans and Annual Performance Plans
Indicator responsibility	Senior Manager OCEO
Portfolio of evidence	Dated correspondence from the NDA OCEO to the Executive Authority indicating submission of both plans and copies of Strategic Plan and Annual Performance Plan

Performance Indicator Reference Sheet	
Name of strategic objective	To develop and strengthen internal systems, processes and human capability to deliver on the NDA mandate
Indicator title: 1.4	**Number of hits reached through NDA website and social media platforms per year**
Short definition	This is the number of people who have visited the NDA website and social media platforms in the period under review.
Purpose/Importance	To measure the frequency and interest in the NDA programmes and activities from members of the public.
Source/Collection of data	NDA website reports and social media platform reports
Method of calculation	Number (Simple count)
Data limitation	Accurately counting new visitors to social media platforms
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increase in the number of people interested in NDA programmes and activities
Indicator responsibility	Manager M&C
Portfolio of evidence	Website and media platforms generated reports

PROGRAMME 1: GOVERNANCE AND ADMINISTRATION continued

Performance Indicator Reference Sheet	
Name of strategic objective	To develop and strengthen internal systems, processes and human capability to deliver on the NDA mandate
Indicator title: 1.5	Percentage of staff audited for skills development per year
Short definition	It is the percentage of NDA staff assessed to determine the skills gap and suitability of staff to perform in the responsibility areas they have been allocated to with the aim of breaching the skills gap, where necessary.
Purpose/Importance	To measure the skills gap with the intention of capacitating those staff found to have skills development needs to perform their functions
Source/Collection of data	NDA Staff Skills Audit Report
Method of calculation	The following formula shall be used in computing this benchmark: SA=(N / P)*100 where: SA% – percentage of staff audited N – number of staff audited P – NDA approved staff complement
Data limitation	None
Type of indicator	Output
Calculation type	Proportion
Reporting cycle	Annually
New indicator	Yes
Desired performance	To identify skills gap in the organisation
Indicator responsibility	Manager HR
Portfolio of evidence	Skills Audit Report

Performance Indicator Reference Sheet	
Name of strategic objective	To develop and strengthen internal systems, processes and human capability to deliver on the NDA mandate
Indicator title: 1.6	Percentage of targeted employees attending identified skills development programmes per year
Short definition	The percentage of NDA employees who undergo skills development programmes from the total number of employees found to require skills development from the skills audit report
Purpose/Importance	This performance indicator measures the proportion of staff who qualify for capacity-building to those who have been provided with capacity-building interventions in the organisation in the year
Source/Collection of data	Staff development reports
	The following formula shall be used in computing this benchmark: Method of calculation SC% = (N / P)*100 where: SC% – percentage of staff in skills development programmes N – number of staff in skills development programmes per year P – NDA staff identified to have skills gaps that need further development in the skills audit report in the year
Data limitation	None
Type of indicator	Output
Calculation type	Proportion
Reporting cycle	Annually
New indicator	Yes
Desired performance	Employee development and growth
Indicator responsibility	Manager HR
Portfolio of evidence	Enrolment schedule

Performance Indicator Reference Sheet	
Name of strategic objective	To develop and strengthen internal systems, processes and human capability to deliver on the NDA mandate
Indicator title: 1.7	Percentage reduction in regulatory audit findings per year
Short definition	The percentage of regulatory audit findings identified during the AGSA's audit process when compared to the previous year audit findings.
Purpose/Importance	The measure was selected to ensure that NDA continuously improves on its performance towards regulatory compliance year after year.
Source/Collection of data	AGSA management letter
	The following formula shall be used in computing this benchmark: Method of calculation AR%=((F2-F1) / N1)*100 where: AR% – percentage of audit findings reported F1 – number of reported audit findings in the previous year F2 – number of reported audit findings in the current year N1 – Total number of reported regulatory audit findings in the previous year
Data limitation	None
Type of indicator	Output
Calculation type	Proportion
Reporting cycle	Annually
New indicator	Yes
Desired performance	Reduction in audit findings, thus improving NDA processes in executing its functions
Indicator responsibility	CFO
Portfolio of evidence	AGSA management letter

Performance Indicator Reference Sheet	
Name of strategic objective:	To develop and strengthen internal systems, processes and human capability to deliver on the NDA mandate
Indicator title: 1.8	Completed and functional integrated information system per year
Short definition	These is an NDA functional and integrated information system developed to meet the ICT organisational business needs.
Purpose/Importance	The performance measure is aimed at ensuring that the NDA has developed a functional and integrated information system that meets the organisational business needs.
Source/Collection of data	NDA ICT strategy and plan
Method of calculation	Simple count
Data limitation	Identifying system specifications and sourcing
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Establishing an organisational integrated information system
Indicator responsibility	IT Senior Manager
Portfolio of evidence	Approved and signed-off Status Report

PROGRAMME 1: GOVERNANCE AND ADMINISTRATION continued

Performance Indicator Reference Sheet	
Name of strategic objective	To develop and strengthen internal systems, processes and human capability to deliver on the NDA mandate
Indicator title: 1.9	Number of district offices established and functional per year
Short definition	The number of district offices established with working space, staff and operation requirements to offer NDA services in the period under review.
Purpose/Importance	To measure the expansion of NDA services at district level
Source/Collection of data	Physical address of offices and staff names working from offices
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	Establish district offices at district level to improve access of NDA services to local communities
Indicator responsibility	Provincial Manager
Portfolio of evidence	District establishment project reports

PROGRAMME 2: CIVIL SOCIETY ORGANISATIONS SOCIAL MOBILISATION

Performance Indicator Reference Sheet	
Name of strategic objective	To conduct CSO engagements, assessments, and needs analysis in all Mikondzo districts for purposes of planning appropriate interventions for CSOs in the districts.
Indicator title: 2.1	Number of social engagements with CSOs on community development per year
Short definition	The number of meetings, dialogues and information-sharing sessions with CSOs on the developmental needs of the CSOs aimed at identifying interventions by the NDA to support the CSOs.
Purpose/Importance	To identify appropriate support needs for CSOs and plan interventions for supporting CSOs by the NDA based on identified needs through meetings, dialogues and information-sharing sessions with local CSOs
Source/Collection of data	Social engagements reports submitted by the Development and Capacity-building Officers
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	To have social engagement with CSOs to identify CSO support needs at district level
Indicator responsibility	Provincial Manager
Portfolio of evidence	Social engagement reports

Performance Indicator Reference Sheet	
Name of strategic objective	To conduct CSO engagements, assessments, and needs analysis in all Mikondzo districts for purposes of planning appropriate interventions for CSOs in the districts.
Indicator title: 2.2	Number of CSO structures formalised in priority wards per year
Short definition	The number of CSO structures assisted to organise themselves and be ready to be formally registered as organisations in priority wards (Mikondzo) through a consultative and support process facilitated by the NDA.
Purpose/Importance	The performance measure ensures that the most deprived wards have CSOs with appropriate legal registration credentials to provide 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	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To have at least one ward-based CSO legally registered to provide social and community development programmes in the ward
Indicator responsibility	Provincial offices
Portfolio of evidence	Status report for the organisations that have been assisted, minutes of the meetings, attendance registers, constitution and the elected members.

Performance Indicator Reference Sheet	
Name of strategic objective	To conduct CSO engagements, assessments, and needs analysis in all Mikondzo districts for purposes of planning appropriate interventions for CSOs in the districts.
Indicator title: 2.3	Number of CSOs assessed in priority wards to determine appropriate capacity-building interventions per year
Short definition	The number of CSOs assessed by the NDA to determine institutional capacity needs to properly run the organisation including compliance to the NPO Registration Act.
Purpose/Importance	The performance measure ascertains the institutional capacity levels of CSOs to properly run and manage the organisation.
Source/Collection of data	Assessment or Audit Report
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 in the most deprived wards (Mikondzo) audited and assessed for their capacity needs
Indicator responsibility	Provincial Offices
Portfolio of evidence	Assessment and/or Audit Report

PROGRAMME 2: CIVIL SOCIETY ORGANISATIONS SOCIAL MOBILISATION continued

Performance Indicator Reference Sheet	
Name of strategic objective	To conduct CSO engagements, assessments, and needs analyses in all Mikondzo districts for purposes of planning appropriate interventions for CSOs in the districts.
Indicator title: 2.4	Number of CSOs assisted to register with appropriate registration authority in priority wards per year
Short definition	The number of unregistered CSOs from priority wards (Mikondzo) provided with support from the NDA in order to formalise the CSO and be registered with the relevant registration authority as prescribed by various legal registration requirements.
Purpose/Importance	The performance measure indicates the number of unregistered CSOs assisted by the NDA to formally register with an appropriate CSO registration authority in South Africa in order to formalise their status and do business in the Republic.
Source/Collection of data	Registration certificate, Constitution
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	All CSOs in Mikondzo districts are registered.
Indicator responsibility	District offices
Portfolio of evidence	Copies of registration certificates

Performance Indicator Reference Sheet	
Name of strategic objective	To conduct CSO engagements, assessments, and needs analyses in all Mikondzo districts for purposes of planning appropriate interventions for CSOs in the districts.
Indicator title: 2.5	Number of CSOs assessed and referred to other agencies for technical and financial support in priority wards per year.
Short definition	The number of CSOs from priority wards (Mikondzo) that were audited and/or assessed ended up being referred to other agencies for technical and financial support by the NDA.
Purpose/Importance	The performance measures the proportion, from all CSOs assessed and/or audited by the NDA, referred for additional support to other institutions in order to strengthen their abilities to perform the functions the organisation has been created to fulfil.
Source/Collection of data	Referral records and assessment reports
Method of calculation	The following formula shall be used in computing this benchmark: $R\% = (N / P) * 100$ Where: R% – percentage of CSOs referred to other Institutions N – total number of audited and/or assessed CSOs referred in the reporting period P – total number of CSOs audited and/or assessed in the reporting period
Data limitation	Accuracy and verifiable information in the assessment and referrals reports
Type of indicator	Output
Calculation type	Promotion in percentage
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All CSOs requiring additional support are referred to relevant institutions after assessment.
Indicator responsibility	Provincial Manager
Portfolio of evidence	Referral reports, with names of CSOs and name of institution referred to

PROGRAMME 3: CAPACITY-BUILDING FOR CIVIL SOCIETY ORGANISATIONS

Performance Indicator Reference Sheet	
Name of strategic objective	To increase accessibility to capacity-strengthening interventions to CSOs operating in the Mikondzo districts with the aim of improving the quality of services they deliver for poverty eradication initiatives.
Indicator title: 3.1	Number of CSOs trained and mentored to comply with the Non-profit Organisations Act (1997) per year
Short definition	The number of CSOs who sent delegates to attend training and mentored on compliance with the NPOs Act (1997) in the year for purposes of improving compliance and reducing the number of non-compliant NPOs in the NPO registration database of the Department of Social Development.
Purpose/Importance	The performance measure provides information on the number of NPOs that have been trained and supported through mentoring on compliance with the NPO Act.
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	Non-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	Capacity-building Manager
Portfolio of evidence	Training participant registers and mentoring visits forms

Performance Indicator Reference Sheet	
Name of strategic objective	To increase accessibility to capacity-strengthening interventions to CSOs operating in the Mikondzo districts with the aim of improving the quality of services they deliver for poverty eradication initiatives.
Indicator title: 3.2	Number of CSOs capacitated in civil society organisational management per year.
Short definition	The number of CSOs trained and mentored by the NDA on institutional-strengthening areas such as governance, financial management, conflict management, project management, resource mobilisation, human resource management, communications to improve effective management of the organisations and the programmes they are implementing
Purpose/Importance	The performance measures the NDA contribution in skilling CSOs in areas of institutional management and strengthening.
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	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	CSOs acquire necessary skills that would lead to effectively managed community organisations and the associated programmes
Indicator responsibility	Capacity-building Manager
Portfolio of evidence	Training participant registers and mentoring visits forms

PROGRAMME 3: CAPACITY-BUILDING FOR CIVIL SOCIETY ORGANISATIONS continued

Performance Indicator Reference Sheet	
Name of strategic objective	To increase accessibility to capacity-strengthening interventions to CSOs operating in the Mikondzo districts with the aim of improving the quality of services they deliver to poverty eradication initiatives.
Indicator title: 3.3	Number of NPOs trained in community development practice per year
Short definition	This is the number of NPOs provided with training in community development practice to enhance their skills in delivering quality services to communities
Purpose/Importance	The performance measure indicates the level of skills the NPO has in implementing community development programmes
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	Non-cumulative
Reporting cycle:	Quarterly
New Indicator	Yes
Desired performance	NPOs acquire necessary skills in community development practice.
Indicator responsibility	Capacity-building Manager
Portfolio of evidence	Training attendance registers

Performance Indicator Reference Sheet	
Name of strategic objective	To increase accessibility to capacity-strengthening interventions to CSOs operating in the Mikondzo districts with the aim of improving the quality of services they deliver to poverty eradication initiatives.
Indicator title: 3.4	Number of NDA-funded projects exited into sustainable programmes per year
Short definition	The number of CSOs funded by the NDA who have completed the cycle of NDA funding period and are supported to exit NDA funding to attain sustainability.
Purpose/Importance	The performance measure indicates the number of CSOs with sustainability plans after the NDA has exited funding and supporting the CSOs.
Source/Collection of data	Sustainability plans and exit reports submitted to the NDA by the development managers
Method of calculation	Simple count
Data limitation	Dependent on the accuracy of the sustainability plans and exit reports submitted by development managers for reporting
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	CSOs funded and supported by the NDA must have a sustainability plan to ensure that the CSOs remain operational and ready for additional funding outside the NDA.
Indicator responsibility	Provincial Manager
Portfolio of evidence	Sustainability plans and exit reports

PROGRAMME 4: RESEARCH AND KNOWLEDGE MANAGEMENT

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: 4.1	Number of research reports, evaluation reports and policy briefs produced per year
Short definition	The number of research and evaluation reports and policy briefs produced by the NDA for purposes of informing development policy, development programme planning and implementation and evaluation.
Purpose/Importance	The performance 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	Yes
Desired performance	Production of new and relevant information that can influence development policy
Indicator responsibility	Research and Development 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: 4.2	Number of best-practice publications produced per year
Short definition	The number of best-practice publications produced from documenting and analysing implementation of NDA programmes and processes for purposes of sharing lessons learned with internal staff and CSO sector.
Purpose/Importance	The performance measures the levels of producing best-practice lessons and information to improve programme planning, implementation and monitoring and evaluation.
Source/Collection of data	Copies of final best-practice publications
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 produce lessons and best-practice examples on how to implement development programmes effectively.
Indicator responsibility	Research and Development Executive
Portfolio of evidence	Copy of final best-practice publications

PROGRAMME 4: RESEARCH AND KNOWLEDGE MANAGEMENT continued

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: 4.3	Number of dissemination sessions for research reports, evaluation reports policy briefs and best-practice publications conducted per 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 measures the extent in 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 sessions reports
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	Research and Development Executive
Portfolio of evidence	Dissemination sessions 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: 4.4	Number of people who attended research reports, evaluation reports, policy briefs and best-practice dissemination sessions per 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 measures the extent in 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	Yes
Desired performance	To share programme information with the stakeholders
Indicator responsibility	Research and Development Executive
Portfolio of evidence	Signed attendance register, with a title of the session, venue and date of the session

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: 4.5	Revised NDA monitoring and evaluation framework and tools approved during the year
Short definition	A revised NDA Monitoring and Evaluation Framework and Programme data collection tools aligned to the revised NDA Strategic direction and plans
Purpose/Importance	The performance measure aims at ensuring that programme monitoring and evaluation, as well as monitoring of performance information, follows agreed-upon guidelines and frameworks that are in line with the National Evaluation Policy Framework, National Framework for Managing Programme Performance Information and Framework for Strategic Plans and Annual Performance Plans.
Source/Collection of data	Final framework and tools approved for dissemination and roll-out
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	Approved NDA monitoring and evaluation framework and tools approved

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