

10. ACHIEVEMENT OF KEY STRATEGIC OBJECTIVES



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Note: The NDA approved the strategy on the basis of the Board approved budget for grant funding of R67,7m. The said amount would have enabled the NDA to approve 59 projects and meet all targets set out in the strategy. At the end of the year, the NDA approved 43 projects based on the approved amount of R33m and an additional amount from write backs with a cumulative amount of R42m.

The process of reducing targets would have required a re-tabling of the strategy in Parliament. The necessary disclosure is made in the Annual Report.

STRATEGIC GOAL ONE: TO BUILD THE CAPACITY OF CSOs TO ENABLE THEM TO CARRY OUT DEVELOPMENT WORK EFFECTIVELY					
Purpose: To strengthen the capacity of CSOs					
Strategic Objective	Outputs	Indicator	Target	Achievements for 2010/11 FY	Variance
1 To build institutional capacity of CSOs that deliver services in poor communities	1.1.1 Leadership and management capacity of CSOs involved in Early Childhood Development (ECD) enhanced	Number of CSOs within the ECD sector supported	9 ECD Networks supported nationally	<ul style="list-style-type: none"> 9 ECD networks funded and supported for an amount of R 9 522 356. 	0%
			15 ECD sites supported	<ul style="list-style-type: none"> 5 ECD sites directly funded by the NDA for an amount of R 2 283 420. The 9 ECD networks above provide support to 224 sites within their respective networks. 	0%
		Number of beneficiaries supported	150 staff members employed in ECD sites	<ul style="list-style-type: none"> Each ECD site supported has employed an average of 6 staff members and volunteers, totalling 390 beneficiaries. 	0%
	1.1.2 Knowledge and skills levels of CSOs involved in ECDs enhanced	Improved quality of ECD provision	Improved capacity of 15 ECD sites	<ul style="list-style-type: none"> The provision of funding and capacity building interventions has improved the quality of ECD provision at the 15 supported sites. 	0%
		Impact of ECD capacity building interventions	Physical, cognitive, social and emotional development of 300 children enhanced	<ul style="list-style-type: none"> The funded ECD sites have provided educational programmes and activities that have enhanced the physical, cognitive, and emotional development of 439 children. 	0%
		% of resources committed to ECD CSOs	25 % of resources earmarked for capacity building allocated to ECD	<ul style="list-style-type: none"> The target achieved after the 51% cut, representing 12.5% of available funds was 13%. 	After the budget cut the NDA reallocated a new budget of R8.3m to ECD. The NDA committed an amount of R11.8m

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Strategic Objective	Outputs	Indicator	Target	Achievements for 2010/11 FY	Variance
					representing an over commitment of 27.5% for the year.
	1.1.3 Leadership and management capacity of CSOs involved in rural development strengthened	Number of CSOs involved in rural development supported and strengthened	30 Rural development CSOs and Co-ops operatives supported.	<ul style="list-style-type: none"> The target achieved after the 51% cut is representing 15 CSOs in Rural Development. A total 18 CSOs involved in rural development funded for an amount of R22 024 016 and 6 CSOs in Economic Development amounting to R4 128 979 	0%
		Sustainable rural development CSOs	30 Sustainable CSOs and Cooperatives supported.	<ul style="list-style-type: none"> 68 CSOs and Cooperatives received training to facilitate longterm sustainability of funded projects 	0%
		Number of beneficiaries supported	450 Beneficiaries supported in rural development	<ul style="list-style-type: none"> The supported organisations in rural development are working with 5147 beneficiaries. 	0%
	1.1.4 Knowledge and skills levels of CSOs involved in rural development enhanced	Improved quality of CSOs involved in rural development	Members of 30 CSOs and Cooperatives trained in Leadership, Financial Management, Technical and Project Management skills	<ul style="list-style-type: none"> Members of 68 CSOs and Cooperatives received training in Governance, Leadership, Financial Management, Plant, and Poultry production, Conflict Management and Project Management skills. 	0%
		Impact of rural development capacity building interventions	30 CSOs and Cooperatives meeting development objectives	<ul style="list-style-type: none"> Members of 31 Cooperatives in Rural Development received technical training on plant, crop and poultry production. Capacity building interventions conducted for rural development CSOs. 	0%

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Purpose: To strengthen the capacity of CSOs					
Strategic Objective	Outputs	Indicator	Target	Achievements for 2010/11 FY	Variance
		% of resources committed to CSOs involved in rural development	40% of resources earmarked for capacity building allocated to CSOs and Cooperatives involved in rural development	<ul style="list-style-type: none"> 51% of resources committed to CSOs involved in rural development. 	0%
	1.1.5 Leadership and management capacity of CSOs involved in providing support to Vulnerable Groups strengthened	Number of CSOs providing support to Vulnerable Groups	10 CSOs (Gender based Violence, Child Abuse and Neglect, HIV Aids, OVCs, Elderly Persons, People with Disabilities and Youth Development and Empowerment) Supported	<ul style="list-style-type: none"> 3 CSO supporting vulnerable groups supported 	The target after the 51% cut was 5 CSOs representing 30% under commitment. This area will be prioritized in the new financial year.
		Number of beneficiaries supported	60 direct beneficiaries supported	<ul style="list-style-type: none"> 603 beneficiaries supported. 	0%
	1.1.6 Knowledge and skills level of CSOs supporting Vulnerable Groups enhanced	Improved quality of CSOs supporting Vulnerable Groups	100 Members of CSOs trained in core competencies in sector / programme specific areas	<ul style="list-style-type: none"> 177 volunteers and interns trained in core competencies in sector/programme specific areas 	The target of 100 volunteers was exceeded by 77 additional volunteers.
		20 Volunteers and Interns trained in core competencies in sector/programme specific areas			
		Impact of Vulnerable Groups capacity building interventions	Quality of services provided to vulnerable groups enhanced	<ul style="list-style-type: none"> Capacity Building interventions provided to CSOs involved with Vulnerable Groups 	0 %
		% resources committed to Vulnerable Groups CSOs	25% resources earmarked for capacity building allocated to CSOs providing services to vulnerable groups	<ul style="list-style-type: none"> 8% of resources committed to CSOs working with vulnerable groups 	The target achieved after the 51% cut, 8% is representing an under commitment of 36%.
	1.1.7 Support Intermediary NGOs and CBOs that contribute	Intermediary CSOs supported and resourced to enhance	5 Intermediary CSOs supported	<ul style="list-style-type: none"> 2 intermediary CSOs have been supported for an amount of R 1 481 000. 	80% target not achieved due to budgetary limitations.

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Purpose: To strengthen the capacity of CSOs					
Strategic Objective	Outputs	Indicator	Target	Achievements for 2010/11 FY	Variance
	to poverty eradication	capacity of NGOs and CBOs	10% of resources earmarked for capacity building allocated to intermediary CSOs	<ul style="list-style-type: none"> After the budget cut of 51%, 5% of funding was allocated to intermediary CSOs. 	The target achieved after the 51% cut was 70%, representing 30% under commitment of funding allocated.
			Advocacy, Lobbying and Think Tank CSOs supported	<ul style="list-style-type: none"> Not achieved due to budgetary limitations. This critical activity has been re-allocated to 2011/12. 	100% target not achieved. No grant was allocated to these CSOs. However, many of the organisations were targeted via the involvement in provincial dialogues.
		Number of beneficiaries supported	50 CSOs affiliated to networks and consortia	<ul style="list-style-type: none"> 10 CSOs benefitted from supported intermediary 	The target after the 51% cut was 25 CSOs representing 60% under commitment.

STRATEGIC GOAL TWO: TO GRANT FUNDS TO CONTRIBUTE TOWARDS THE ERADICATION OF POVERTY					
Purpose: To promote and facilitate sustainable development through funding to CSOs					
Strategic Objective	Output	Indicator	Target	Achievements for 2010/11 FY	Variance
2.1 To Provide funding to CSOs to implement interventions	2.1.1 Rural development projects and programmes funded	Number of CSOs supported and funded within time frames	30 Sustainable CSOs and Cooperatives in rural development funded	<ul style="list-style-type: none"> 24 projects involved in Rural Development supported for an amount of R 26 024 016. 	0%
		Number of beneficiaries supported	600 beneficiaries supported	<ul style="list-style-type: none"> 5147 Direct beneficiaries supported. 	0%
		% of funding allocated to CSOs involved in rural development	40% of resources earmarked for grant funding allocated to rural development CSOs	<ul style="list-style-type: none"> 51% of funding allocated to rural development CSOs. 	0%
2.2 To provide funding based on geographic, demographic and socio economic	2.2.1 Targeted funding	Funding to set targeted profiles	Geographic, demographic and socioeconomic targets achieved	<ul style="list-style-type: none"> Resource allocations targeted taking into account geographic, demographic, and socio-economic variables (CRDP analysis). 	0%

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

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

Strategic Objective	Output	Indicator	Target	Achievements for 2010/11 FY	Variance
profiles		Number of employment opportunities created through funding to CSOs	600 employment opportunities created	<ul style="list-style-type: none"> Funding projects in targeted sectors and areas has resulted in the creation of 1 613 jobs and opportunities. 	0%
		Number of CSOs involved in post settlement and land reform, supported and funded	10 Land Reform projects funded	<ul style="list-style-type: none"> 6 Land Reform projects funded for R 7 848 006. 	40% not achieved due to budgetary limitations.
	2.2.2 ECD sites funded	Food Security programmes in ECD sector supported	15 Food security projects	<ul style="list-style-type: none"> 15 Food security programmes based in ECD sites supported. 	0%
		% of funding allocated to CSOs supporting ECD	25% of resources earmarked for grant funding allocated to ECD food security projects	<ul style="list-style-type: none"> 13% of resources allocated to ECD food security projects The target achieved after the 51% cut, representing 12.5% of available funds was 13%. All ECD sites have food security projects. 	After the budget cut the NDA reallocated a new budget of R8.3m to ECD. The NDA committed an amount of R11.8m representing an over commitment of 27.5% for the year.
		Number of beneficiaries supported	300 Direct beneficiaries supported	<ul style="list-style-type: none"> 439 direct beneficiaries supported. 	0%
	2.2.3 CSOs supporting vulnerable groups funded	Number of CSOs supporting vulnerable groups funded	10 CSOs supporting Vulnerable groups funded	<ul style="list-style-type: none"> 3 CSOs supporting vulnerable groups have been funded for an amount of R 3 514 235. 	70% CSOs supporting vulnerable groups not funded due to budgetary limitations.
		% of funding allocated to CSOs supporting vulnerable groups	25% of funding allocated to CSOs supporting vulnerable groups	<ul style="list-style-type: none"> 8% of funding allocated to CSOs supporting vulnerable groups. 	85% target not achieved due to budgetary limitations.
		Number of beneficiaries supported	360 direct beneficiaries supported	<ul style="list-style-type: none"> 603 beneficiaries supported through the CSOs. 	0%

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STRATEGIC GOAL THREE: TO FACILITATE RESEARCH TOWARDS POVERTY ERADICATION					
<i>Purpose: To provide evidence based knowledge to improve development practice and inform policy</i>					
Strategic Objective	Outputs	Indicator	Target	Achievements for 2010/11 FY	Variance
3.1 To Promote the role of CSOs in the public policy debate	3.1.1 Dialogues on policy within the development sector	Number of Dialogues coordinated at national level	3 Dialogues or seminars	<ul style="list-style-type: none"> 9 provincial policy dialogues with CSOs were carried out in preparation for the Rural Economic Development summit that took place in October 2010. 4 national Think Tanks held leading to the national summit. Provincial strategic policy dialogues took place in: <ol style="list-style-type: none"> 1. Mpumalanga – Food Security 2. KZN – Women & Children in Vulnerable groups. 3. Northern Cape – formulation of development forum for NCNGO Coalition. A dialogue/ network strategy and operational plan developed. Study on mapping the Rural Economy was completed. A national summit on Rural Economic Development (RED) was successfully hosted in partnership with Kaelo Worldwide Media A seminar titled “The Developmental State and the Fight against Poverty in South Africa” was held. 	0%
		Impact of dialogues and seminar	Tool for measuring impact of dialogue developed	<ul style="list-style-type: none"> Tools for measuring the impact of both internal and external dialogues produced. Civil Society Engagement Strategy MOU signed between the NDA and the community constituency of NEDLAC. 	0%

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Strategic Objective	Outputs	Indicator	Target	Achievements for 2010/11 FY	Variance
3.2 To Promote vibrant Civil Society in the SADC region through dialogue	3.2.1 Regional dialogue for CSOs in the SADC region	Number of dialogues coordinated at the regional / international level	Regional cooperation for civil society on development creating partnership and networking opportunities	<ul style="list-style-type: none"> Not Achieved due to budget constraints. 	100%
3.3 To Generate and disseminate, relevant development information	3.3.1 Publication (book) of all relevant reports and case studies	Number of publications	1 publication for distribution	<p>Two Best Practice reports completed:</p> <ul style="list-style-type: none"> Northern Cape NGO Coalition. Western Cape NGO Coalition. <p>Five case studies produced:</p> <ul style="list-style-type: none"> Blackthorn- The objective of the project is to establish a farming enterprise using hydroponics. Campbell Ostrich- This is a project of 16 self employed women raising Ostrich chicks to mature birds ready for the market. James House- The main objective of this project is to establish community garden and household gardens in the backyards of beneficiaries Eureka Poultry - This is a chicken and vegetable farming project. Zivuseni Agriculture - This is a youth farming project where seven young people came together to engage in small to medium size commercial farming 	0%
	3.3.2 Reports to inform geographic, demographic and socio economic targeting of	Number of reports	1 consolidated report for targeted funding	<ul style="list-style-type: none"> A consolidation of Close – Out /Impact Evaluations reports compiled into a single report. A consolidation of all Due Diligence reports compiled into a single report. 	0%

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<i>Purpose: To provide evidence based knowledge to improve development practice and inform policy</i>					
Strategic Objective	Outputs	Indicator	Target	Achievements for 2010/11 FY	Variance
	NDA funding	Statistical analysis and utilisation of report	Utilisation of reports to inform funding	<ul style="list-style-type: none"> Concept document/ papers on Rural Agro Processing and Rural Enterprise Development compiled. 	0%
	3.3.3 Information on development collated and disseminated	Number of reports to key stakeholders	Publicise report on development information	<ul style="list-style-type: none"> Collated and disseminated CRDP documents. These include: Baseline information on identified poverty wards, maps and status quo reports of the identified poverty wards. Municipal IDPs and Provincial PGDS collated and disseminated to NDA staff in all provinces. Information on Bio – fuels collated and disseminated. A guideline/ manual on “How to write a project Proposal for NGO” disseminated. ECD – Guidelines and National Integrated Plan for ECDs in SA distributed to Provincial Offices. Manual on how to start and run a successful Cooperative disseminated to provincial offices. The Resource Centre Portal (Intranet) is also developed and information is continuously posted for knowledge sharing. 	0%
3.4 To identify constraints and needs of CSOs involved in poverty eradication	3.4.1 Study on the constraints, problems and challenges facing CSOs.	A report on constraints and needs of CSOs	Produce a report	<ul style="list-style-type: none"> Not achieved 	100%. The Study was differed for the next financial year due to the reprioritization of funds
3.5 To compile and analyse current, accurate and relevant knowledge on scope and geographical distribution of CSOs	3.5.1 Knowledge information on scope and geographical distribution of CSOs compiled	Relevant and updated technical reports for usage by Civil Society	Number of Technical reports generated and accessed by CSOs	<ul style="list-style-type: none"> Profiles of SADC Councils of NGOs Compiled. 84 project due diligences were compiled to guide funding of projects 	0 %

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Strategic Objective	Outputs	Indicator	Target	Achievements for 2010/11 FY	Variance
3.6 To Measure performance and impact of NDA funded projects	3.6.1 Close-out Impact and Sustainability Reports on funded projects.	Number of Close-out , Impact, and Sustainability Evaluation reports	60% of close-out projects evaluated	<ul style="list-style-type: none"> 75 out of 79 project close-out reports were compiled 	0%
	3.6.2 Performance Monitoring (M&E) Reports on funded projects.	Number of Performance Monitoring (M&E) Reports	10 sampled projects per province performance monitored	<ul style="list-style-type: none"> 35 provincial project performance monitoring have been carried out. 	75 % Not achieved. Reason: limited human capital.
	3.6.3 Budgeted Baseline Studies undertaken	Number of Baseline studies for Specific projects	Budgeted baseline studies undertaken	<ul style="list-style-type: none"> No baseline study undertaken. 	100 % The request for baseline study is done when there is a special request for additional project information.

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

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

Strategic Objective	Outputs	Indicator	Target	Achievements for 2010/11 FY	Variance
4.1 To enhance profile of the NDA to become a development partner of choice	4.1.1 A well recognized NDA	Positive media reports on work of the NDA	Positive media coverage for the NDA and its funded projects.	Free publicity was achieved for the NDA which resulted in the organisation featuring in print, radio, online and television media.	17% Not achieved. Investing in the future advertorial was deferred to the new financial year as the funds had to be used to announce new NDA leadership.
				Advertorials were taken in five publications (CEO Magazine, Invest in SA, Municipal Focus, Sowetan Sunday World and City Press) in order to enhance repetition of NDA key messages.	
				The NDA website was updated with new Board appointments and projects information.	

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Strategic Objective	Outputs	Indicator	Target	Achievements for 2010/11 FY	Variance
				<ul style="list-style-type: none"> Various publications such as, The Voice (external newsletter) and TsaRona (internal newsletter), were produced and distributed in order to update key stakeholders on NDA progress against deliverables. Editing of various documents and publications (Values Booklet, NDA Financial Manual, etc), was also undertaken. 	
				<ul style="list-style-type: none"> Various adverts, invitations, programmes, certificates, on-screen Values wall paper, e-cards and strategy document were done in-house and distributed accordingly. 	
				<ul style="list-style-type: none"> A newly revamped intranet was also launched in the period under review. This served as a tool to ensure access to information for staff. 	
				<ul style="list-style-type: none"> Staff was also kept abreast of developments within the NDA through weekly Newsflashes and face to face meetings (Rara sessions). 	

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

Strategic Objective	Outputs	Indicator	Target	Achievements for 2010/11 FY	Variance
4.2 To Leverage Resources and raise funds from identified sources	4.2.1 A network of donors, funders, government and CSOs created and maintained	Networks of Donors CSOs and government partners established	1 National network established	<ul style="list-style-type: none"> No network established 	100% Instead of the national networks the funds were used for the four think tanks leading to the Rural Economic Development (RED) summit.
	4.2.2 Establish Partnerships with identified sources	Number of partnerships agreements concluded.	Partnership agreements implemented	<ul style="list-style-type: none"> MOA between the NDA and Rural Development & Land Reform has been finalised and signed by both parties but not implemented. A roll-out plan has been developed. MOU between the NDA and KwaZulu-Natal Social Development has been signed by both parties but not implemented. MoU between NDA and Kaelo Worldwide Media signed. A partnership was entered into with Kaelo worldwide media for the successful Rural Economic Development (RED) summit and was successfully implemented. 	40%.Not achieved due to the funds awaited from the partners
	4.2.3 Funds raised from identified sources	R 160 million raised	R20 million	<ul style="list-style-type: none"> Not achieved 	100%
	4.2.4 An endowment fund for sustainability of CSOs established	Value of endowment fund established	Conduct feasibility and comparative studies on models of endowment fund	<ul style="list-style-type: none"> Not achieved. 	100% Budget constraints did not allow the NDA to continue with this project.

10. ACHIEVEMENT OF KEY STRATEGIC OBJECTIVES



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

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

Strategic Objective	Outputs	Indicator	Target	Achievements for 2010/11 FY	Variance
5.1 To improve efficiency of internal systems and processes	5.1.1 Efficient system of internal control and processes implemented	Effective, efficient and transparent systems and internal processes	Implement and maintain systems and processes	<ul style="list-style-type: none"> Implemented a telephone monitoring system for head office and Provincial Offices. Implemented wireless data link for increased bandwidth usage. Integration of VIP payroll system to Great Plains Financial system. Implemented the amended Financial Management and Procurement policies. 	0%
		Documents on systems and internal processes reviewed and implemented	Review and update and train on policies and processes	<ul style="list-style-type: none"> The following Human Resources Policies were reviewed and developed : <ol style="list-style-type: none"> Job Evaluation and Grading Recruitment and Employee Wellness. A "Know Your Rights" campaign was conducted to educate, train and inform employees on salient clauses in both new and existing policies 	0% Wellness policy has not yet been approved
	5.1.2 Cost containment strategy developed	20% of operational costs reduced	Develop and implement the cost allocation strategy	<ul style="list-style-type: none"> Admin costs savings: Travelling costs saving due to better management; and Skype technology is estimated at 7% Subsistence and travel cost savings from last year are estimated at 9% Travel charges were reduced by 20% due to the appointment of a new travel agent. Postage and courier costs were reduced by 25% due to usage of post office and reduction in usage of overnight options. 	20% not achieved

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

Strategic Objective	Outputs	Indicator	Target	Achievements for 2010/11 FY	Variance
		Efficient utilization of resources	Benchmarking on cost management and resource utilization	Benchmarking studies done	0%
		Variance and Exception reports	Monitor and implement corrective action	Variance reports attended to monthly	0%
	5.1.3 Approved organizational structure aligned to strategy	Right people, right competencies in right jobs	Approved organisational structure and Job profiling	Organisational structure not approved. Finalisation of revised structure awaiting approval of organisational diagnosis report	30%
5.2.1 Targeted percentage of people with disabilities employed and empowered	Number of targeted vulnerable groups identified and empowered	Creation of an enabling environment for people living with disabilities, to reach their full potential	Creation of an enabling environment for people living with disabilities, to reach their full potential	One person with disability has been appointed.	0%
		Target 2% of total staff for disabled groups	Target 2% of total staff for disabled groups	The 2% strategic goal on employment of people with disability was achieved	0%
5.3.1 NDA Values embedded in organisational culture, training and development, recruitment and performance management	Shared values lived	Shared values lived and institutionalized	Shared values lived and institutionalized	Organisational values launched and institutionalized.	0%
		Values incorporated in the NDA performance management system	Values incorporated in the NDA performance management system	The revised NDA values are incorporated in the performance management system.	0%



11. SUMMARY OF PERFORMANCE PER DIRECTORATE

11.1. Development Management

The Development Management directorate is responsible for managing the disbursement of NDA grants to civil society organisations that carry out development projects for the benefit of poor communities. The directorate also oversees the strengthening of the institutional capacity of civil society organizations that provide services to poor communities.

Contribution to poverty eradication is achieved through the provision of grants to civil society organisations to implement sustainable community driven projects that create employment and income opportunities. The grant making strategy and priorities are informed by the Millennium Development Goals (MDGs), the five Government Priorities, the twelve Government Outcomes, Government-wide Programme of Action (PoA), Provincial Growth and Development Programme and Local Economic Development plans.

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

The Request for Proposals (RFP) is a competitive grant funding approach that targets well established Community Based Organisations (CBOs,) Non-Government Organisations (NGOs) and Co-operatives in organised communities. These organisations are invited through relevant media to submit proposals based on pre-set policy criteria and process. Proposals are then reviewed and submitted to the Board for approval.

Programme Formulation involves reaching out to identified deserving communities to undertake activities that build "social capital" at community level. In essence, this approach targets specific areas and sectors based on primary research on priority poverty pockets. Based on the assessment of the institutional capability and competencies of CBOs and NGOs in identified localities, this process is mainly driven by NDA staff in the provinces. The approach is based on the observation that in certain communities CBOs and NGOs will not be able to access developmental resources on their own without external assistance.

In 2010/11, the Board approved grant funding to 43 CBOs, NGOs and Co-operatives amounting to R42, 4 million. This funding will benefit 226 254 direct beneficiaries, made up of 142 204 women and 84 050 men. The categories of youth (66 885) and persons with disabilities (5 436) are included in the total beneficiary portfolio.

The projects were approved in the following sectors:

- Rural Development to achieve sustainable livelihoods;
- Support to organisations dealing with vulnerable groups to foster social cohesion and create safe and prosperous communities;
- Support to organisations working in Early Childhood Development; and
- Providing capacity building support to CSOs to enable them to effectively contribute to poverty eradication initiatives.

Collectively, these grants will:

- Mobilise communities, CBOs, NGOs, FBOs and traditional leadership to implement sustainable poverty eradication programmes in communities.
- Strengthen the capacity of community structures to access developmental resources and facilitate linkages with viable markets to enhance sustainability.
- Provide seed funding for co-operatives and self-help groups to establish enterprises that have the potential to create jobs and increase household income.
- Provide on-going coaching, mentoring and technical support to participating enterprises.

The National Development Agency disbursed R94.5m in the financial year under review to civil society organizations. The earmarked resources assisted organisations to support rural development in specific localities. Specifically, resources were directed towards promoting enterprise development and food security, enhancing the quality, provision and infrastructural support in respect of early childhood development (ECD) and social services, strengthening civil society organizations (CSOs) to deliver services to the poor as well as promoting community social cohesion through enhancing institutional capacity of organizations focusing on gender-based violence, orphans and vulnerable children (OVC) and HIV/AIDS.

11.1.1 Grant funding



The provincial breakdown of grant commitments is as follows:

Province	Number of Projects Approved	Amount Committed per Province (R)
Limpopo	3	5 486 511
Mpumalanga	3	3 307 056
Eastern Cape	7	6 623 280
Northern Cape	3	1 804 800
Western Cape	3	3 177 720
KwaZulu-Natal	5	7 159 868
North-West	6	3 206 309
Free State	6	4 478 890
Gauteng	5	4 770 505
National	2	2 421 720
TOTAL	43	42 436 915

11.1.2 Strengthening the capacity of civil society organisations

Part of the NDA mandate is to strengthen the institutional capacity of civil society organisations in the country. The focus during the financial year was on the NDA funded projects, intermediary organisations and ECD projects.

Support was provided to the funded projects on programmes such as governance, financial management, project management and conflict management, among others. Compliance audits were also conducted on most of these funded projects in an effort to ensure that they comply with their contractual obligations.

Funding was provided to intermediary CSOs to capacitate, support and mentor other CSOs. This includes funding provided to the Eastern Cape NGO Coalition, the Youth Development Network, Ithembalabantu Community Resource Centre, Centre for Social Impact and Centre for Social Development. Implementation of intermediary organisations funded in the previous financial year continued and this includes SANGOCO Limpopo, SANGOCO Northern Cape, SANGOCO Western Cape, and African Pathways.

11.2 Research and Development

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

11.2.1 Dialogues and Seminars

In the year 2010/2011, the Research and Development directorate held provincial dialogues with CSOs in preparation for the Rural Development Summit which took place on the 18th and 19th of October 2010. The RED summit was informed by the study of the South Africa Rural Economy serving as a case study. The theme of the Summit was Strengthening the Rural Economy: Bringing public, private and civil society sectors together to find solutions for Rural Economic Development. The NDA's intentions with the Summit were to bring together other institutions that focus on designing and implementing development strategies for rural communities in Africa and rural communities elsewhere in the world, to discuss best practice in rural economic development and also to look at prospective solutions to improve rural economic growth.

The 4 national think tanks leading to the National summit were also held. The think tank strategic topics were:

- 1) Partnering to find infrastructure solutions in Rural Development;
- 2) Creating the Rural Economic Value Chain, Agribusiness, Processing and Manufacturing;
- 3) Opportunities in Tourism and Socio - Economic Entrepreneurship;
- 4) Co-ordination in Rural Education (Education in a developmental state.)

Four provincial policy dialogues took place in four provinces, namely:

- 1) Mpumalanga - The Dialogue was on food security issues;
- 2) KwaZulu-Natal - Vulnerable women and Children
- 3) Northern Cape - formulation of development forum for NCNGO Coalition
- 4) Gauteng - Dialogue on Early Childhood Development (ECD)

11.2.2 Generate and Disseminate relevant development information

The directorate produced two best practice reports for the



Northern Cape and Western Cape NGO Coalitions. Five case studies were also produced on the following NDA funded Projects:

- 1) Blackthorn Hydroponics: The objective of this project is to establish a farming enterprise using hydroponics.
- 2) Campbell Women Ostrich: This is a project of 16 self-employed women raising Ostrich chicks to mature birds ready for the market.
- 3) James House: The main objective of this project is to establish community and household gardens in the backyards of beneficiaries.
- 4) Eureka Poultry: This is a chicken and vegetable farming project.
- 5) Zivuseni Agricultural Cooperative: This is a youth farming project where seven young people came together to engage in small to medium size commercial farming.

11.2.3 Monitoring and Evaluation

- 75 close-out projects evaluations were conducted out of a total number of 79 closed projects
- 35 performance monitoring and evaluation visits were done,
- a total number of 84 projects due diligence reports were also completed
- a Resource Centre Portal was developed for information and knowledge sharing

Cose-out and due diligence reports were collated into a single book and disseminated for knowledge sharing.

11.2.4 General

Presentations

The following critical and strategic presentations were made:

- A presentation on cooperatives as a strategic vehicle for economic empowerment of rural women was done at a conference on women in agriculture.
- A presentation on rural futures was also done at the Rural Futures Conference in Ethiopia, Addis Ababa.
- An industry strategy for sustainable rural economic development was presented at the Dialogue on Sustainable Rural Development in Cape Town.
- A paper on "Exploring aftercare programmes of Development

and Support Institutions" was written for Small Enterprise Development Agency (SEDA) and published in their Small Business Monitor.

- A paper titled: "Basic Components for Monitoring and Evaluation: Alignment And Implementation" was presented at the Performance Monitoring and Evaluation Conference hosted by Intelligence Transfer Centre at the Gallagher Estate, Midrand.
- Concept papers on Rural Agroprocessing and Rural Enterprise development compiled.

The directorate has and continues to provide technical support to programmes in the Technical Review Committee (TRC), PPS and IT steering committee. The directorate continues to supply information to the provinces on development issues to inform and share the knowledge with provinces to assist them with project formulation and project management. A working partnership between Research and Development Directorate and Development Management Directorate on critical operational areas continues.

11.3 Legal and Risk Unit

Extensive work was done and in-depth consultations were held with internal auditors, national and provincial staff and executive management. This culminated in the review of the risk register by the Audit & Risk Committee and ultimate approval by the Board. In 2010/2011 financial year, the organisation mainly focused on its five top risks, where monitoring and controls related to the risks were given priority.

The risk register sets out the process for capturing all risks relevant through five key stages: identification, assessment, monitoring, mitigation and reporting. The Legal & Risk Manager is responsible for the collation of this information and reporting through EXCO, Audit & Risk Committee to the Board. Further, the responsible Manager is entrusted with ensuring that the risk management process is embedded at all levels and overseen independently and objectively. This process included prompt response to all required risk mitigation, compliance intervention and finally, implementation at our funded projects.

As part of effective enterprise-wide risk management and support to the Internal Audit function, the Legal & Risk Unit has also undertaken follow-ups on corrective action applied to all Audit Findings from both Internal Audit and Regulatory Audit.



The progress on corrective action is reported monthly to the Executive Committee and quarterly to the Audit & Risk Committee.

In the year under review, a Fraud Hotline was introduced in order to strengthen internal controls and implementation of the Fraud Prevention Plan and Whistle Blowing policy.

The Unit also carries a responsibility to secure and protect the assets of the organisation. This includes collection of monies owed to the organisation from debtors, defending all legal disputes related to the organisation, collection and management of all assets bought from the NDA grant by failed projects.

Contracting was implemented successfully, specifically focusing on regular updating of the Contract Register and drafting, vetting and approval of all Agreements that included Memoranda of Understanding, Memoranda of Agreement and Service Level Agreements with third parties.

11.4 Finance and IT Performance Report

The unit of the Chief Financial officer is accountable for the effective and efficient functioning of finance, facilities management and information technology sub units. The directorate experienced rapid changes and challenges in this financial year. A number of milestones were achieved through on-going development of services that enable the organisation to achieve its goals.

The NDA is still grappling with the challenge of achieving the envisaged 65:35 ratio between the direct project costs and administrative support costs. In an effort to move towards achievement of this target ratio; management developed and implemented some proactive austerity measures to contain its overhead costs.

Through innovative usage of technologies including the deployment of wireless connectivity, implementation of a telephone usage monitoring tool as well as the introduction of Skype, NDA has achieved substantial costs savings in this financial year. An improved financial reporting tool was also implemented during the financial year to enhance our financial accountability reporting capabilities internally. This initiative alone improved costs management through decision useful

budget spending information reported to NDA management team on an ongoing basis.

As part of the unit's support service offering to other NDA units; our IT sub unit has embarked on a project to review and overhaul the entire NDA's IT infrastructure and systems to ensure it is better enabled to achieve its mandate.

11.5 Marketing & Communications

Marketing and Communications continued to play a supporting role to all Directorates within the NDA and co-operated with the Department of Social Development Minister's outreach programmes and the Presidency's War Room on Poverty events.

Various publications aimed at compliance and keeping key stakeholders informed on progress against deliverables were produced. The Directorate also handled logistics for various events that took place during the year.

The greater achievement was in obtaining free value-added publicity for the organisation. This was achieved through good relations with the media which saw NDA press releases on funded projects being published and yielding interest in the form of further profiling on television and radio. Some of the high level achievements include free 45 minutes of NDA profiling on Soweto TV, profiling of more than three NDA projects on Agri-TV, radio interviews on various radio stations in the North West, Gauteng and Western Cape.

About 90% of deliverables were met with the exception of those affected by insufficient resources. The Directorate also managed to reduce costs by doing most of the design and layout of documents in-house.

11.6 Internal Audit

The audit coverage plan was designed to ensure the coverage of the prioritised risk in the NDA. Except for two audits, the remainder of the audit coverage plan was completed during the 2010/2011 financial year.

The audit on the Integration between Marketing and Communications, Research & Development and Development



Management directorates has been deferred to the 2013/14 financial year. The Operational Committee that was formed to address the integration between the directorates mentioned above did not hold adequate meetings to warrant an audit. The second audit that was not performed is the Asset Management audit. This audit was replaced by a special request from the CEO, which was an investigation on lost/stolen/donated/obsolete fixed assets.

During the financial year under review, Internal Audit completed the following audits as per the approved Internal Audit coverage plan:

- Follow-up on Policy Development Process
- Project Visits and Provincial Office Audits
- Follow-up on Development Management projects visited between 2006 and 2008
- Occupational Health and Safety

The provinces covered in the current financial year were

- Northern Cape
- Limpopo
- Free State

The follow-up on Development Management and the Occupational Health and Safety audit was limited to the provinces mentioned above.

The results of the Internal Audit review of Project Visits and Provincial Offices revealed some control weaknesses at NDA funded projects. The overall conclusion relating to the above audits was that in many instances, the controls implemented were adequate but not functioning effectively.

11.7 Human Resources (HR)

The role of Human Resources has been critically driven by recruiting the best talent with competent skills; managing and developing these skills; and creating a working environment that is conducive to productivity and compliance with labour laws. The human resource function assumed multiple roles in creating, delivering and sustaining value propositions for the organisation's strategic goals and plans.

The Value Propositions include recruitment and retaining high calibre employees; market-related remuneration; provision of learning and development opportunities; provision of a conducive

and a healthy work life balance that is inclusive of the Employee Assistance Programme (EAP) through Independent Counselling and Advisory Services (ICAS).

The section below outlines some of the HR's achievements in the year under review:

a. Business Process Mapping

One of the biggest initiatives that Human Resources embarked on was the Business Optimisation Process (BOP) project. The objective of the BOP was to re-engineer the organisation-wide business processes to short-circuit bottlenecks, red tape, redundancies, duplications, time-wasting tasks and activities. This was to assist the organisation to:

- unlock value trapped within the existing value chain;
- identify, nurture, and protect core competencies of NDA;
- unleash full potential of NDA's capabilities;
- realise economies of scale;
- align NDA strategy to the new organisational structure and the human capital requirements;
- leverage on niche technologies to improve turnaround times; and
- gain competitive edge over rivals in the market place.

The Business Optimisation Project has been completed and concluded. The following were the key deliverables: NDA current operational business process "AS IS" mapped and documented; future operational business process and workflows as "TO BE" mapped and documented. High level organisational structure and functions; key organisational competencies on core, technical and functional processes were designed and developed. This project is awaiting approval.

b. Best Employer Campaign

The Human Resources directorate participated in an annual benchmarking exercise conducted by an international research-based organisation. The research was based on key strategic areas such as the organisational strategy, the human resources function, communication, talent management and engagement, employee development, rewards and recognition and performance management. The research outcomes were used to determine whether the organisation meets the requirements to be certified as Best Employer and, overall, to ascertain whether NDA HR systems and strategies are aligned with best practises and standards. The NDA has achieved this



accreditation in two(2) successive years 2009/10 and 2010/11, obtained 10th position in the small to medium companies category; and was awarded the 'Best Employer to Work For' accreditation and certification for those financial years.

c. HR Systems Development and Risk Management

As part of the key strategic objectives on improving efficiency of internal systems and processes, Human Resources has reviewed and developed some of the HR policies to ensure alignment to the revised business processes, practises and current labour legislations.

The following policies were developed under the reporting period:

- Job Evaluation and Grading
- Recruitment; and
- Employee Wellness

HR embarked on the "Know Your Rights" campaign to educate, update and inform employees on salient clauses in both new

and existing policies.

d. Three -Tier Performance Management System

The NDA uses a three-tiered performance management system consisting of the Organisational Scorecard, Directorate Scorecard and Employee Scorecard as illustrated in figure 1 below. The three-tier performance management system was designed to ensure that the NDA business strategy is translated into organisational scorecard, directorate scorecard and employee scorecard.

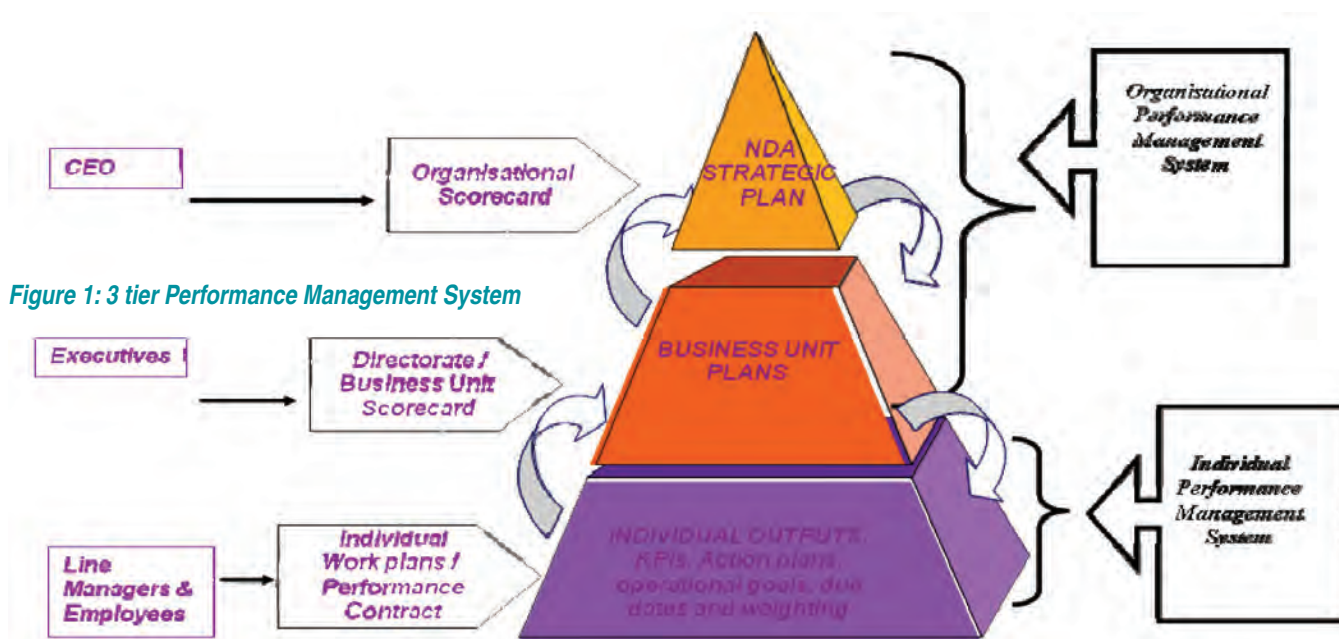


Figure 1: 3 tier Performance Management System



The organisation uses the performance review methods and assessments to track progress against identified objectives and to take corrective action to facilitate efficient and effective performance of the organisation and directorates, thus ensuring that employees achieve the desired organisational goals and objectives are delivered as planned. These assessments also point towards awarding outstanding performance through the NDA reward and recognition scheme (performance bonus). The performance management reviews and assessments for 2010 / 2011 have been finalised and concluded.

e. Customer Service Project

The NDA participated in the Services Seta Nation-wide 3 Star Grading Programme. The objective of participating in this programme was to create a sustainable customer oriented culture on NDA beneficiaries and client relationships. The Services Seta conducted an audit in four out of nine NDA offices. Results are still outstanding.

f. Learning and Development

HR has created a guiding framework that assisted in prioritising all human resources learning and development initiatives (formal and informal); the following key strategic focus was applied:

- **Focus Area 1** - the intended initiative was regarded as Institutional or Mandated and identified by organisational structure to assist in the achievement of agreed organisational / directorate's objectives or goals.
- **Focus Area 2** - the intended initiative was regarded as statutory or compulsory, which is required by legislation, or is a condition of employment, or is compulsory for a specific role or organisational activities.
- **Focus Area 3** - the intended initiative was regarded for career development or growth opportunities chosen by employees and/or managers that may take place during working hours or outside, as part of the Personal Development Plan, Human Resources Training Plan, Workplace Skills Plan.



A total number of sixty-eight (68) employees were trained by means of short courses, seminars and conferences provided by external service providers. The NDA also has a Study Assistance Programme wherein bursaries are awarded using the above mentioned focus areas. The programme aims to assist employees to acquire additional skills and competencies to ensure the achievement of strategic objectives and enhancing organisational performance. During this reporting period, a total number of seven (7) bursaries were awarded. In total 75 employees were capacitated.

The table below summarises the training and development interventions that were implemented during the reporting period:

An amount of R 576 969 was spent on training and skills development of employees. The development initiatives were linked with the strategic goals of the organisation, which was underpinned by organisational priorities and the Workplace Skills Plan. It should be noted that on average, an employee has attended more than one (1) training or skills intervention.

g. Salary Benchmarking Research on Scheduled 3A companies

A salary benchmarking project was conducted to determine the market positioning as well as evaluating the NDA salary sales benefits and in various approved grade levels. The purpose of the project was to analyse the industry standards that will assist the organisation to develop an effective and efficient compensation strategy. The objectives were to assist

Table 1: Learning and Development

Directorates	Informal (Short Courses, Workshops, Seminars & Conferences)								Formal (Bursaries)								Total	
	Female				Male				Female				Male					
	A	C	I	W	A	C	I	W	A	C	I	W	A	C	I	W		
CEO Office	2	-	-	1	1	-	-	-	-	-	-	-	-	-	-	-	-	4
Development Management	23	3	-	-	8	2	-	-	4	-	-	-	-	2	-	-	-	42
Research and Development	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Marketing and Communication	3	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	4
Human Resources	4	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-	6
Internal Audit	4	-	-	-	-	1	-	-	-	-	-	-	-	-	1	-	-	6
Finance & IT	4	1	1	-	-	4	1	1	-	-	-	-	-	-	-	-	-	12
Total number of employees capacitated	41	4	1	1	12	7	1	1	4	-	-	-	-	2	1	-	-	75



in designing a fair and equitable compensation system; develop a remuneration structure and remuneration practises within the job market; design and implement the most competitive reward strategies. The deliverables were to aid the organisation to normalise its compensation and ensure alignment with the labour market; as well as developing a comprehensive remuneration strategy. The project was completed and awaiting implementation.

h. Living the NDA Values - "NDA WAY"

The 10th of December 2010 marked a new chapter in the culture of the NDA as all employees and NDA stakeholders gathered to launch and pledge on 'Living the NDA Way', which means displaying ethical behaviour towards each other and NDA stakeholders.

The newly established NDA Values were:

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

These values will be measured and implemented through the 360° Performance Management System. This will allow managers, staff, suppliers, clients and beneficiaries to review NDA employee behaviour in relation to them living the above mentioned NDA Values. A Values and Ethics Committee will be established to serve as an advisory body to the NDA on matters relating to living these values. The recognition and reward system will underpin the drive to embed and create the NDA culture.

i. Employment Equity Reporting

The tables and graphs below are based on the formats prescribed by the Employment Equity Act, 55 of 1998 and the Department of Labour. The NDA Employment Equity is profiled according to gender, disability, occupational category and race. The numbers reflected in the tables and graphs below will not necessarily correlate with the number of employees as at 31 March 2011 considering that the EE reports require that staff engaged even for a short period i.e. temporary or on contracts during the reporting period, be included in the report. Tables 2 and 3 below summarise the total number of employees (including employee with disabilities) per Occupational Category, Gender and Race:

Table 2: Total Number of NDA Staff Compliment

Occupational Category	Number of Filled Positions	Number of Vacant Positions	Number of Contract and Fixed Term Workers	Total Number of positions
Senior Officials (3-5)	9	1	1	11
Managers and Professionals (6-7)	20	3	1	24
Technicians / Associate Professionals (8 & 9)	34	1	4	39
Clerks (10 & 11)	25	1	6	32
Service and Sales workers (12-15)	2	-	5	7
Elementary Occupations (17)	7	-	-	7
Total Staff Establishment under the reporting period	97	6	17	120



The table below summarises the total number of employees (including employees with disabilities) per Occupational Category, Gender and Race:

Table 3: Total Number of NDA Staff Complement per Occupational Category, Gender and Race

Occupational Category	Female				Male				Total
	A	C	I	W	A	C	I	W	
Senior Officials (3-5)	3	1	1	-	4	-	-	-	9
Managers and Professionals(6-7)	5	1	-	-	11	2	1	-	20
Technicians / Associate Professionals (8 & 9)	20	1	-	-	12	1	-	-	34
Clerks (10 & 11)	21	2	1	1	-	-	-	-	25
Service and Sales workers (12-15)	1	-	-	-	1	-	-	-	2
Elementary Occupations (17)	7	-	-	-	-	-	-	-	7
Total number of employees	57	5	2	1	28	3	1	-	97

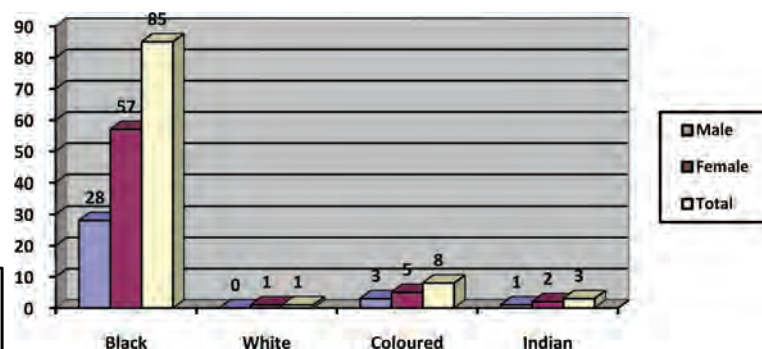
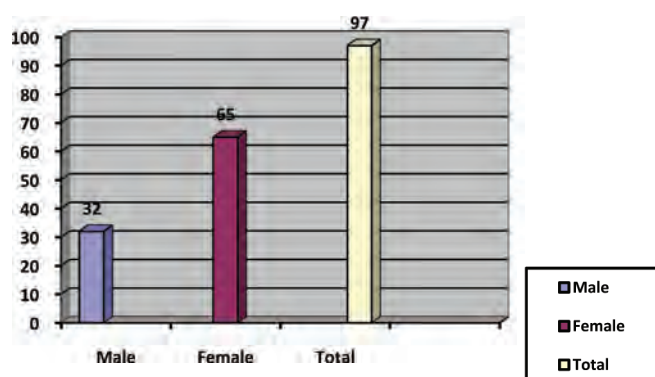
The NDA employee profile complies with the employment equity plans. The positions filled for the reporting year were classified as critical under the mandated areas to deliver on the key NDA strategic objectives. A moratorium was placed on filling of certain vacancies resulting in certain support positions being put on hold and not filled due to the Organisational Business Diagnosis that was embarked on.

The figure below provides a synopsis of the permanent employees by gender as at 31 March 2011:

The figure below provides a synopsis of the permanent employees by gender and race as at 31 March 2011:

The NDA employee by gender complies with the recruitment and equity plans.

Figure 2: NDA Employees by Gender





NDA Employees by Race and Gender

An area of concern is that of women representation at senior management level. This will be addressed through training interventions and career-pathing and accelerated development programmes targeted at women.

The employment of people with disabilities was prioritised to enable the organisation to meet its strategic goal. The figure below illustrates the organisation's disability profile:

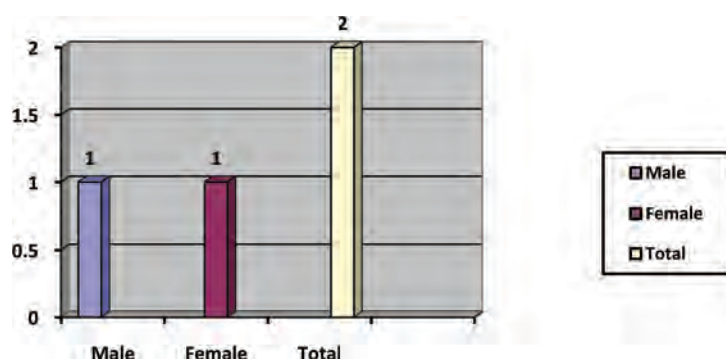


Figure 4: Employees with Disabilities

The strategic goal of employing two (2) per cent of people with disabilities was achieved.

The following positions by occupational category, race and gender were recruited for the reporting period:

Table 4: Recruitment by Gender, Race and Occupational Category

Occupational Category	Female				Male				Total
	A	C	I	W	A	C	I	W	
Senior Officials (3-5)	2	-	-	-	1	-	-	-	3
Managers and Professionals (6-7)	3	-	-	-	1	-	-	-	4
Technicians / Associate Professionals (8 & 9)	4	-	-	-	2	-	-	1	7
Clerks (10 & 11)	3	-	-	-	1	-	-	-	4
Service and Sales workers (12-15)	2	-	-	-	1	-	-	-	3
Elementary Occupations (17)	-	-	-	-	-	-	-	-	-
Total number of positions recruited under the reporting period	14	-	-	-	6	-	-	1	21

The recruitment above was in line with the recruitment and employment equity plan.

The following positions by Occupational Category, Gender and Race were terminated under the reporting period:

Table 5: Terminations by Occupational Category, Gender and Race

Occupational Category	Female				Male				Total
	A	C	I	W	A	C	I	W	
Senior Officials (3 5)	-	-	-	-	1	-	-	-	1
Managers and Professionals(6 -7)	2	-	-	-	-	3	-	-	3
Technicians / Associate Professionals (8 & 9)	2	2	-	-	1	-	-	-	5
Clerks (10 & 11)	2	2	-	-	1	-	-	-	5
Service and Sales workers (12-15)	1	-	-	-	-	-	-	-	1
Elementary Occupations (17)	-	-	-	-	-	-	-	-	-
Total terminations under the reporting period	7	4	-	-	3	3	-	-	18



The number of terminated positions reported above was based on employee resignations, poor work performance and labour related matters.

Injury on Duty

The following table provides information with regard to injuries that occurred on duty:

Table 6: Injuries occurred on duty

Nature of injury	Gender		Number of case reported
	Female	Male	
Required basic / general medication only	2	-	2
Temporary disability	1	-	1
Permanent	-	-	-
Fatal /Death	-	-	-
Total number of injuries reported on	3	-	3

Twelve (12) Occupational Health and Safety Representatives were appointed and five of these representatives were trained to implement the approved occupational health and safety policy that will aid in preventing injuries at work.

Staffing Costs

The following table summarises final audited expenditure and provides an indication of the amount spent on staffing costs within the NDA:

Table 7: Staffing Costs

Staffing Costs	April – June 2010	July – September 2010	October – December 2010	January- March 2011	Annual Total
	(R')	(R')	(R')	(R')	(R')
Salaries	7 995 911	8 701 620	8 955 882	8 757 184	34 410 599
Travel	679 799	684 450	693 540	634 339	2 692 192
Acting Allowance	49 280	7 118	34 993	24 147	115 540
Cell Phone Allowance	116 700	122 829	121 350	120 866	481 745
Overtime	1 777	5 891	-	-	7 668
Leave Payouts	70 589	67 985	53 507	122 406	314 489
Performance Bonus	747 904	37 867	-	-	785 772
UIF	37 890	37 780	38 207	38 520	152 399
Provident Fund	1 303 258	1 422 580	1 448 697	1 483 932	5 658 468
Medical Aid	470 160	472 333	472 679	550 457	1 965 629
13th Cheque	-	9221	989 564	26 924	1 025 709
Total	11 473 272	11 569 677	12 808 422	11 758 779	47 610 151

The staffing costs were managed within the approved budget.



12. SAMPLES OF NDA FUNDED PROJECTS

WESTERN CAPE PROVINCE

Klein Karoo Resource Centre - R913 072

The Klein Karoo Resource Centre was established in 1993 and registered as a non-profit organisation in 2000. The NDA approved a grant to the value of R913 072.00 to assist the organisation to train women and youth to establish and manage 24 Early Childhood Development (ECD) centres. These centres are located in and around Oudstroom, Bongoletu, Dysselsdorp and De Rust in the Eden district municipality of the Western Cape.

The grant was also used to help form parent guidance programmes for children attending ECD centres; start and grow permaculture food gardens focused on crops such as potatoes, cabbage, carrots, beans and tomatoes. Vegetables from these food gardens feed children in the centres adding value to their nutritional intake; educators and parents trained in permaculture gained skills to grow gardens and start their own income generation projects. The Centre provides gainful stipends to 34 of the 58 beneficiaries. The grant is further used for mentoring, supervision and transport initiatives.

Katryntjie Crèche, one of the ECD's that implemented the permaculture food garden project, won first position in a provincial ECD competition sponsored by ABSA. They also achieved third position nationally for the ABSA ECD competition in 2010.

NORTH-WEST PROVINCE

Hospice Matlosana Day-Care Arts and Crafts - R1 116 436

Hospice Matlosana Day-Care Arts and Crafts, based in Klerksdorp within the Matlosana local municipality of North-West, is a day-care institution that provides recreational therapy and income generating opportunities to unemployed patients. The patients produce jewellery, hostess gifts, house and home items, awareness badges, printed clothing, greeting cards, bags, beaded products, pillows, shoes and quilts. These products are sold through a network of partners and sponsors; monthly flea markets and fundraising events. Local businesses also purchase corporate gifts from the Centre.

The project received R1 116 436 grant from the NDA in 2008. These funds were used to employ qualified staff; to pay daily administration fees, purchase and maintenance of a vehicle dedicated to centre operations; purchasing of machinery, appliances and stock; training in governance and leadership, as well as beading, sewing, screen printing and embroidery.

Over the last 16 months, the project has changed perceptions and misgivings about terminal illnesses as beneficiaries live productive lives, patients are stimulated mentally and gain an income; and valuable life skills are transferred to caregivers. Other direct beneficiaries include a Project Manager, four Co-ordinators, 57 patients and 32 caregivers, totalling 87 beneficiaries. All participants are proud of the work they do as they contribute in producing items for sale at local flea markets as well as America and also contribute to fundraising for Hospice Matlosana.

The hospice also offers other services including a home-based care programme with professional supervision, a 24-hour in-patient unit, a paediatric centre for children who are infected and affected by HIV/AIDS and terminal illnesses. The additional programmes are funded by other donors such as the North West Department of Health and Social Development, Help-the-Hospices in the United Kingdom, University of the North-West in Potchefstroom, ABSA and Investec.

FREE STATE

Re-Akgehle fish project - R1 177 960

Re-Akgehle Fish Project is located in Bethulie, under the Kopanong Local Municipality in the Xhariep District of the Free-State province. It was established in 2005 by eight founding members - three women and five men.. Their vision was to alleviate poverty by creating jobs in the area through growing vegetables, catching fresh water fish from the Xhariep Dam and selling these to the community. The project's main activity is the breeding of ornamental fish which is sold to a local ornamental fish shop in Bloemfontein.

The project also runs an integrated system of poultry and aquaculture. The poultry cages are mounted on top of the fish



ponds. The fish feed off the poultry droppings and as well as small amounts of fish feed.

Producing eggs and fish in the same space adds diversity to the projects and generates additional income. Water from the ponds, containing nutrients extracted from fish excretion and chicken droppings, is drained and used for irrigating the vegetable gardens. This saves the project a lot of money that could have been spent on fertilizers and is an environmentally friendly method to use.

The NDA approved funding to the value of R1 177.960 in November 2008. The funding was used to purchase a fishing boat, construct ponds and cages, purchase laying eggs and fish, vaccines and feeds, office setup and other equipment, as well as pay for trade-specific training of project members. Several stakeholders have recognised the project and contribute as follows:

- Department of Tourism, Environment and Economic Affairs provides training on boat driving and maintenance, fresh water fishing, fish species and ecosystem. They also provide the project with their annual fishing permit.
- Department of Agriculture bought materials and equipment at Xhariep dam.
- The Department of Social Development is assisting the project to register as an NPO.
- Kopanong Local Municipality allocated land and its old building for the project to produce vegetables and grow ornamental fish.

About 1500 fishes are bred and the project supplies fish to an ornamental fish retail shop, Fish World, in Bloemfontein. Their plans are to expand their market to Gauteng and Cape Town. Re-Akgehile also provides fish products to local consumers and surrounding accommodation establishments. They will also engage the Department of Correctional Services to supply

their kitchens in the area. Long-term plans include expanding to canning and processing fish meals. Eggs are sold to the local community, tuck shops and other businesses as there is virtually no competition to egg supply in Bethulie.

Once infrastructure is complete and production is at full scale (15 000 fish), the project will be the first black group in SA to produce ornamental fish.

EASTERN CAPE

Mcwsa East Agricultural and Manufacturing Worker Primary Co-operative - R1 799 510

The Mcwsa Co-operative was established in 2007 and is located at Phutuma village, in the Amathole District of the

Eastern Cape. Established by young people, it aims to alleviate poverty through food production, capacity building and establishment of a sustainable vegetable and brick making enterprise. The co-operative is made up of 16 members, six whom are employed on a full-time basis and others will benefit through seasonal employment.

Project members grow and sell cabbage, spinach, carrot, beetroot, potatoes and onions and also produce M6 blocks for building houses as well as other needs of the community from the 9-hectare land allocated by the current traditional leadership.

The NDA's R1 799 510 grant was used to purchase assets for vegetable and brick-making production; and training initiatives to build the capacity of project members. The bricks are sold to the surrounding seven villages, a growing market, as many people in the area are moving away from mud structures to concrete structures.

The project enables community members to gain access to fresh vegetables locally and save on transport costs. Community members will also be trained; this empowers them and gives them marketable skills for jobs. Jobs will be created and income generated for households of participants whilst the management





skills can be utilised for other development initiatives. The project is being implemented as part of the Integrated Development Plans of the Mbashe Local Municipality for the 2009/2010 financial year. Other government entities involved include the Departments of Trade and Industry, Labour and Agriculture who provide technical support.

The project is in the process of signing a contract to supply block bricks for a Reconstruction and Development Programme (RDP) in Mqanduli and Elliotdale, commissioned by the Department of Housing.

GAUTENG

Zivuseni Agricultural Cooperative- R 968 490

Zivuseni, situated in Langzeekoetgat in the Sedibeng District, was started in 2005. The Cooperative has seven direct beneficiaries of which five are women and two are men, all are young people. They have employed three full-time staff to assist on the farm. When they started, they were involved in cattle farming and poultry using the municipal land and in 2007; they bought a 160- hectare farm in Langzeekoegat. The project is involved in cattle farming, maize production and poultry farming. In 2010, they received a R968 490 grant from the NDA for expansion of their poultry project. They used this money to build a chicken house that can accommodate 3000 layers, bought 2000 chicks, grading machine, feed, packaging materials, other office equipment. Some of the funds were used for capacity building of beneficiaries' skills. Their business model is built around purchasing 19-weeks old pullets; feed them until they are 22 weeks old; which is when they start laying eggs. The eggs are cleaned, graded and packaged on the farm before being sold in Kwatsaduza, Duduza, Tsakani and Kwa-Thema in the East Rand. Zivuseni has business agreements with butcheries, tuck shops and supermarkets in these areas.

MPUMALANGA

Bantu Phambili Cooperative - R 1 867 760

Bantu Phambili Cooperative is located in the Gert Sibande District Municipality, at Embalenhle. The Cooperative, which was registered in 2007, was formed by eight members, four are actively involved and the other four only serve as Board members. They bought a 103-hectare farm from a farmer who was willing to sell.

The NDA funded the Cooperative to the tune of R 1,867 760 which went towards capacity building of Cooperative members, infrastructure renovations, building of an office, purchasing a truck, extending the piggery house and procurement of other equipment. The funds were also used for the day-to-day running of the Cooperative's operations.

The Cooperative breeds pigs and sells 20 piglets every week to the abattoirs in Delmas and Lesley for bacon. The Department of Agriculture has provided the much needed services of a qualified veterinarian, who visits the project every two weeks to check on the health of the pigs. The South African Pork Producers provided technical training to Cooperative members. The Cooperative also plants vegetables based on seasonal demands and sell the produce to the local community and the Fruit & Vegetable Fresh Produce market in the area.

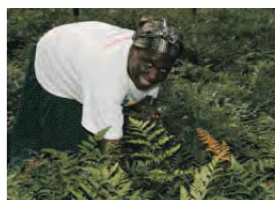
KWA ZULU NATAL

Newport Fresh Produce Market- R 3 596 798

Newport Fresh Produce Market is a Cooperative that was established in 2008 and has 25 beneficiaries. It was started as a result of lack of access to markets for NDA funded agricultural projects in the KwaZulu-Natal Midlands. These projects yield good quality produce but they always struggle to find a proper market for their goods. Newport Market came in as a solution and small farmers can now access markets through this initiative.

After consulting with numerous stakeholders, a decision was taken to establish the Newport Fruit & Vegetable Fresh Produce Market. The market serves and will also serve as a hub for emerging farmers. Newport personnel will also advise the farmers on what crops to plant based on demand.

The NDA grant of R 3,596 798 went towards shop rental and shop fittings as well as other operational expenses. A mentor with vast industry experience has been appointed to assist with the establishment of the business. The Market was officially opened in March 2011 and is doing very well. All emerging farmers who can organise themselves, are encouraged to contact Newport Market so that they can supply their produce to this Market.



NORTHERN CAPE PROVINCE

Campbell Ostrich Project- R 7 773 084

This project is located in Siyancuma, Pixley Ka Seme District Municipality in the Northern Cape. In 2006, the Emerging Farmers Association was established with the assistance of the Department of Agriculture. They formed a Cooperative in 2009 which has 14 women as direct beneficiaries. In 2009, the NDA approved an R 773 084 grant to start the Ostrich project. The main objective of the project was to empower the women to enter the Ostrich farming business, ensure that they get technical and business management support whilst contributing towards job creation. The NDA funding went towards constructing the infrastructure; purchasing a generator, heaters and coolers, feeds, medication and chicks. Their equipment was bought as per specifications from their mentor. The NDA also ensured that the budget caters for technical training on raising Ostrich chicks and business management.

The women buy one month old Ostrich chicks, raise them and sell them at four months to the Ostrich farmer who raises them further until they are old enough to be sold in the market.

Little Big Cup Food Security and Tourism Project - R1 038 540

The Little Big Cup Food Security & Tourism Project is located in Leliefontein in the Namakwa District. The project consists of two components, namely, a vegetable food garden and a

guest house. The two cooperatives have 16 direct beneficiaries. The vegetable garden is providing vegetables to the soup kitchen while excess produce is being sold to the community to generate cash for the soup kitchen.

The guest house was built to provide accommodation for the many eco-tourists who often visit Leliefontein to explore the natural biodiversity and also to do rock climbing at Leliefontein. Previously, these tourists only visited Leliefontein for their activities but sleep over in nearby Kamieskroon. The guest house business was started so as to retain these tourists for longer in Leliefontein so that more money could be spent locally and grow general business in Leliefontein.

Since its completion, they have been housing lots of government employees who provide services to the Lilliefontein community coming from Springbok and elsewhere. Their rates are R150 per person per night or R300 sharing.

LIMPOPO PROVINCE

Sasekisani Cooperative- R 1 768 384

Sasekisani Cooperative is situated in Malamulela at Mahonisi village, Thulamela District Municipality in Limpopo. The Cooperative was registered in 2006. The local chief provided the Cooperative with 18 hectares of land. The nine-member Cooperative employs 13 full-time staff and casual labour when they have big orders. Each of the Cooperative members is assigned to a specific function.



In 2010, the NDA approved a R1, 768, 384 grant to the Cooperative. The grant was used for salaries, purchasing of a ten-ton delivery truck, packaging materials, feeds, additional chickens, to build an office, purchase equipment and paying for capacity building of beneficiaries.

The Cooperative has a business agreement with Pick n Pay in Thohoyandou, Friendly Super Market, Kismat and other six supermarkets in and around Malamulela. The quality of their systems and eggs qualified them to get the SABS Quality Management Systems approval.

Old Mutual Bank realised the potential of this Cooperative and approved a loan of R1.7m to enable them to expand their business to the level which they can satisfy their market.

Leseding Centre for the Mentally Handicapped - R 420 200

Leseding Centre for the Mentally Handicapped was established in 1997 and registered as an NPO in 1999. It is situated in Jane Furse next to the new Jane Furse Hospital at Makhuduthamaga Municipality in Sekhukhune District. The Centre is involved in training people with disability in different skills such as vegetable production, sewing and carpentry, production of household detergents and plastic

flowers. They also provide life skills and security to people with special needs.

The NDA gave a grant of R420 200 to the Centre in 2006, which was used for building a seven-room structure, which is being used as an office, classrooms, storage facilities and workshop, capacity building of the volunteers, buying a van, sewing materials, garden tools, seeds, the Jojo water tank, paid administration costs and stipends for six volunteers. The NDA grant uplifted the Centre which stimulated other funders to contribute towards the centre.

Old Mutual, ABSA, the Departments of Agriculture, Health & Social Development and Education have been taking the Centre to new heights. This is an example of a working partnership between Government and private sector to ensure long-term sustainability of a project.

Currently, the Centre has registered 95 persons with varied disabilities, both male and female. Of this number, 23 are below the age of 18. The main aim of the Centre is to provide love, care, skills and security to people with special needs with emphasis on the promotion and enhancement of their mental and physical state so that they can live independent lives.