Annual Report 2008/09

NDA
National
Development
Agency

Unlocking Potential

> " *To contribute towards the eradication of poverty and its causes by granting funds to civil society organisations for the purpose of implementing development projects for poor communities, and strengthening the capacity of civil society organisations that provide services to the poor.* "

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The **National Development Agency** is a statutory body established in terms of the National Development Agency Act No. 108 of 1998, to **contribute towards the eradication of poverty** and its causes.

Brand promise
'Unlocking potential.'

Mandate
Primary Mandate
To contribute towards the eradication of poverty and its causes by granting funds to civil society organisations for the purpose of:
- implementing development projects for poor communities, and
- strengthening the capacity of civil society organisations that provide services to the poor.

Secondary Mandate
- To promote consultation, dialogue and the sharing of development experience between civil society organisations and relevant organs of state
- To debate development policy
- To undertake research and publication aimed at providing the basis for development policy.

Vision
Develop a society free from poverty.

Mission
To contribute to poverty eradication and the elimination of its causes.

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

Integrity
We undertake to be honest, trustworthy, open and accountable for our actions and the resources entrusted to us.
Excellence
We are dedicated to meeting and exceeding delivery standards in all aspects of our business.
Dignity
We promise to uphold and respect the dignity of individuals and groups in their quest to seek decent living standards.
Partnering
We undertake to work in partnership with others for the common good.
Commitment
We are committed to intervening with skill, diligence and dedication in meeting the needs of our partners.
Empowerment
We are dedicated to seeking and unleashing potential in all our stakeholders.

Goals
Our 2008/09 strategic goals for achieving our mandate were the following:
- To establish and promote partnerships to leverage funds and capabilities
- To facilitate research that informs grant funding decisions and policy
- To build and sustain organisational capabilities.

> *The state of the world economy will inevitably affect us here in South Africa; not only making the plight of the poor more difficult, but also adding to the number of people who are unemployed and who have to rely on the state for support and assistance.*

In the past few years, the challenges facing the National Development Agency in its quest to contribute towards the alleviation of poverty have been significant. However, the challenges of the past pale in comparison with the situation we now face, as we enter the grave international economic climate of a new era.

Ms Edna Molewa
Minister of Social Development

The state of the world economy will inevitably affect us here in South Africa; not only making the plight of the poor more difficult, but also adding to the number of people who are unemployed and who have to rely on the State for support and assistance.

Government has continued to acknowledge the need for a concerted effort to address the issue of poverty and has again made the necessary resources available. The priority remains the inclusion and nurturing, through access to economic and development opportunities, of as many vulnerable people as possible.

The National Development Agency has moved through a period of change and uncertainty and has now achieved the maturity required to meet the challenges of this new era. The continuing requests for funding and the successful distribution of grants are an indication that the NDA is able to meet its mandate. This success does however mean that there is a growing demand for resources, to which the organisation is responding with an improved and refocused strategy for resource mobilisation.

As this report coincides with the end of the present term of government, I would like to take the opportunity to extend my appreciation to the Board and management of the National Development Agency, who have grown and strengthened the organisation through some challenging times. The NDA has played a significant role in assisting the government to meet the challenges of poverty and this has been possible only through the combined effort of its staff and the guidance of the Board. As we stand at the dawn of this new era, I acknowledge this contribution and extend my encouragement to the agency in its continuing fight against poverty.

Minister of Social Development

The 2008/09 annual report presents not only an opportunity to reflect on the events of the past year, but also an opportunity to consider our future direction at a point when we have to face a changing and challenging economic climate. The stumbling world economy will inevitably have an effect on poverty and increase the magnitude of the problem that this organisation is mandated to address.

During the years which I have served on the Board of the National Development Agency, I have seen the organisation face a number of obstacles in reaching the level of maturity and stability needed to rise to the challenge originally set for it. As I look at the organisation today, I do believe that it has reached that level, and is ready to take the next bold step into shaping its future and meeting its mandate of poverty alleviation head on.

The end of this financial year will also see the arrival of a new chief executive officer who comes charged with finding creative and innovative ways to deliver on our mandate and to leverage to the maximum the resources we bring to the war on poverty. The Board and the organisation as a whole is grateful to the outgoing chief executive officer, Mr Godfrey Mokate, who has left as his legacy a stable organisation and a sound foundation on which to build.

In fulfilling both the primary and secondary mandates of the organisation, the National Development Agency has engaged in an intensive grant-funding process which has seen funds made available to a variety of income-generating and food security initiatives. The Board has approved 59 projects in the last year, to the total funding value of R85.8 million. In addition, the organisation continues to implement a comprehensive capacity-building programme to complement the provision of grants, empowering civil society organisations and communities to take charge of their own lives and destinies. The need to continue with research to inform decisions and provide the basis for policy development has not been lost sight of, and we also remained conscious of the need to promote debate and dialogue between key stakeholders.

The success of the organisation should not be diminished by the recognition of the need to align with the financial challenges of our environment. While we remain focused on sustainable development through grant funding, research and the promotion of interaction between government and civil society organisations, we also recognise the need to promote organisational sustainability and excellence. In this regard we will be turning our attention in the coming year to the manner in which we mobilise resources.

Once again I am pleased to report that the NDA has achieved an unqualified audit report. This compliance achievement is matched by a serious commitment to quality of performance within the NDA itself and also to addressing the procedural and compliance deficiences which have been highlighted through the audit process. I would like to thank my fellow Board members for their unwavering commitment, and the staff of the NDA for their perseverance and dedication in challenging times.

Rt Reverend Bishop M Malusi Mpumlwana

Chairperson of the Board

> " ... to contribute to the making of an all-inclusive African church experience that spirituality empowers the weak, the poor, women and the youth and engages the social and economic realities of our time for the common good. "

RT REVEREND BISHOP M MALUSI MPUMLWANA

Rt Reverend Bishop M Malusi Mpumlwana

Chairperson

Bishop Mpumlwana heads the Northern Diocese of the Ethiopian Episcopal Church, giving strategic direction to the mission of the diocese and overseeing the pastoral ministrations of its priests and lay leaders. His vision is "to contribute to the making of an all-inclusive African church experience whose spirituality empowers the weak – the poor, women and the young and engages the social and economic realities of our time for the common good".

Bishop Mpumlwana is deputy chair of the President's Advisory Council on National Orders and, among other non-profit organisations and corporations, the Bishop sits on the board of the Historic Schools Restoration Project and the TrustAfrica (a continent-wide grantmaking organisation focusing on peace and security, regional integration, and citizenship and identity).

The Bishop is currently senior associate for Setsing sa Modisa, focusing on platforms for youth development, social giving and instruments for social and food security for the poor. He trained at the Federal Theological Seminary and the University of Cape Town, developing his theological work out of the practice of what he calls Kairos Theology, with South Africa's 1985 Kairos Document as example. It is a theology that reflects on momentous challenges and distills those elements that cry out for intervention, failing which history would judge adversely. In this regard, he has worked with other theologians in South Africa, Africa, the Middle East and Latin America. For 10 years, until August 2006, he served as the WK Kellogg Foundation's Africa regional director, providing leadership for its programming in Botswana, Lesotho, Malawi, Mozambique, South Africa, Swaziland and Zimbabwe.

Ms Marcia Manong

Deputy Chairperson

Born and raised in Massachusetts in the United States, Ms Manong is director of the Association for Community and Rural Advancement, where she is responsible for overall co-ordination and management, maintaining key internal and external relations, resource mobilisation and monitoring and evaluating the effectiveness of the organisation's policies, programmes and activities.

Ms Manong began her career at the Massachusetts Turnpike Authority. She obtained an MA in Filmmaking from Vermont's Goddard College in 1977 and went on to make documentaries which were used as educational, advocacy and lobbying tools for the rights of children living with disabilities. Since coming to South Africa, Ms Manong, who has a keen interest in developmental issues, has served on the boards of Ntsika Enterprise Promotion Agency, Sangoco and the NDA.

Mr David Adler
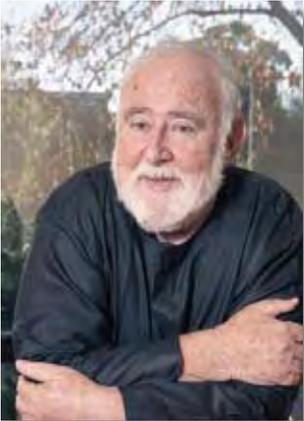
Mr Adler has a wealth of strategic and operational experience in large institutions and non-governmental organisations, and is recognised locally and internationally for his commitment to human development and his understanding of socio-economic constraints and opportunities. As founder, CEO, chairman and board member of non-governmental and community-based organisations, Mr Adler is an expert in corporate governance and financial accountability requirements.

Mr Adler is a former director of Sached Trust, former chairperson of the South African Qualifications Authority (SAQA) and an adviser to the Franciscan Order's African Programme for Peace through Community Development. In May 2009, Mr Adler gave the keynote address at the Quebec Association of Adult learning in Montreal and also undertook mediation work with the Cree nation in Ontario.

The Reverend Nombuso Maphalala

Reverend Maphalala, who is disabled, holds a Bachelor of Theology degree from the University of the Western Cape, a certificate in International Trade Union History from the Russian Trade Union School, and is certificated by the Netherlands 'Training the Trainers' course.

Reverend Maphalala has served as an executive council member of eThekwini Metro, and is a former branch organiser of the Food and Allied Workers' Union. She currently holds the position of deputy manager in the KwaZulu-Natal Premier's office.

Dr Wallace Mgoqi

Dr Mgoqi is a former city manager of the City of Cape Town and chief land claims commissioner. Born in Goodwood, Cape Town, Dr Mgoqi completed his BA degree in Social Science at the University of South Africa in 1976. In 2002, he received an LLD degre from the University of Cape Town for social justice, an honorary degree from the City University of New York, Queen's College School of Law, for his contribution to social change and justice, and has received the Sir Sydney and Lady Felicia Kentridge Award for his exceptional service to the law in Southern Africa. He also holds an honorary doctorate from the University of Transkei (Now the Walter Sisulu University) and was awarded the Duma Nokwe Human Rights Award in 2004.

Dr Mgoqi served as national chairperson of the Trust for Community Outreach and Education (TCOE) for 17 years to 2004. His company directorships have included Old Mutual Bank, Old Mutual SA, Safmarine, Safren, Syfrets and Sekunjalo Investments, and he has also held the position of a trustee of the Brimstone Equity Share Trust.

Mr Phuti Mokobane

Mr Mokobane has a BA in Administration from the University of the North, a Higher Diploma in Planning for Development and an MSc in Town and Regional Planning from the University of the Witwatersrand. Mr Mokobane has worked extensively at Puledi Projects, a town and regional planning company, latterly as managing director.

As a former chairperson of the Mpumalanga Development Tribunal, Mr Mokobane studied housing policies in Israel, Egypt, Turkey and Greece. He has attended courses in town and regional planning management in France, and in rural development in Japan.

Mr Mmoloki Pheelwane

Mr Pheelwane spent much of his life in exile. He matriculated from the Solomon Mahlangu Freedom College in Tanzania and obtained a diploma in law at the institute of management and development at Mzumbe, also in Tanzania. On his return to South Africa, he obtained a higher diploma in law administration from Rand Afrikaans University and a diploma in Labour Law from Regenesis College. Pheelwane is knowledgeable in many disciplines, ranging from organisational development and financial strategy to integrated development planning and human resources management.

Mr Pheelwane has a strong background in community involvement. Based in the North West province, Mr Pheelwane has served on a number of boards, including those of Future Bank Corporation (North West), North West Housing Corporation, Urban Dynamics and North West Parks and Tourism.

Mr Muthuhadini Alfred Madzivhandila

Mr Madzivhandila holds a BA honours degree in Psychology and an Education Diploma from the University of Venda, is a graduate of the Rural Development Policy and Management Programme at Wits University, and has an MA in Development Studies from the University of the North. He holds further qualifications in project management and fraud prevention in procurement processes from Rand Afrikaans University and the University of Pretoria, and a certificate in Public Sector Governance from Unisa, where he is currently studying towards a PhD in Development.

Mr Madzivhandila started his career as an assistant director at Thohoyandou Labour Centre. He went on to become chief administration officer at the University of Venda, company secretary at the Agricultural Research Council, deputy director of the Compliance and Secretariat Unit in the Department of Public Enterprises, progressing to the position of Director: Internal Compli-

ance Monitoring and Secretariat in the department. He also worked as the chief executive officer of the South African Chamber of Banking and is currently an executive manager at the Road Traffic Corporation.

Professor Tokozile Mayekiso

Professor Thokozile Mayekiso is the Deputy Vice-Chancellor: Research, Technology and Planning at the Nelson Mandela Metropolitan University (NMMU) with effect from 1 May 2009. She obtained the degrees BA, BA Honours and MA in Psychology from the University of Fort Hare. She then obtained a D Phil (Cum laude) from Free University Berlin, Germany. She is registered as a clinical psychologist with the Health Professions Council of South Africa (HPCSA). Professor Mayekiso has served in the following capacities at the then University of Transkei: senior lecturer, associate professor, professor and head of the Department of Psychology, and thereafter as vice-dean of Arts. In 2001, she joined University of Witwatersrand in the capacity of head of School of Human and Community Development, and subsequently became deputy dean and acting executive dean of the Faculty of Humanities in 2006. She proceeded to Nelson Mandela Metropolitan University (NMMU) where she was appointed as executive dean: Faculty of Arts in 2007. She is a board member of the National Development Agency, the Emthonjeni Centre at Wits University and Children's Institute at the University of Cape Town.

Chief Pheni Ngove

As fifth royal leader of the Royal Mabunda tribe, Chief Ngove has initiated and mobilised funding for numerous community advancement projects. He is deputy chairperson of the Social Development cluster in the National House of Traditional Leaders, as well as serving in the Limpopo Provincial House of Traditional Leaders.

He is currently a board member for the South African Council for Planners and Appeal Board, the Department of Arts and Culture-Ministerial Advisory Committee on Human Settlement and the South African National AIDS Council. He is also a commissioner for the Cultural Religious and Linguistic Communities Commission.

Chief Ngove has served on the board of the University of Pretoria's Centre for Indigenous Knowledge Systems and the executive committee of the Letaba Further Education and Training College. He was a member of the National Older Persons Forum of the Human Rights Commission and the Limpopo Provincial Sport and Arts Council.

In the field of entrepreneurship, Chief Ngove has accumulated valuable experience due to his involvement in manufacturing, retail, construction, skill development and mining business ventures.

Corporate Governance

> " *Every effort is made to align the NDA with the requirements and best-practice standards set out in the National Development Agency Act, the Public Finance Management Act (PFMA) and related Treasury regulations, the Protocol and King II.* "

The members of the NDA Board recognise the importance of sound corporate governance. They acknowledge that conforming to high corporate standards of governance often constrains management's entrepreneurship and innovation. However, balancing good governance with performance for financial success is the surest road to long term sustainability for the organisation.

The Board acknowledges the need for ongoing independent assessment, monitoring and the provision of up-to-date and accurate information. Every effort is made to align the NDA with the requirements and best-practice standards set out in the National Development Agency Act, the Public Finance Management Act (PFMA) and related Treasury regulations, the Protocol and King II.

Governing Body

The constitution and composition of the Board of the National Development Agency is governed by the National Development Agency Act. The existing Board was appointed for a three-year term in October 2007, with some members being eligible for reappointment in 2010. The Board is the accounting authority (as defined in the PFMA) and, as such, the members have a collective responsibility to meet fiduciary duties as defined in the PFMA, Treasury regulations and the Principles of King II.

Board Charter

A Board Charter has been developed to assist the NDA Board and its committees in the exercise of their responsibilities, to be read in conjunction with the Act, the PFMA, Treasury Regulations and the Committee's Terms of Reference. The Board also takes note of the agency agreement which is entered into between the organisation and the Minister of Social Development. The Charter is reviewed on an annual basis and input from the corporate governance audit completed in this financial year will be considered and incorporated into the Charter.

Board Committees

The Board has established a number of committees which is an acknowledgement of the need for specific expertise in the execution of its duties and responsibilities. These committees have specific terms of reference and reporting responsibilities, and can appoint members who are not members of the Board to serve on them in order to bring their knowledge and experience to the functioning of the organisation.

The committees are:
The Management and Finance Committee
The Audit and Risk Committee
The Human Resources and Remuneration
    Committee
The Projects and Programmes Steering Committee
The Research and Development Committee

Internal Controls

The organisation has an extensive system of control mechanisms. Risk management is a standing agenda item at all board meetings and the risk register is continually reviewed and updated with the necessary actions to effectively address identified risks. Strict financial and procurement procedures are in place, however it has been noted that these are not fully implemented or complied with. This is being addressed as a matter of urgency by management and a system of monitoring compliance will be implemented. The importance of compliance with the procedures is the subject of ongoing training.

The internal audit department is engaged in regular compliance audits to determine the compliance of projects with grant agreement conditions. The Audit and Risk Committee is tasked with monitoring this process and reporting to the Board.

Code of Conduct

A Code of Conduct that governs and guides the Board and all staff members is in place. This code addresses such matters as conflicts of interest and confidentiality. The NDA has an approved and recognised set of values which it strives to entrench throughout the organisation and which informs all interaction both internally as well as with stakeholders and members of the public.

Remuneration

Certain members of the Board receive fees for their service on the Board and committees. Members of the Board who are government employees do not receive remuneration. Travelling and associated costs of members of the Board and committees are also paid by the organisation. Associated costs are reported fully in the annual report.

> "The NDA has an approved and recognised set of values which it strives to entrench throughout the organisation."
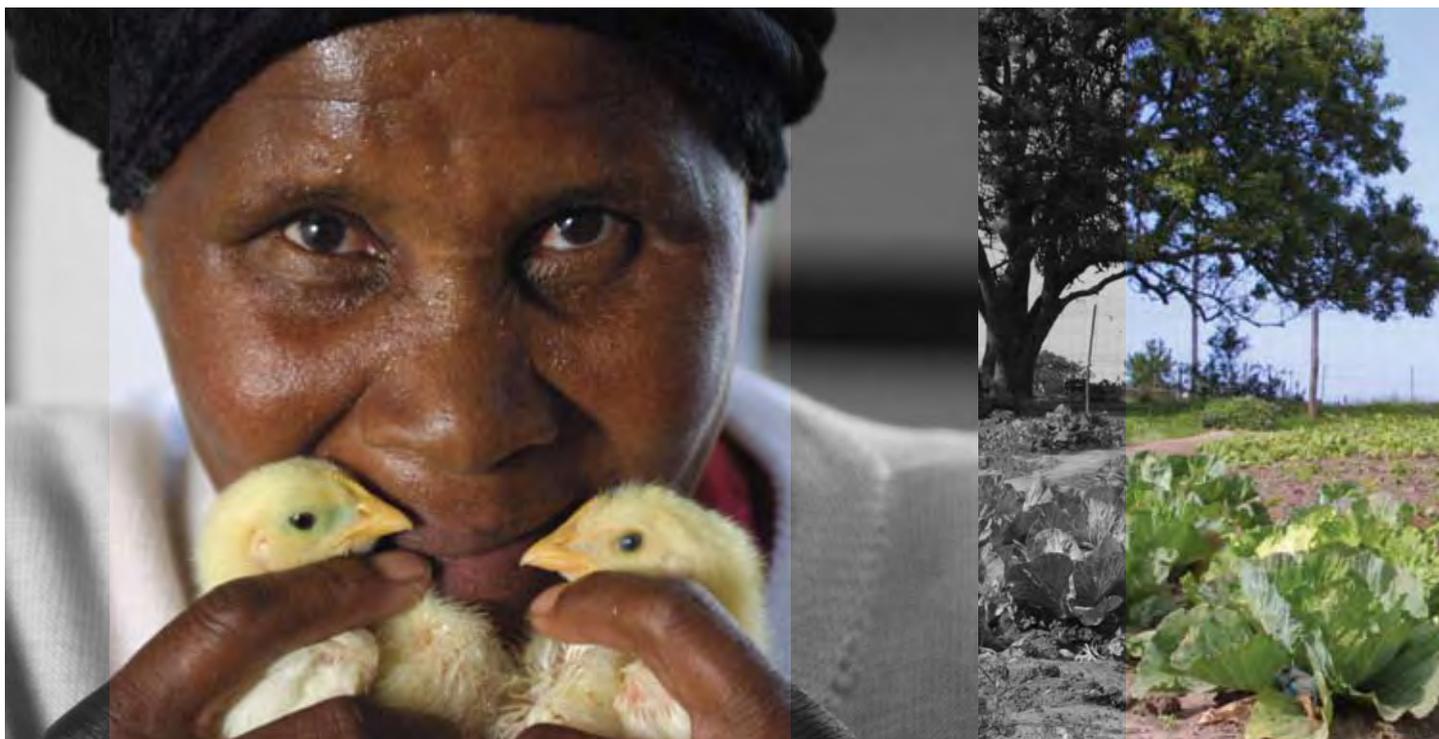
Board and Committee Meetings
1 April 2008 to 31 March 2009

Board Meetings	
Total number of meetings for the year: 18	
Board Members	**Meetings attended**
Bishop M Mpumlwana (Chairperson)	14
Ms M Manong (Deputy Chairperson)	17
Mr D Adler	17
Mr M Madzivhandila	17
Rev N Maphalala	11
Prof T Mayekiso	15
Dr W Mgoqi	14
Mr S Mohlabi (resigned)	2
Mr P Mokobane	17
Chief P Ngove	16
Mr M Pheelwane	10

Management and Finance Committee

The Management and Finance Committee is constituted in terms of section 8 of the National Development Agency Act and assists the Board in the discharge of its duties in financial and operational business issues.

Total number of meetings: 8

Committee Members	**Meetings attended**
Bishop Mpumlwana (Chairperson)	8
Ms M Manong	7
Mr D Adler	6
Mr M Madzivhandila	6
Prof T Mayekiso	8
Rev Maphalala (joined from November 2008)	2 of 5

Audit and Risk Committee

The Audit and Risk Committee's purpose is to provide assistance to the Board in fulfilling its oversight responsibilities, specifically with regard to the integrity of financial statements, internal control systems, compliance with legal and regulatory requirements and the assessment and management of risk.

Total number of meetings for the year: 6

Committee Members	**Meetings attended**
Mr D Adler (Chairperson)	6
Ms K Malapela	5
Mr K Mockler	6
Mr M Pheelwane	5

Human Resources Remuneration Committee

The Human Resources and Remuneration Committee's purpose is to consider and make recommendations to the Board in all remuneration-related issues, to represent the Board in relation to staffing and affirmative action policies, training and development, labour relations and all other human-resource-related issues, and to ensure that the NDA's human resource strategy is aligned with the overall vision and strategic objectives of the organisation.

Total number of meetings for the year: 15

Committee Members	Meetings attended
Ms M Manong (Chairperson)	15
Mr S Faku	13
Dr T Masilela	3
Prof T Mayekiso	13
Mr M Pheelwane	10

Projects and Programmes Screening Committee

The Projects and Programmes Screening Committee recommends projects to the Board for funding; exercises an oversight function on behalf of the Board in the conceptualisation, planning and renewing of projects and ensures that projects; meet development criteria within the budgeted parameters.

Total number of meetings for the year: 14

Committee Members	Meetings attended
Prof T Mayekiso (Chairperson)	14
Mr D Adler	13
Mr M Madzivhandila	10
Rev N Maphalala	3
Dr W Mgoqi	13
Mr S Mohlabi (resigned)	2
Mr P Mokobane	12
Chief P Ngove	11

Research and Development Committee

The Research and Development Committee oversees the implementation of the research and development strategy of the NDA. It makes recommendations to the Board on issues of the promotion of consultation, dialogue and the sharing of development experience between civil society organisations and the relevant organs of state and debate on development policy as well as the undertaking of research and publication aimed at providing the basis for development policy.

Total number of meetings for the year: 4

Committee Members	Meetings attended
Mr M Madzivhandila (Chairperson)	4
Prof T Mayekiso	4
Mr P Mokobane	2
Chief P Ngove	2

This financial year has seen many changes, not least in the world economic climate. This has had an impact on the organisation, the country, the world at large and, most importantly for us, on the poor.

The year has also brought changes at the organisation with the resignation of Mr Godfrey Mokate, the previous chief executive officer. He did however leave a legacy to the NDA of stability and it is my belief that this will provide a solid foundation for the NDA to develop into a leading force in the war against poverty.

Unlike many organisations, the NDA's objective is not to make a profit, but to grant funding for development projects in poor communities and to strengthen the institutional capacity of the civil society organisations that instigate, set up and manage such projects.

In order to achieve this objective, the NDA's strategic goals for the financial year under review were:
- to establish and promote partnerships which leverage funds and capabilities,
- to facilitate research that informs grant-funding decisions and policy, and
- to build and sustain organisational capabilities.

In pursuit of these goals, in the financial year 2008/09 the NDA granted more than R85.8 million to 59 projects, mostly in rural areas, where the funds can make the most difference.

The NDA has a very clear social mandate – the alleviation of poverty – and its fundamental purpose is the granting of funds. This has been successfully achieved in the past year. However, in addition one must acknowledge that the NDA's true potential for excellence lies not only in its financial activity, but in a triple-bottom-line approach which also includes social and environmental considerations.

Poverty is the daily experience of people who live in conditions which have effectively excluded them from the mainstream economy. In formulating a structured response to poverty, the NDA is aware of the message from government that people should actively develop their own livelihoods. The NDA therefore strives to identify and assist civil organisations and projects with the ability to capacitate people socially in the long term.

As regards environmental concerns, the NDA's focus on food security obliges us to be conscious of the impact of our activities on the balance of nature. All our projects are considered in the context of the need to protect natural resources and the NDA works in conjunction with the departments of land, water and agriculture to ensure compliance and the most economical use of resources.

One final comment I would like to make about the year under review concerns risk management. This area was somewhat overlooked in the past, but this has now been remedied with both a complete assessment of the risks facing the organisation and the development of plans to address them. This process is an ongoing one which I am confident the NDA's Board members and staff will carry forward.

It remains for me to extend my thanks and appreciation to the staff and Board members of the National Development Agency for the support and effort which they have given to both me and the organisation over the past months. I have a strong hope and belief that the NDA has the capacity and the strength of will to grow and develop into a mature organisation which will play its part in the alleviation of poverty. It is my pleasure to formally present the NDA Annual Report for the 2008/09 financial year to the Board and the Minister of Social Development.

Rashida Issel
Acting Chief Executive
Officer NDA

NDA's Organisational Structure

Rashida Issel
Acting CEO and Chief Operations Officer

Hajra Mansour
Internal Audit

Mandla Ncube
Chief Financial Officer
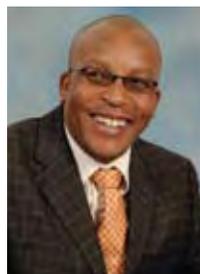
Samuel Lewatle
Human Resources Executive

Prof P Ewang
Research and Development

Lunga Mangcu
Marketing and Communications

Karen Kemp
Company Secretary

Reuben Mogano
Development Management

Strategic Goal One: Establish and promote partnerships to leverage funds and capabilities
Purpose: To make most of the funds and capabilities available from various players in the development arena.

Strategic objective	Output	Performance indicator	Target	Achievements for 2008/09	Variances
1. Identify potential players and best practices that can be applied and opportunities for intervention to create islands of success	**1.1** Income generation and food security	■ Targeted grant funding against approved criteria ■ Disbursements on time ■ Regular monitoring, evaluation and reporting.	■ Income generation and food security projects committed	■ All funding has been committed to income generation and food security projects in accordance with provincial and sectoral allocations ■ Funding was committed to 59 projects for an amount of R85,8 million ■ Regular monitoring of projects was conducted in accordance with the Standard Operations Procedures for grant making (SOPs).	None
	1.2 CSOs strengthened to deliver services	■ Funding for CSOs for capacity building ■ CSOs development and support intervention programmes ■ Assessment reports.	■ Funding for CSOs for capacity building ■ Targeted grant funding against approved criteria ■ CSOs development and support intervention programmes	■ Income-generating and food security projects received training and institutional support, in governance, project management, financial management, resource mobilisation, business plan and strategic plan development ■ 643 CSOs have directly benefited from capacity building strengthening interventions ■ 9 645 individuals have been trained.	None
2. Improve internal processes of quality grant-making to optimise funding activities	**2.1** Improved project business processes	■ Functional, integrated business systems ■ Monitoring and evaluation reports.	■ Review and integrate grant-making processes ■ Policy process approved by the Board and its implementation	■ Done	None
	2.2 Projects paid as per contracts	■ Timeous payment of projects as per agreement ■ Monitoring and evaluation reports.	■ Improve management of contracts payment and regularly monitor and report ■ Improved record-keeping systems	■ R118,1 million has been disbursed ■ Project monitoring conducted for funded projects per provisions of the SOP for grant making.	None
	2.3 Status report	■ National and provincial activity plans and report ■ National and provincial project portfolio performance.	■ Develop and implement performance reporting system ■ Obtain, analyse and produce consolidated reports	■ Done	None
3. Develop and sustain partnerships and programmes of action	**3.1** Partnerships geared towards poverty eradication and dialogue	■ Memorandum of Agreement with defined action programmes ■ Implementation reports.	■ Approval of partnering for development strategy by board ■ Identify and build partnerships	■ Done	None

Strategic Goal One: Establish and promote partnerships to leverage funds and capabilities					
Purpose: To make most of the funds and capabilities available from various players in the development arena.					
Strategic objective	**Output**	**Performance indicator**	**Target**	**Achievements for 2008/09**	**Variances**
	3.2 Position NDA as a leading development agency	◼ Recognition of the NDA name, brand and mandate by key stakeholders	◼ Achieve at least 80% brand recognition amongst peers	◼ A number of activities aimed at raising the profile of the NDA were undertaken. These activities contributed to the enhancement and profiling of the organisation amongst its key stakeholders ◼ Provincial profile summaries detailing information on the population, unemployment, development priorities and challenges that informed the provincial funding were done and posted on the website ◼ Summaries of flagship projects were also posted on the website ◼ Contact information on all provinces was updated ◼ A summarised version of the poll was introduced and received good participation from external visitors to the NDA website ◼ Press releases were done on successful project launches ◼ Insertions profiling the NDA were placed in *Turning Point*, *CSI Kaelo Handbook* and Trialogue's *CSI Handbook* ◼ Various projects and NDA events were profiled on the voice-over messages on our on hold telephone service ◼ Participated in the NCOP, Budget Vote, SALGA exhibitions where information on the NDA was disseminated to stakeholders ◼ We also participated in the SEDA SMME EXPO in three provinces Local Economic development EXPO for SMME in two provinces ◼ Participated in the LGBN and CSI conferences where we had speaking opportunities as well as showcasing NDA work through exhibitions. The unit also partnered with the NMM in its 'Taking Parliament to the People' held at Lady Frere, Eastern Cape ◼ 20 projects were launched/ handed over in Limpopo (6), North West (3), Free State (9), Eastern Cape (1) and Northern Cape (1). The local media was invited to these project launches ◼ Gauteng and head office were branded ◼ 77 projects were branded in North West, Limpopo, Gauteng, KwaZulu-Natal and Northern Cape provinces for easy identification and raising awareness of the NDA brand ◼ A number of morale-boosting activities which were greatly appreciated by staff were organised by the unit (Walk-the-Talk, health awareness and year-end party).	Provincial media luncheons had to be cancelled due to budgetary constraints

Strategic Goal Two: Facilitate research that informs grant-funding decisions and policy
Purpose: To understand the nature of poverty in South Africa and what must be done to alleviate it, who the main role players are and what they are doing, and what the NDA and other role players might do to fashion effective programmes and influence policy.

Strategic objective	Output	Performance indicator	Target	Achievements for 2008/09	Variances
1. Establish and maintain a database of CSOs and other role players	**1.1** Research capacity and distribution of CSOs	■ CSO reach and capacity report ■ Updated database	■ Conduct research study on CSOs in South Africa ■ Establish a functional database.	■ A study of the state of CSOs in South Africa was carried out and the report made available ■ A database of CSOs in all nine provinces has been created and is available on the NDA website.	None
2. Identify targets for intervention, and craft solutions	**2.1** Targets identified and solution proposed	■ Updated poverty assessment reports ■ Updated resource flow reports ■ Reports utilised for programme funding	■ Conduct municipal area assessments ■ Complete nine provincial resource flow assessments ■ Develop a funding list for programmes	■ Updated municipal poverty nodes reports have been made available to all NDA staff ■ Updated provincial resource flow assessments have been completed ■ Priority listing and settled land claims have been submitted to Development Management Directorate.	None
3. Measure impact of programmes and share learning and knowledge	**3.1** Evaluation of funded projects and insert learning and knowledge into grant-making process	■ Evaluation and impact reports ■ Case studies ■ Due diligence.	■ Nine provincial project impact studies ■ Complete nine provincial project impact studies ■ Produce five strategic project case studies ■ Conduct due diligence for nine provincial projects ■ Establish a database of due diligence service providers.	■ Impact studies are completed for all the nine provinces and reports are available ■ Planned for 2009/2010 ■ The process of Due diligence has been completed, ■ Project due diligence reports were submitted to DMD ■ The due diligence process for the nine provincial projects is 100% complete. Project due diligence reports were submitted to DMD ■ The directorate has compiled a database of due diligence service providers in all the provinces.	None