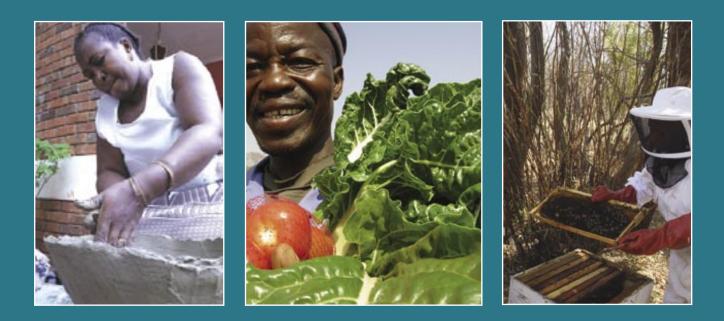# NDA **National Development Agency**

NDA Strategic Document 2009 - 2012

The NDA 2009 - 2012 Strategic Plan Report to The Minister of Social Development

Table of Contents

UNL**O**CKING
POTENTIAL

"Government is painfully aware that abject poverty is still too widespread in our society; and the level of inequality is too high."

President Kgalema Montlanthe, State of the Nation Address, 2009

In line with government's War on Poverty, and in the wake of the economic results of the global financial crisis, the role of the National Development Agency (NDA) in South Africa is clear. The NDA's mandate remains to support and to strengthen civil society organisations (CSOs) in the pursuit of programmes that meet the development needs of the most vulnerable of our society – the rural poor, women, youth and the disabled.

The NDA Strategic Document 2009 – 2012, sets out in detail exactly how the NDA will fulfil its mandate over the next three years. In the process, what also emerges is the cross-cutting nature of the NDA's activities, for instance in the fields of agrarian, rural and local economic development (LED). The NDA Strategy underscores the need for a more integrated, coordinated approach to poverty eradication.

The NDA's Three Year Strategic Plan sets a series of interventions, which in turn can be broadly grouped into four main strategic objectives. The first of these is to grant funds and to provide support for CSOs to successfully implement poverty eradication projects, particularly those pre-identified as nodes of special need by the Urban Renewal Programme (URP), the Integrated Sustainable Rural Development Programme (ISRDP) and the Project Consolidate-supported local authorities. In these areas of special need the NDA will work

via the CSOs to mobilise resources to support, in particular, small scale agricultural projects, while at the same time assisting the CSOs themselves to build the capacity they need to serve the interests of the communities they arise from. The monitoring of delivery will apply equally to the CSO-led projects as to the NDA's own activities, requiring where necessary a capacity development framework and implementation plan. The aim is sustainable development, job creation, food security projects, rural income-generating projects, targeted agri-business and agricultural development projects, and in general a path out of the poverty trap which keeps people dependent on others instead of mobilising their own untapped potential.

Second, the NDA Strategic Plan centres on the sustainability of the NDA itself as a key developmental resource for the State going forward. This means building the NDA brand as well as innovation in securing alternative sources

of revenue and leveraging existing sources better to enable the NDA to fulfil its mandate, in coordination with other key role-players in government, civil society and the private sector. The purpose is to raise or earn R50 million extra in cash or kind by 2012. At the same time the NDA is accelerating its own programmes to employ and develop individuals drawn from the very sectors of society it is mandated to serve, such as people with disabilities. Alongside this, programmes will be implemented to improve operational efficiencies

effective community-based development in South Africa. This forms part of government's broader "War on Poverty" so eloquently outlined in this year's State of the Nation Address by the President. It means building a functional, database backing a resource centre that can be drawn on by the NDA and its allies in the "War on Poverty". More specifically the data base will also include detailed reports on NDA-funded projects accompanied by impact assessments, and inputs into development policy produced. Such a service will also assist our

"The NDA Strategy underscores the need for a more integrated, coordinated approach to poverty eradication."

(and thus free up resources for other uses as identified in the Strategic Plan) wherever possible and to embed the highest standards of corporate governance, compliance and accountability within the NDA.

Third, the NDA will be taking very seriously the search for new and original paths to development, hosting seminars and conferences with development experts and researchers from all walks of life to share learning, develop best practice, and search for new ways of achieving development goals. The NDA is a facilitator of dialogue and debate around these important issues, working with other development bodies and academia in pursuit of a shared vision of a better life for poor and marginalised South Africans. In the process it is expected that better tools for measurement of impact will be devised, and that collectively this initiative will culminate in an NDA National Conference.

Fourth, the NDA over the next three years will be filling in the information gaps that still impede

partners in development, entrench the habits of lifelong learning and critical self assessment, and ensure the best application of scarce resources, whether human or financial.

The core components of the NDA's strategy for the years ahead is funding of projects; development and enhancement of partnerships to leverage resources; continued research and dialogue to inform policy and project funding; and entrenchment of governance and institutional efficiency. In this the NDA is building on the solid foundations laid by its predecessors and its Board, which saw 79 projects worth R89,9 million successfully concluded by the NDA in 2008 alone.

Last, but most certainly not least, the NDA Strategic Plan 2009-2012 incorporates clear key performance indicators and milestones for measuring delivery, as well as their links with budgets. In this manner the efficiency and the impact of the NDA's work will be transparent, monitored, and, where necessary, adapted and amended to meet new challenges.

"The aim is ... to make a practical difference in sustainable development and the end of dependency amongst the most vulnerable in our society."

The NDA Strategic Document 2009-2012 sets out a clear plan for the future. The aim is to measure strategically sound interventions and their impact to make a practical difference in sustainable development and the end of dependency amongst the most vulnerable in our society. In this the NDA will work within the context of national government policies, programmes and priorities, and report on such to the Minister of Social Development as the Strategic Plan unfolds.

> The role of the NDA is crafted to ensure that we continue strengthening communities and their organisations, including the broader civil society sector, to engage in poverty eradication initiatives.

Once again the 2008/2009 year has presented many challenges, not only to government, the people of South Africa and the NDA specifically but also to the world at large. As we face an uncertain and volatile economic climate, poverty looms as a serious threat and a major challenge to us all, especially to a country which remains a developing nation.

The war against poverty will have to intensify and will require the empowerment of our people to enable them to access sustainable economic and development opportunities through the combined effort of government, the private sector and all the citizens of our country in a joint initiative.

I do believe that we have such a partnership and that the National Development Agency has and will continue to play a strategic role in the identification and development of poor communities through funded development projects and capacity building programmes. The role of the NDA is crafted to ensure that we continue strengthening communities and their organisations, including the broader civil society sector, to engage in poverty eradication initiatives.

As the National Development Agency goes forward into this new term of government it is my sincere wish that it will continue with the work that it has successfully achieved in the past. The organisation must, however, strive towards greater heights in tackling the problem of poverty with creativity and alacrity as it grows and develops in a manner which will enable it to meet the challenge which our changing economic environment presents.

I would like to extend my thanks to the dedicated staff of the National Development Agency for their dedication to the task at hand as well as to the members of the Board and the chairperson, Bishop Mpumlwana. Board members have given tirelessly of their time and expertise to provide guidance and assistance to the organisation, for which we are all most grateful.

Minister Edna Molewa
Department of Social Development

The mandate of the NDA is dictated by the National Development Agency Act, as follows:

MANDATE

Primary mandate:

To contribute towards the eradication of poverty and its causes by granting funds to civil society organisations for the purpose of:

- carrying out projects or programmes aimed at meeting development needs of poor communities; and

- Strengthening the institutional capacity of other civil society organisations involved in direct service provision to poor communities.

Secondary mandate:

a) To promote

- Consultation, dialogue and sharing of development experience between civil society organisations and relevant organs of state; and

- Debate on development policy; and

b) To undertake research and publication aimed at providing the basis for development policy.

NDA'S 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 service standards in all aspects of the business.

Dignity
We promise to uphold and respect the dignity of the individual, group and society in their quest to seek decent living standards.

Partnering
We undertake to work in partnership with others for the common good.

Commitment
We are commited to intervening with skill, diligence and dedication in the pursuit of meeting the needs of our partners.

Empowerment
We are dedicated to seeking and unleashing potential in all our stakeholders.

VISION:
A developing society free from poverty

MISSION:
Facilitate development through targeted grant funding, research and strategic partnerships

It is with great privilege that I present this strategic plan for 2009 - 2012, which comes at a time of change and challenge, not only for the National Development Agency, but for all of us.

As the world economy stumbles this will inevitably have an effect on poverty and the magnitude of the problem that this organisation is mandated to address. As the Board considered the strategic positioning of the organisation we remained ever conscious of this challenge and strove to develop a strategy which will enable the National Development Agency to find creative and innovative ways of continuing to deliver on our mandate and to leverage the maximum amount of resources to bring to the war against poverty.

While the strategy is directed to the future, some reflection on past endeavours and the results thereof, is required. 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 issue of capacity building and the strengthening of Civil Society Organisations (CSO) has also been the focus of the organisation. The NDA Board has approved 79 projects in the last year, totalling R89.9 million. In addition, the organisation continues to implement a comprehensive capacity-building programme to complement the provision of grants, empowering communities to take charge of their own development, their lives and destinies. We did not lose sight of the need to continue with research

to inform decisions as well as to provide the basis for the development of policy. We also remained conscious of the need to promote debate and dialogue between the various key stakeholders.

While I am proud to acknowledge the successes of the National Development Agency in these areas it is also necessary to accept that during the next three years there needs to be an alignment of the initiatives of the organisation within the financial challenges of our environment.

We do believe that both our previous vision and mission statements correctly capture and reflect our position going forward. However we have readdressed the goals of previous years. While we still remain focused on sustainable development through grant funding, research and the promotion of interface between government and CSOs, we have also recognised the need to promote organisational sustainability and excellence.

It is necessary to address the issue of the sustainability of the organisation. Since the inception of this organisation there has been a need to establish the National Development Agency on a sound footing from an internal perspective. I feel that this point has now been reached and as we move into the future there is a requirement that we become outwardly focused, specifically in the

We are cognisant of the fact that this organisation exists to serve the needs of the poorest of the poor and with this in mind we strive to implement our strategy in the most cost effective manner possible.

manner in which we mobilise resources. It is to this challenge that our changing strategic goal is addressed.

We have also considered the most effective ways in which we can best meet our mandate and in this regard have specifically selected key areas for focused initiatives within the wider plans of continued food security and income generating projects and capacity building. These areas include the targeting of vulnerable groups, specifically the disabled, women and the youth. We will also identify specific assistance and support that can be brought to bear on land reform.

It remains to be said that in these tough economic times we, like so many others, have become focused on the issues of cost savings and efficiency. We are cognisant of the fact that this organisation exists to serve the needs of the poorest of the poor and with this in mind we strive to implement our strategy in the most cost effective manner possible.

On this basis I am pleased to present this, the 2009 – 2012 strategy to the Minister on behalf of the Board of the National Development Agency.

Bishop Malusi Mpumlwana
Chairperson

Bishop Malusi Mpumlwana

Ms Marcia Manong

Chief - Pheni Ngove

Dr Wallace Mgoqi

Mr David Adler

Mr Mmoloki Pheelwane

Professor Thokozile Mayekiso

Mr Phuthi Mokobane

Rev Nombuso Maphalala

Mr Muthuhadini Madzivhandila

What a difference a year makes. As head of one of South Africa's leading organisations contributing to development, I am reminded of how completely the world in which the National Development Agency (NDA) operates has changed compared to this time in 2008.

None of us will remain unaffected by the global financial crisis and its impacts. Organisations such as the NDA will have to redouble their efforts to mitigate these impacts of globalisation on the most vulnerable members of our society. While there is little that the NDA can do to alter events, by definition beyond our control, we can make an impact in terms of aggressively supporting sustainable development and job creation amongst those marginalised from the mainstream economy. In that sense the mission of the NDA remains unchanged, even if the urgency of its interventions has increased.

such development is shared as widely as possible. Making this aim a reality is the rationale behind this NDA Strategic Document 2009-2012.

The Strategic Document sets out in detail the NDA's plans for the next three years, how they will be paid for, how they will be implemented, and how their impact will be measured. This is informed by our core mandate "to contribute towards the eradication of poverty and its causes," which remains unchanged. The NDA will do this through its support for civil society organisations (CSOs) that make people-driven grassroots development a reality. The NDA will support CSOs

The eradication of poverty is the core business of the NDA ...

In his State of the Nation Address (SONA) to parliament earlier this year, President Kgalema Motlanthe dwelt on this issue at some length. He reminded us that "we are all agreed that the well being of our society depends, critically, on the progress we make in expanding the nation's wealth and ensuring that the benefits … are shared by the people as a whole." In the form of the NDA, government has an important weapon at its disposal to work for development. The NDA can ensure, in its own special area of activities, that

in a variety of ways, including developing capacity amongst the CSOs themselves to deliver and make a measurable difference. And it will do so in partnership with government and other partners in development theory and practice.

Over the next three years, the NDA will emphasise several core aspects of our work. First, the NDA will align its policies and programmes more closely with that of government (and indeed with other development agencies, public and private). For

its part, government's agenda was set out in the SONA and its declaration of "War on Poverty". The President pointed out that the impact of unemployment "weighs most heavily on rural women, youth, and people with disability," and indeed that is where the NDA will focus. This, together with agricultural assistance and rural development, will feature prominently in the NDA's work going forward.

The NDA is, however, only one weapon in government's arsenal in the "War on Poverty", albeit a significant one. There are other players with other specialisations and other mandates, and

It is not just the capacity of the CSOs that needs attention to maximise impact, but the NDA also need to restructure itself so as to improve operational efficiencies and ensure its own sustainability over the next few years. The NDA will be working to access additional sources of revenue besides government's own contribution. As in the case of the CSOs, the NDA itself will be working to limit dependency and unleash innovative ways of addressing problems.

The eradication of poverty is the core business of the NDA, even if it cannot achieve everything on its own. Hence the third emphasis of our plan, that of

... organisations such as the NDA will have to redouble their efforts to mitigate these impacts of globalisation on the most vulnerable members of our society.

the NDA must work closely with them to ensure there is no duplication of effort and that the sum of the parts in this war on poverty is greater than the whole. Integration, coordination and alignment are the watchwords that the NDA will abide by over the next three years.

Combined with this approach is the second emphasis, on a strategic approach to maximising the impact the NDA achieves with the limited resources at its disposal. We can only keep alive what the new President of the United States of America, Barack Obama, memorably termed the "Audacity of Hope" by making sure that everything we do has a measurable impact on the most vulnerable in our society. As the Strategic Plan indicates, for the NDA this means a special focus on women, the rural poor, youth and the disabled, within the overall context of the national Comprehensive Anti-Poverty Strategy driven by government. It also means a deliberate focus on the issues of rural development and agriculture, specifically poverty alleviation through better food security.

facilitating debate and dialogue within the sector, whether in academia or other areas of development expertise, to share learnings, develop best practice, allow innovative new approaches to emerge, and to measure impact more accurately.

The NDA has the track record to do all this, and that track record exists because of all the hard work and the commitment of previous NDA leaders, staff and the Board. They have built a solid foundation for us. My special thanks must also go to our Chairman, Bishop Malusi Mpumlwana, for his wise and compassionate counsel. Our work is also made easier by the dedication of our Board Members. We acknowledge the leadership provided by the Minister of Social Development. Finally, my warm appreciation goes to the staff of the NDA for their loyalty and hard work - they breathe life into this organisation.

Thank you.
Mr Godfrey Mokate
Chief Executive Officer

7. NDA Executive Management

Mr Godfrey Mokate
Chief Executive Officer

Karen Kemp
Company Secretary

Prof Peter Ewang
Research &
Development

Rashida Issel
Chief Operations Officer

Mr Lewatle
Human Resources

Lunga Mangcu
*Marketing &
Communications*

Hajra Mansour
Internal Audit

Reuben Mogano
*Development
Management*

Mandla Ncube
Chief Financial Offier

8. Strategic Plan

8.1 DEVELOPMENT MANAGEMENT DIRECTORATE

- The core function of the Development Management Directorate is to promote sustainable development through the provision of development grant funding to Civil Society Organisations (CSOs) to implement integrated and sustainable community-driven projects that create employment and income-generating opportunities.
- This directorate is also responsible for the implementation of initiatives to build capacity civil society to enable it to access and utilise developmental resources to achieve self-reliance and sustainability.
- CSOs can play a significant role in strengthening community building and cohesion for developmental action. Through grassroots capability, competencies and collective action we will realise the common goal of sustainable development.

Over the next three years the NDA, through the Development Management Directorate will focus on the following outputs:

8.1.1 Strategic Project Funding

Provide grants to CSOs to implement sustainable community-driven projects that address food security, create employment and income opportunities, via the following two programmes:

1. Programme Formulation (PF)
   - Identify poverty pockets, particularly the Integrated Sustainable Rural Development Programme (ISRDP) nodes, Urban Renewal Programmes (URPs) and Project Consolidate Municipalities where NDA funded projects are most urgently needed.
   - Set targets for projects that address food security, income generation, agrarian support and capacity building to meet the needs of vulnerable groups, specifically the disabled, women and the youth.

2. Request for Proposals (RFP) for Competitive grant funding:
   - Invite well established CBOs, non-governmental organisations (NGOs) and Co-operatives in organised communities to submit project proposals based on pre-set policy criteria and processes as established in the PF phase. Proposals are then reviewed and submitted to the Board for approval.

8.1.2 Capacity Building

Capacity building will focus on the following:
- Effective service delivery by CSOs at local level, specifically in the areas of:
  - project management
  - financial management
  - community organising
  - resource mobilisation
  - public policy analysis
  - public participation and
  - technical skills (e.g. agriculture and provision of water and sanitation).
- Strengthening institutional capacity of NGOs, CBOs and Co-operatives to drive and complement the government-wide programme of developing community-driven initiatives that create jobs in the second economy.
- Developing capacity and leadership of communities to enable them to engage effectively with public policy.
- Promoting "social entrepreneurship" in communities as cornerstones of development within targeted communities.

8.2 RESEARCH

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

With regards to research, the NDA intends to achieve the following in the next three years:

- Carry out strategic policy dialogue and consultation on critical poverty issues that will strengthen the interface between Government, CSOs and other key role players in poverty eradication and the development arena;
- Conduct project impact and valuation studies to inform best practices in project management;
- Develop project best practice case studies for learning and information sharing;
- Maintain a strategic national database of CSOs and other key developmental role players;
- Strengthen and maintain strategic partnerships with development agencies, research organisations and institutions of higher learning nationally and internationally.

8.3 CORPORATE GOVERNANCE

Good governance and best practices are strategic to organisational success. The NDA, as a Schedule 3A organisation, is obligated to carry out the following strategic functions to best strengthen the organisation:

- Internal Audit
- Legal and Risk Management
- Company Secretariat

8.3.1 Internal Audit

The internal audit fulfils the following functions:

- Providing assurance that management processes are adequate to identify and monitor significant risks;
- Confirming the effective operation of established internal control systems;
- Providing credible processes for feedback on risk management and assurance;
- Reviewing the reliability and integrity of financial and operating information and the

means used to identify, measure, classify and report such information;
- Reviewing the systems established to ensure compliance with policies, plans, procedures and legislation that could have a significant impact on operations and such information;
- Reviewing the means of safeguarding assets and, as appropriate, verifying the existence of such assets;
- Reviewing operations and programmes to ascertain whether results are consistent with established objectives and goals, and whether the operations and programmes are being carried out as planned; and
- Reviewing specific operations at the request of the Audit Committee or management as appropriate.

8.3.3 Legal and Risk Management

The implementation of an enterprise-wide Risk Management process is an integral part of good governance. In the next three years it is envisaged that the Legal and Risk function will focus on the following:

- Good corporate governance;
- Full compliance with all legislation, policy and regulations;
- Improved business process systems to detect and mitigate risk; and
- Review, register and attend to all legal matters.

8.3.4 Company Secretariat

An effective Company Secretariat is essential for the NDA. The objectives for the next three years are as follows:

- Act as an advisory body to the Board on corporate governance;
- Schedule Board meetings and prepare Board packs, minutes and action lists;
- Register and recommend the review of policies within the NDA; and
- Guide and orientate new Board members on Board Charters and terms of reference.

8.4 SUPPORT SERVICES

The NDA's two core functions of programmes and research are supported by the following support services:
* Human Resources
* Finance and Information Technology
* Communications and Marketing

8.4.1 Human Resources

The purpose of the Human Resources (HR) function in the NDA is to support the organisation in its mission by attracting, motivating, developing, rewarding and retaining its personnel.

HR will focus on the following interventions to achieve organisational excellence:

* **Recruitment, Induction and Retention**
  In addition to recruitment and selection policies reviewed in 2008, HR will continuously implement cost-saving mechanisms without compromising standards in the areas of succession planning, talent management and retention. An in-house assessment of competencies will ensure cost savings and a retention strategy will be implemented over the next three years to ensure that critical skills in the organisation are retained.
* **Performance Management**
  The existing performance management system will be further embedded and monitored to ensure that it is inherent in the culture of the organisation.
* **Organisational Review**
  A priority for the organisation will be to conduct a review of the flow of work to ensure that the work is directed appropriately and that the capacity to manage the workflow exists.

* **Training and Development**
  The Training and Development Policy will be reviewed and learnerships, interns and volunteers will be considered in the process. The implementation of training and development plans will be reinforced and.
* **Strengthening Partnerships, Consultation and Employee Relations**
  The NDA will ensure full consultation on most people-related matters and policies, and will ensure training is provided to all managers with respect to conflict management, dispute handling and grievance and disciplinary management. The Employee Relations Policy will also be reviewed. An employee participatory forum will be initiated to promote active participation and improve consultation in an attempt to seek consensus on people matters.
* **Promoting a Values-based Organisation**
  A good understanding and knowledge of its values by all its people will be achieved through the internalisation of the values and their linkage to visible behaviours that will be monitored and measured.
* **Wellness and Health & Safety Management**
  Focus will be given to the development of the Employees Assistance Programme (EAP), Safety and Health, Sexual Harassment and HIV/Aids policies. Alignment with the Occupational Health Safety Act will be ensured.
* **Remuneration**
  The Remuneration and Job Evaluation policies are in the process of being reviewed.
* **HR Policies**
  HR will continue to review policies and processes to identify areas for improvement and ensure alignment with legislation and best practice.

8.4.2 Finance and Information Technology

In the next three years Finance and Information Technology plans to deliver on the following:

- Improve the quality of reporting to enable management to make timeous interventions;
- Improve internal controls and processes to safeguard the entity's assets;
- Build and maintain strong relationships with key stakeholders through compliance of all relevant regulation and legislation;
- Provide mobile access and enablement of core processes via a web-enabled widely accessible collaborative project tool. The NDA has selected Microsoft Great Plains as its Enterprise Resource Planning tool to meet its objectives; and
- Support a research knowledge portal/hub that requires unique configuration to meet NDA requirements to address gaps identified related to knowledge and information sharing.

8.4.3 Marketing and Communications

Marketing and Communications' strategic plans for the next three years are:

- Communicating credible and relevant information to all NDA target publics and stakeholders on funded projects and researched information.
- Building a strong reputation for the organisation through effective brand management; and
- Building and maintaining strong relationships with key stakeholders and potential partners through participation in relevant platforms that are in line with the NDA mandate.

9. Three Year Strategic Plan 2009 - 2012

Strategic Goal One: Promote sustainable development Purpose: To contribute to the eradication of poverty through grant funding and resource mobilisation					
Strategic Objective	**Outputs**	**KPI's**	**Milestones**		
			2009/2010	**2010/2011**	**2011/2012**
1.1 To grant funds and support CSOs to successfully implement poverty eradication projects	1.1.1 Food security projects funded	Number of beneficiaries supported through food security projects	Projects funded	Projects funded	Projects funded
		Number of beneficiaries from vulnerable groups supported through food security projects			
		Food security projects implemented and supported towards sustainability within time frames			
		Sustainability of project after post funding period			
	1.1.2 Income generating projects funded	Number of employment opportunities created through income generating projects			
		Number of beneficiaries from vulnerable groups supported through income generating projects			
		Income generating projects funded towards sustainability within time frames			
		Sustainability of project after post funding period			

Strategic Goal One: Promote sustainable development Purpose: To contribute to the eradication of poverty through grant funding and resource mobilisation					
Strategic Objective	Outputs	KPI's	Milestones		
			2009/2010	2010/2011	2011/2012
1.2 To grant funds and mobilise resources to support agricultural and agri-business projects	1.2.1 Targeted agricultural and agri-business projects identified and funded	Number of beneficiaries supported through agricultural and agri-business projects			
		Number of beneficiaries from vulnerable groups supported through agricultural and agri-business projects			
		Agricultural and agri-business projects funded towards sustainability within time frames			
		Sustainability of projects after post funding period.			
1.3 Capacity building to strengthen CSOs to engage on poverty and development issues	1.3.1 Capacity building support to funded projects	Funded projects achieving their objectives	Capacity building framework developed and implemented	Implement and monitor	Implement, monitor and evaluate
		Successful implementation of funded projects			
		Number of projects meeting their objectives			

Strategic Goal Two: Promote organisational sustainability, development practice and excellence Purpose: To develop additional income streams to build and sustain the capacity to enable us to operate efficiently and effectively					
Strategic Objectives	**Outputs**	**KPI's**	**Milestones**		
			2009/2010	**2010/2011**	**2011/2012**
2.1. Leverage and raise funds / earn income from identified sources	2.1.1 R 50 million by 2012 in kind and cash in addition to government grant	Sources identified and partnerships established to access increased resources	Approved and implemented resource mobilisation strategy	Implement and monitor strategy	Implement, monitor and evaluate strategy
		Partnership agreements signed	Implementation of agreements	Implementation and monitor agreements	Implementation, monitor and evaluate agreements
		Quantified value of all contributions received	Raise R 10 million	Raise R 15 million	Raise R 25 million
2.2 Raising of profile of the organisation to facilitate the leveraging of resources through partnerships	2.2.1 Repositioning of the organisation	Resources leveraged through strategic partnerships	Branding and increased visibility within the sector and potential donor market	Maintain and boost visibility and relevance	Maintain and boost visibility and relevance
			Develop a strategy to increase visibility and repositioning of the organisation	Implement and monitor	Implement, monitor and evaluate
2.3 Create preferential employment opportunities for specified people with disabilities	2.3.1 Vulnerable groups identified and empowered	Targeted percentage of staff from groups with disabilities employed	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	Creation of an enabling environment for people living with disabilities, to reach their full potential
			Implementation and evaluation of employment equity plan and policy	Implementation and evaluation of employment equity plan and policy	Implementation and evaluation of employment equity plan and policy
			Implementation of the Occupational Health and Safety Act	Implementation of the Occupational Health and Safety Act	Implementation of the Occupational Health and Safety Act
		Disabled groups empowered	Target 2% of total staff for disabled groups	Target 2% of total staff for disabled groups	Target 2% of total staff for disabled groups

Strategic Goal Two: Promote organisational sustainability, development practice and excellence					
Purpose: To develop additional income streams to build and sustain the capacity to enable us to operate efficiently and effectively					
Strategic Objectives	**Outputs**	**KPI's**	**Milestones**		
2.4 Improve business efficiencies including operating costs	2.4.1 Reduce costs to achieve a 65% direct project funding /35% support and administration costs split	Develop and implement cost allocation model	Cost allocation model developed and implemented	Implementation and evaluation of the model	Implement, monitor and evaluate the model
		Approved cost containment model and budgeting methodology	Cost containment Model and budgeting methodology approved	Implementation and evaluation of the model	Implement, monitor and evaluate the model
	2.4.2 Approved and aligned organisational structure to strategy	HR plan aligned to structure	Business process mapping	Implementation and monitoring of the model	Implement, monitor and evaluate the model
			Approved organisational structure		
			Job profiling and policies review		

Strategic Goal Two: Promote organisational sustainability, development practice and excellence					
Purpose: To develop additional income streams to build and sustain the capacity to enable us to operate efficiently and effectively					
Strategic Objectives	**Outputs**	**KPI's**	**Milestones**		
2.5 Effective business systems and governance	2.5.1 Best practice policies, procedures and unit strategies	Integrated, aligned and compliant policies	Review, update and train on policies	Implement, update and evaluate	Implement, monitor and evaluate
			Institutionalise and implement performance management		
			Service level agreements signed between units		
	2.5.2 Unit strategies aligned to NDA strategy	Approved unit strategies or plans approved by the Committees	Develop and implement the strategy		
		Unit contribution towards the NDA strategy			
	2.5.3 Compliance and good governance	Effective risk management and internal controls	Review and maintain risk management strategy	Evaluate and monitor the risk management strategy	Maintain, evaluate and monitor risk management strategy
			Address and manage all internal and external audit findings		
		Ongoing meeting of all legislative obligations	Compliance reporting	Compliance reporting	Compliance reporting
	2.5.4 Living the NDA values	Values embedded and lived within the organisation	Values embedded in organisational culture and in performance agreements	Values embedded in organisational culture and in performance agreements	Values embedded in organisational culture and in performance agreements

Strategic Goal Three: Promote interface between CSO's, Research Institutions, Development Practitioners and the State on development issues Purpose: To facilitate dialogue to inform development policy and service delivery					
Strategic Objective	**Outputs**	**KPI's**	**Milestones**		
			2009/2010	**2010/2011**	**2011/2012**
3.1 Facilitate dialogue and consultation within the development sector	3.1.1 Sector relevant and recognised plan for dialogue	Date upon which the plan will be approved by the Board	Develop and commence implementation of plan	Implement and monitor plan	Implement, monitor and evaluate plan
	3.1.2 Measure efficacy of dialogues facilitated on public policy, grant funding and service delivery issues	Quality, efficiency and effectiveness of the dialogues	Development of tools for measurement and conduct research	Utilisation of research reports	Monitoring and evaluation of implementation of research data
	3.1.3 Dialogues facilitated on relevant development issues	Number of dialogues held	Develop a plan and conduct an audit of the development sector platforms for dialogue	Dialogue engagement and implementation of the plan	Conduct impact assesment and evaluation of the plan and continue with implementation strategy
				NDA National Conference	Impact and evaluation of outcomes of conference

Strategic Goal Four: Facilitate research that informs grant funding decisions, procedures and development policy Purpose: To facilitate information and knowledge generation to strengthen the development programming of the NDA and informing development practice and policy					
Strategic Objectives	**Outputs**	**KPI's**	**Milestones**		
			2009/2010	**2010/2011**	**2011/2012**
4.1 Maintain accurate development information to inform the sector	4.1.1 Functional database	Database with relevant and up to date information	Linkage formalised within the sector Updated database	Update and monitor use of database	Update monitor and evaluate use of database
	4.1.2 Functional resource centre	Relevant and up to date information in the resource centre	Resource centre maintained with relevant development information	Update and monitor use of resource centre	Update monitor and evaluate use of resource centre
4.2 Measure performance and impact of NDA funded projects	4.2.1 Detailed reports of funded projects	Date by which the reports will be submitted	Conduct base line, due diligence, mid-term evaluations and close out projects	Develop tools and conduct base line, due diligence, mid-term evaluations and close out projects Conduct evaluations of previously funded projects	Monitor and evaluate the usage of tools for base line, due diligence, mid-term evaluations and close out projects
4.3 Research to inform grant funding	4.3.1 Sector specific studies	Number of studies and development policy input produced	Development of tools to conduct research	Utilisation of research reports	Monitoring and evaluation of implementation of research data
	4.3.2 Documents produced and lessons shared from case studies to influence policy	Date by which to complete document and disseminate information	Analyse, share and disseminate information	Analyse shared and disseminated information	Evaluation of the process for the sharing and dissemination of information

SUMMARY OF BUDGET PER DIRECTORATE FOR 2009/2010 FINANCIAL YEAR		
	BUDGET 2009/2010	BUDGET AS % OF GRANT
MANDATE COSTS	**95,361,520**	
PROJECT FUNDING	92,648,300	
Direct Project Funding	87,228,300	60.2%
Direct Project Costs	5,420,000	
- Business Plans, Compliance Audits and Mediation	1,000,000	
- Improve Quality of Products	500,000	
- Due Dilligence Reviews	1,260,000	
- Baseline Studies	500,000	
- RFP Advertising	250,000	
- Branding & Launches	560,000	
- Provincial Costs	1,350,000	
RESEARCH AND DEVELOPMENT	2,713,220	
ADMINISTRATION COSTS	**26,826,709**	
BOARD REMUNERATION	989,215	
BOARD TRAVEL, ACCOMMODATION & SUBSISTENCE	1,169,950	
BOARD TRAINING & OTHER COSTS	185,520	
CEO'S OFFICE	1,237,000	
LEGAL AND RISK	800,000	
COMPANY SECRETARY	584,274	
PROVINCES	5,750,000	
INTERNAL AUDIT	1,141,667	
HUMAN RESOURCES	2,317,719	
FINANCE	5,537,592	
INFORMATION TECHNOLOGY	3,162,052	
MARKETING AND COMMUNICATIONS	3,270,000	
DEVELOPMENT MANAGEMENT	681,720	
Total Costs Before Staff Costs	**122,188,229**	
STAFF COSTS	48,593,771	
TOTAL BUDGET EXPENDITURE	**170,782,000**	
Total income available	**170,782,000**	
Grant from Department of Social Development	144,782,000	
Interest Earned on Bank Balances	26,000,000	
DEFICIT/(SURPLUS)	0	

RECONCILIATION OF THE BUDGET BASED ON STRATEGIC OBJECTIVES

	CEO'S OFFICE	LEGAL AND RISK	COMPANY SECRETARY	PROJECTS	RESEARCH AND DEVELOPMENT	MARKETING AND COMMUNICATIONS	INTERNAL AUDIT	HUMAN RESOURCES	FINANCE AND IT	TOTAL	Budget Year 1 (2009-10)	Budget Year 2 (2010-11)	Budget Year 3 (2011-12)
Strategic Goal 1	**Promote sustainable development**												
1.1 To grant funds and support CSOs to successfully implement poverty eradication projects.	0	0	0	71 578 300	0	1 060 000	0	0	0	72 638 300	72 638 300	73 487 414	81 788 655
1.2 To grant funds and mobilise resources to support agricultural and agri-business projects.	0	0	0	14 000 000	0	0	0	0	0	14 000 000	14 000 000	14 000 000	10 000 000
1.3 Capacity building to strengthen CSOs to engage on poverty and development issues.	0	0	0	3 500 000	0	0	0	0	0	3 500 000	3 500 000	3 530 000	4 288 000
SUB- TOTAL	**0**	**0**	**0**	**89 078 300**	**0**	**1 060 000**	**0**	**0**	**0**	**90 138 300**	**90 138 300**	**91 017 414**	**96 076 655**
Strategic Goal 2	**Promote organisational sustainability, development practice and excellence.**												
2.1 Leverage and raise funds/earn income from identified sources.	577 000	0	0	1 000 000	0	0	0	0	0	1 577 000	1 577 000	1 309 200	1 910 000
2.2 Raising of the NDA profile to facilitate the leveraging of resources through partnerships	0	0	0	0	0	1 780 000	0	0	0	1 780 000	1 780 000	2 834 282	2 522 898
2.3 Create preferencial employment opportunities for specified people with disabilities	0	0	0	0	0	0	0	100 000	0	100 000	100 000	180 000	230 000
2.4 Improve business efficiencies including operating costs	0	0	0	0	548 220	910 000	0	1 297 469	0	2 755 689	2 755 689	3 572 157	5 591 934
2.5 Effective business systems and governance	660 000	800 000	2 928 959	6 431 720	0	30 000	1 141 667	920 250	8 699 644	21 612 240	21 612 240	23 127 268	23 421 621
SUB- TOTAL	**1 237 000**	**800 000**	**2 928 959**	**7 431 720**	**548 220**	**2 720 000**	**1 141 667**	**2 317 719**	**8 699 644**	**27 824 929**	**27 824 929**	**31 022 907**	**33 676 453**
Statregic Goal 3	**Promote interface between CSO's and state on development issues**												
3.1 Facilitate dialogue and consultation within the development sector	0	0	0	0	900 000	300 000	0	0	0	1200 000	1 200 000	800 000	716 667
SUB- TOTAL	**0**	**0**	**0**	**0**	**900 000**	**300 000**	**0**	**0**	**0**	**1 400 000**	**1 400 000**	**1 100 000**	**1 800 001**
Strategic Goal 4	**Facilitate research that informs grant funding decisions, procedures and development policy**												
4.1 Maintain accurate development information to inform the sector.	0	0	0	0	100 000	0	0	0	0	100 000	100 000	200 000	600 000
4.2 Measure performance and impact of NDA funded projects.	0	0	0	0	1 760 000	0	0	0	0	1 760 000	1 760 000	4 050 000	4 833 334
4.3 Research to inform grant funding.	0	0	0	0	1 165 000	0	0	0	0	965 000	965 000	1 400 000	600 000
SUB- TOTAL	**0**	**0**	**0**	**0**	**3 025 000**	**0**	**0**	**0**	**0**	**3 025 000**	**3 025 000**	**5 650 000**	**6 033 334**
TOTAL OPERATIONAL COSTS BEFORE SALARIES	**1 237 000**	**800 000**	**2 928 959**	**96 510 020**	**4 473 220**	**4 080 000**	**1 141 667**	**2 317 719**	**8 699 644**	**122 188 229**	**122 188 229**	**128 490 321**	**13 650 3109**
Staff costs	3 901 557	623 432	1 578 662	22 724 063	3 447 701	2 580 117	4 038 399	4 292 057	5 407 784	48 593 771	48 593 771	50 394 680	52 914 414
TOTAL FUNDS REQUIRED	**5 138 557**	**1 423 432**	**4 507 621**	**119 234 083**	**7 920 921**	**6 660 117**	**5 180 066**	**6 609 776**	**14 107 428**	**170 782 000**	**170 782 000**	**178 885 000**	**189 417 523**
Total Income available											170 782 000	178 885 000	189 417 523
Transfer payment from DSD											144 782 000	153 469 000	163 724 000
Interest receivable											26 000 000	25 416 000	25 693 523
SURPLUS/(DEFICIT)											**0**	**0**	**0**

Peromnes Level	Classifications	Filled	Vacant	To be filled			Total Posts
				2009/10	2010/11	2011/12	
P3	Chief Executive Officer	1	0	0	0	0	1
P4	Executive Managers, Directorate Heads	7	0	0	0	0	7
P5	Company Secretary, Resource and Stakeholder Manager	1	1	1	0	0	3
P6	Provincial Managers, Legal and Risk Managers, HR Managers, Financial Managers, Senior Researcher, Internal Auditors Managers	17	2	2	0	0	21
P7	Various Specialist, Assistant Company Secretary, CIO, e-Manager	4	1	1	1	0	7
P8	Development Managers, Senior Internal Auditor, External Communications Officer, R&D Specialists	28	2	0	12	0	42
P9	Financial Accountant, IT Engineer, HR Officer, Internal Auditor, Data Specialists, Supply Chain Officer, Internal Communications Officers	5	1	0	0	0	6
P10	Specific Administration Supply Chain Assistants,	4	0	0	0	0	4
P11	Programme Administrators, Accounts Clerks, Administration Assistants	23		1	1	0	25
P12	Registration Officer	1	0	0	0	0	1
P13	Receptionist	1	0	0	0	0	1
P14	Courier /Driver	1	0	0	0	0	1
P15	n/a	0	0	0	0	0	0
P16	n/a	0	0	0	0	0	0
P17	Office Assistants	7	0	0	0	0	7
TOTAL		100	7	5	14	0	126

13. Human Resource Implications

The implications of the 2009 - 2012 strategy on Human Resources (HR) are the following:

12.1 The alignment of the structure with strategy:

HR is embarked on a process of re-structuring the current organisational structure to align it with the revised organisational strategy. The structuring process is aimed at addressing deep-rooted problems through the implementation of the strategy, the new organisational model and through developing integrated business processes for the entire organisation, which will include effective governance and management. The structuring process will be conducted in three phases. Phase one is mainly focused on conducting and analysing the current situation and development of the HR Plan. A draft report has been completed and submitted for approval. Phase two will concentrate mainly on designing the Structure and the decision level. Phase three will be the implementation where a Competency Assessment & Matching People to Jobs & Structure will be conducted.

In line with the above, a need exists to improve the current systems, governance and processes to align the structure with strategy. These will ensure proper alignment and will assist the organisation in addressing future competency gaps, developing, and retaining the critical employees and skills needed to achieve its strategic goals and objectives.

The following are critical elements / organisational values which are of paramount importance in the optimisation of organisational and employee performance:
- Organisational Interventions: such as reorganisation or changes to the existing culture; leadership style and communication.
- Position Classification: reviewing of current job profiles to better reflect future functional requirements; adding new job classifications and reallocating job classes.
- Staff Development: to prepare employees for specific positions, occupations and develop needed competencies.
- People Management Processes: Performance management, rewards and recognition, and training and development, and optimum employee well-being.
- Succession Planning: to prepare and ensure that there are highly qualified people capable of filling critical positions.

A talent management, retention and succession planning strategy will be developed to enable the:
- Retention: to encourage employees to stay in the organisation.
- Recruitment / Selection: to find and hire qualified and competent candidates
- Performance Management System: A three-tiered Performance Management System approach will be adopted to create a performance-oriented culture.

12.1.1 Competency framework:

Given the strategic focus for the next three years (2009 - 2012) the focus of HR will be to reposition the organisation to fulfill the mandate of re-skilling, re-training and development of staff. The current employees' capacity in terms of numbers, competencies and utilisation are not at the level required to meet the strategic demands of the organisation. Therefore, developing and implementing a comprehensive competency framework against which employees can manage their careers and performance is urgently required. HR needs to assess the competency gaps of employees.

Adjudication Criteria for Funding of Projects used by the Projects and Programmes Steering Committee:

To promote eradication of poverty and its causes, a project should:
- Serve the population of a targeted poverty pocket area
- Address economic and social inequalities, including gender inequalities
- Promote tangible quality of life improvements by facilitating the satisfaction of basic needs for the targeted population and/or
- Generate opportunities for employment and income earning

To promote community ownership of the development process, a project should:
- Ensure self-initiative and participation during project planning, management and implementation phases
- Promote balanced gender involvement including active participation of women in decision-making structures
- Present opportunities for the community beneficiaries to voice poverty-related issues
- Facilitate a high level of awareness of the project within the local community
- Facilitate adoption/acceptance by the community of project proposals
- Promote community ownership of the project benefits
- Demonstrate project accountability to beneficiaries and governing structures
- Provide opportunities for capacity building, skills transfer and other measures to address obstacles that prevent or limit community participation and self initiative

To adopt a broad-based approach to addressing poverty and its causes, a project should:
- Consider a multiplicity of community needs

- Provide an opportunity for other development initiatives within the community
- Where appropriate, make reference to existing Government and/or other relevant development initiatives

To optimise the effective use of resources / skills through a partnership approach, by:
- Indicating opportunities for cooperation with other relevant parties
- Proposing relevant partnerships with other parties on the basis of clearly defined competencies and roles

To build sustainability and quality development into the project, a project should:
- Demonstrate appropriateness of project solutions and results in relation to problems identified
- Provide objective and project purpose indicators reflecting the social and economic impact of the project on the community
- Demonstrate the project's suitability in terms of the social, cultural and environmental characteristics of the area
- Demonstrate long term feasibility in technical, financial and organisational terms

The NDA does not fund:
- Workshops and conferences, unless they are integral to the functioning of a project or programme to gain or renew a mandate or to consult a recipient community about the project design and implementation.
- Research for individual gain or profit
- Once-off activities
- Large-scale infrastructure projects that are the responsibility of national,

provincial or local government, including schools, offices, water, sanitation and road works

- Capital expenditure such as land, buildings, vehicles or other major capital, unless they are in support of project implementation
- Disaster relief
- Educational institutions, schools, universities or colleges
- Local, provincial or national government or parastatals, directly or indirectly
- Capital for small, medium or micro enterprises

- Bursaries
- Political organisations or activities or any activity that promotes party political division, sexism, racism or regionalism
- Museums and conservation projects
- Projects outside South Africa
- Denominational activities
- Activities that may cause environmental degradation
- Organisations with a history of misuse of funds or whose grants have been suspended by the NDA.

15. Abbreviations and Glossary

For the purposes of the NDA and its organisational Strategic Plan, the following terms, abbreviations and acronyms are defined:

Asgi-SA	–	Accelerated Shared Growth Initiative of South Africa
CBO	–	Community-based Organisation
CSO	–	Civil Society Organisation
DSD	–	Department of Social Development
EAP	–	Employees Assistance Programme
EXCO	–	Executive Committee
FBO	–	Faith-based Organisation
HR	–	Human Resources
IA	–	Internal Auditor
IDP	–	Integrated Development Programme
IR	–	Industrial Relations
ISRDP	–	Integrated Sustainable Rural Development Programme
IT	–	Information Technology
LRAD	–	Land Redistribution for Agricultural Reform
NDA	–	National Development Agency
NGO	–	Non-governmental Organisation
OHS	–	Occupational Health and Safety
R&D	–	Research and Development
PF	–	Programme Formulation
PGDS	–	Provincial Growth and Development Strategy
RFP	–	Request for Proposal
SMME	–	Small, Medium-sized and Micro Enterprises
UPR	–	Urban Renewal Programme

16. Our Provincial Contact Details

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