



NDA

National
Development
Agency

Annual Report 2010/11





NATIONAL DEVELOPMENT AGENCY

ANNUAL REPORT 2010/11

I have the honour of submitting the Annual Report of the National Development Agency for the period 01 April 2010 to 31 March 2011.

Ms Bathabile Dlamini
Minister of Social Development

September 2011

Date of Submission



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1. INTRODUCTION

The National Development Agency (NDA) is a public entity listed under schedule 3A of the Public Finance Management Act (PFMA) and reports to the Parliament of the Republic of South Africa through the Minister of Social Development.

The Agency's primary mandate is to contribute towards the eradication of poverty and its causes, through granting funds to civil society organisations, for purposes of implementing development projects of poor communities and strengthening the institutional capacity of other civil society organisations that provide services to poor communities.

The NDA, in its 2010/2013 Strategic document, undertook to contribute towards the achievement of the following government outcomes:

- Quality basic education;
- All people in South Africa are and feel safe;
- Decent employment through inclusive economic growth;
- Vibrant, equitable, sustainable rural communities contributing towards food security for all;
- Create a better South Africa, a better Africa and a better world;
- An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.

This report presents an overview of NDA's performance in the 2010/11 financial year and achievement of stated goals thereof.





2. LEGISLATIVE MANDATE

The NDA mandate is divided into two components - a primary and a secondary mandate, detailed as follows:

Primary mandate

1. To contribute towards the eradication of poverty and its causes by granting funds to civil society organizations for the purposes of:
 - Carrying out projects or programmes aimed at meeting development needs of poor communities.
 - Strengthening the institutional capacity of other civil society organizations involved in direct service provision to poor communities.

Secondary mandate

2. To promote:
 - Consultation, dialogue and sharing of development experience between civil society organizations and relevant organs of the state;
 - Debate on development policy; and
 - Undertake research and publication aimed at providing the basis for development policy.

3. VISION

A society free from Poverty.

MISSION

Facilitate sustainable development by strengthening civil society organisations involved in poverty eradication through, enhanced grant funding and research.

OUR VALUES

As a development agency, we subscribe the following values:

Integrity

- We act with integrity and accept responsibility for our actions

- We conduct our activities in an accountable and transparent manner

Dignity

- We show respect for self and others
- We treat other people the way we would like to be treated

Empowerment

- We seek and realize the potential in all people
- We encourage performance and embrace a positive outlook
- We build capacity in our people to improve performance

Accountability & Responsibility

- We make informed decisions collaboratively
- We honour obligations, expectations and requirements
- We adhere to the processes, systems and policies
- We assume responsibility for our actions and the consequences thereof.
- We perform duties according to set standards
- We commit to enhancing personal, team and organisational performance.
- We accept accountability for outcomes of our actions.

Transparency

- We include all relevant stakeholders when making decisions
- We share and communicate relevant information openly
- We conduct our activities in a transparent manner.

Excellence

- We promote, recognize and reward excellent service delivery to all our stakeholders
- We show competence in what we are doing
- We continuously implement improvement strategies to provide excellent service

Partnering

- We recognize our mutual interdependence
- We promote teamwork and support one another

The above values are embedded in our performance management system.



4. MINISTER'S FOREWORD

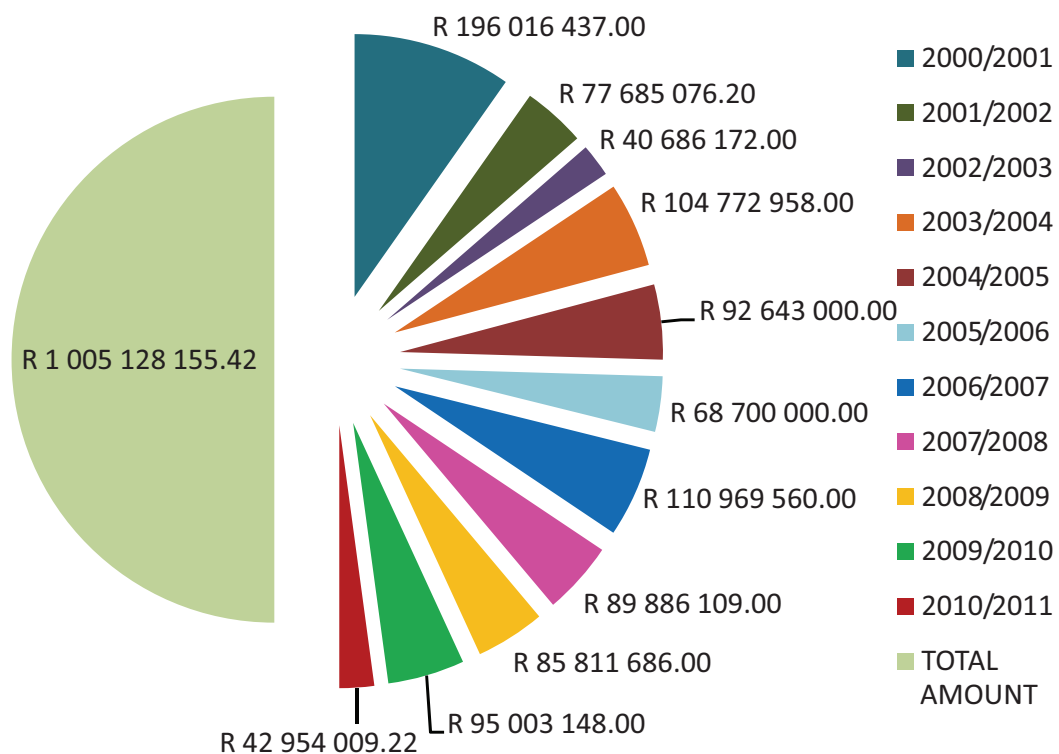


Ms Bathabile Dlamini
Minister of Social Development

As the NDA enters its 10th year of operation, it is important to reflect, not only on what was achieved in the past financial year but also achievements since its inception. To date, the Agency

has distributed over R1 billion to NGOs undertaking development projects in poor communities. The amount is broken down as per the pie chart below :

BOARD APPROVED PROJECT FUNDING 2000/2001 TO 2010/2011 FINANCIAL YEARS





In the year under review, the Agency committed an amount of R 42 954 009.22 towards poverty eradication projects across the country. These funds were allocated to projects in the areas of agriculture and food security, local economic development and the capacity building of institutions involved in early childhood development as well as care for orphans and vulnerable people. Building the capacity of civil society organisations will assist government in delivering services to the poor as well as ensure that South Africa has a robust and active civil society sector that will strengthen public participation and contribute towards poverty eradication. The Agency got an opportunity to start afresh through the appointment of a Chief Executive Officer and an 11-member Board. They all come with valuable experience in community development and good corporate governance skills. I trust that this Board, will bring about significant progress as the Agency enters its second decade in the development arena.

I thank the previous NDA Board whose term of office came to an end in October 2010 for their valuable contribution to the NDA, the executive leadership and the staff of the NDA for being dedicated to fighting the war against poverty and underdevelopment amongst our people.

I welcome the new Board which took over the reins in November 2010 and indeed a lot is expected from them in terms of leading the organisation forward and ensuring that the NDA achieves its mandate and beyond.

Ms B.O. Dlamini, MP
Minister of Social Development





5. CHAIRPERSON'S REVIEW

Mr Malose Kekana
(Chairperson)

During the year under review, the Minister of Social Development, Ms Bathabile Dlamini, announced the appointment of the new Board of the NDA in terms of Section 5 (2) and (4) of the NDA Act, 1998 (Act No 108 of 1998 as amended) under Notice 1079 of 2010 Government Gazette for a period of three years, commencing from 23 November 2010.

We would like to thank the previous Board of the NDA whose term of office ended during the year under review for the smooth running of the NDA. It was through their efforts and leadership during their tenure that this Agency executed its mandate in the best way possible. Our sincere gratitude also goes to the NDA staff for their diligence and commitment to implement programmes aimed at eradicating poverty.

In July 2010, Ms Vuyelwa Nhlapo was appointed as CEO. The Board will work with her and the rest of the personnel in the NDA to ensure significant improvement in the operations and delivery of services.

The Board adopted a new strategy, instituted business process review and adopted human resource initiatives that, going forward, will greatly enhance the NDA's ability to deliver on its mandate. With the support of the newly appointed Company Secretary, Ms Matshepo Mobeng, the Board will continue to enhance adherence to the King Codes of Good Corporate Practice and Conduct (King III), and the new Companies Act.

In accordance with its primary mandate, the NDA committed R42.4 million to 43 CBOs, NGOs and Co-operatives. This funding benefitted 226 254 direct beneficiaries, made up of 142 204 women and 84 050 men. The categories of youth (66

885) and persons with disabilities (5 436) are included in the total beneficiary portfolio.

During the year under review, considerable resources were devoted to the NDA's other mandates, i.e. capacity building, research and development, policy dialogue and impact assessment. The NDA will continue to give attention to these mandates in the 2011/12 financial year. The NDA will strive to serve as a broker between Government and Civil Society Organisations, in an effort to enhance the integration of development efforts undertaken, and to be the catalyst towards realising integrated and sustainable development.

The demands placed on the NDA for funding are ever increasing. In the light of this, every effort will be made to increase the funds which are made available to the NDA to carry out its mandate. In this regard, much effort will be placed both internationally and nationally on enhancing strategic partnerships, working agreements and collaborative working relationships with all the NDA's stakeholders and potential partners.

Malose Kekana
(Chairperson -Board)



6. CORPORATE GOVERNANCE

The Board of the NDA is responsible for the governance of the organisation. The constitution and composition of the Board of the National Development Agency are governed by the National Development Agency Act, No 108 of 1998 as amended. The existing Board was appointed for a three-year term in November 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 III.

A Board Charter defines the NDA Board oversight responsibilities. This is to be read in conjunction with the NDA Act, the PFMA, Treasury Regulations and the Board Sub-Committees' Terms of Reference. The Board also takes note of the Agency agreement that is entered into between the Organisation and the Minister of Social Development to monitor the performance of the NDA.

The Board has established a number of sub-committees, each chaired by a Board member. These Committees have specific terms of reference and reporting responsibilities, including oversight roles on behalf of the Board. External members who are not Board members are eligible for appointment to these Committees based on their expertise.

The Committees are:

- Management and Finance Committee
- Audit and Risk Committee
- Human Resources and Remuneration Committee
- Projects and Programmes Screening Committee
- Research and Development Committee

As part of its governance and oversight role, the Projects and Programmes Screening (PPS) Committee of the Board visited various funded projects in order to monitor implementation at ground level. The visits provided the PPS with an opportunity to revisit some strategic and business support interventions that may be necessary to optimise NDA investment in projects.

The tables reporting attendance of meetings are presented on pages 7 to 8 of this report .

Record of attendance of meetings by NDA Board and Committee members

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.

Table 1. Record of attendance of Audit & Risk meetings 1 April

| <i>Board member</i> | <i>Number of meetings attended</i> |
|--|------------------------------------|
| Mr D Adler (Chairperson) | 3 |
| Ms M Malapela | 2 |
| Mr M Pheelwane | 2 |
| Mr K Mockler | 2 |
| Total number of meetings for the year | 3 |

2010 to 31 March 2011

Projects and Programmes Screening Committee

The Projects and Programmes Screening (PPS) Committee adjudicates projects and makes recommendations to the Board for approval and ensures that the approved projects are properly monitored and evaluated.

Table 2. Record of attendance of PPS meetings 1 April 2010 to

| <i>Board member</i> | <i>Number of meetings attended</i> |
|--|------------------------------------|
| Prof T Mayekiso (Chairperson) | 11 |
| Mr M Madzivhandila | 7 |
| Rev M Maphalala | 5 |
| Dr W Mgoqi | 8 |
| Mr P Mokobane | 11 |
| Chief P Ngove | 7 |
| Total number of meetings for the year | 11 |

31 March 2011

Management and Finance Committee

The Management and Finance Committee provides strategic guidance to the Board on financial and strategic issues.



Table 3. Record of attendance of MANCO meetings 1 April 2010 to 31 March 2011

| Board member | Number of meetings attended |
|--|-----------------------------|
| Bishop M Mpumlwana (Chairperson) | 2 |
| Mrs M Manong (Deputy Chairperson) | 3 |
| Mr D Adler | 3 |
| Mr M Madzivhandila | 3 |
| Rev M Maphalala | 1 |
| Prof T Mayekiso | 3 |
| Total number of meetings for the year | 3 |

Human Resources and Remuneration Committee

The Human Resources and Remuneration Committee's purpose is to assist the Board in recommending Human Resource policies, ensuring the development of a competitive Human Resource strategy, certify that the National Development Agency is able to attract, recruit, retain and develop the best possible skills to support performance excellence in the execution of its mandate.

Table 4. Record of attendance of HR&R meetings 1 April 2010 to 31 March 2011

| Board member | Number of meetings attended |
|--|-----------------------------|
| Mrs M Manong (Deputy Chairperson) | 3 |
| Prof T Mayekiso | 3 |
| Mr M Pheelwane | 2 |
| Total number of meetings for the year | 3 |

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.

Table 5. Record of attendance of R&D meetings 1 April 2010 to 31 March 2011

| Board member | Number of meetings attended |
|--|-----------------------------|
| Mr M Madzivhandila (Chairperson) | 2 |
| Chief P Ngove | 2 |
| Mr P Mokobane | 2 |
| Prof T Mayekiso | 2 |
| Total number of meetings for the year | 2 |

Table 6. Record of attendance of Board meetings 1 April 2010 to 31 March 2011

| Board member | Number of meetings attended |
|--|-----------------------------|
| Bishop M Mpumlwana (Chairperson) | 9 |
| Ms M Manong (Deputy Chairperson) | 9 |
| Mr D Adler | 8 |
| Rev N Maphalala | 4 |
| Prof T Mayekiso | 10 |
| Dr W Mgoqi | 9 |
| Mr P Mokobane | 10 |
| Chief P Ngove | 8 |
| Mr M Pheelwane | 1 |
| Total number of meetings for the year | 10 |

Table 7. Report of Board meeting attendance February to March 2011 (New NDA Board)

| Board Member | Number of meetings attended |
|--|-----------------------------|
| Mr M Kekana | 6 |
| Ms T Shange | 6 |
| Ms B Khan | 6 |
| Mr A Madella | 6 |
| Ms M Malapane | 5 |
| Mr P Thabethe | 2 |
| Ms N Tolashe | 2 |
| Rev M Xundu | 6 |
| Ms M Monakali | 4 |
| Ms L Molema | 6 |
| Ms R Mdhlalose | 5 |
| Total number of meetings for the period | 6 |



7. NDA Board (as of 01 November 2010)



Mr Malose Kekana - Chairperson

Upon completing his B.Com with the University of the Witwatersrand, Mr Kekana joined Standard Bank of South Africa in the Accelerated Management Programme which took all trainees through all the facets of retail and commercial banking. At the same time, he studied for an Honours Degree in Finance with Unisa. He moved to join the highly rated Class-of-Programme by Rand Merchant Bank (RMB) during which time he received experience in Public Sector Finance and Risk Management. Later on, he was appointed in the Private Equity Division spending time there acquiring and investing in medium to large unlisted enterprises.

He left RMB to partner with a group of young entrepreneurs to establish Prodigy Asset Management based in Cape Town. He was appointed Managing Director of Prodigy Capital, which was a Venture Capital Fund that invested socially responsible funds in Small and Medium Enterprises (SMEs) and other unlisted instruments such as infrastructure projects. He disposed of his shareholding and returned to Johannesburg to partner with other entrepreneurs to drive MEEG Bank (the former Bank

of Transkei) and MEEG Investment Banking Holdings which focused on Corporate Finance and Investment Banking. He was appointed CEO to lead the establishment of Umsobomvu Youth Fund (UYF). The UYF set up strong systems and programmes for assisting young people creating in excess of 150 000 jobs and supporting over 50 000 Micro and SMEs. The institution scored a number of "first" achievements such as being the first and only Development Funding Institution in South Africa to obtain an ISO 9000:2001 certification, being the largest and leading funder of youth and later Women Micro and SMEs. Also was runner up in the Innovation Awards for the Business Support Voucher Programme. He was appointed by the Board of the National Youth Development Agency to serve as its first and Interim CEO and to merge the UYF with the National Youth Commission. He received a number of awards including ABSIP Private Equity Deal Maker of the Year (2001); Leadership Awards by the Institute of Leadership and the Black Management Forum (BMF), and BBQ Young Entrepreneur of the Year (2006).

Along with other young activists, he was a founder member of the Mahwelereng Youth Congress which was part of the South African Youth Congress affiliated to the United Democratic Front in the 1980s. He was appointed in 1997 to chair the National Finance Committee by the National Executive Committee of the African National Congress Youth League (ANCYL). He was later appointed to chair the Economic Transformation Committee (ETC) of the Joint Task Team established by then President of the ANCYL, Malusi Gigaba and also deployed to the ANC's ETC. Subsequently, he became part of the Political Committee established by the then ANCYL President, Fikile Mbalula.

He was appointed Deputy Chairman of the Board of the BMF Investment Company from 1998 to 2007. As chair of its Investment Committee, he worked with others to create an investment portfolio in excess of R250 million from zero. He also served on the Board of the JSE-AltX listed IDECO, Ithala Development Corporation, Pan African Investments Holdings and Waterberg Economic Development Agency. He appointed by Cabinet as Non-Executive Chairman of Khula Enterprise Finance Ltd. As a member of the University of Limpopo Trust, he was tasked with the responsibility of raising funds and previously chaired its Finance Committee as a member of the Council. Has completed six Comrades Marathons. He is married to Albertinah and has two children, Lethabo and Mahlatse. He did several executive leadership development programmes with United States educational institutions.



Ms Thabi Shange - Deputy Chairperson

She holds three degrees, a Masters Degree in Business Administration (MBA) specialising in Finance and Marketing from the University of Exeter Business School in the United Kingdom, an Honours Degree in Development Studies from the University of the Witwatersrand, and a Bachelor's Degree in Geography & History with a Concurrent Certificate in Education from the National University of Lesotho.

She now runs Ubuqotho Integrity Institute (Pty) Ltd, a consulting company that she owns after retirement from formal employment. Prior to that, she was the first female executive in the Richards Bay Minerals in 2004 to 2009 where she was tasked to lead the transformation agenda through the implementation of the mining legislation entailing mining licence conversion, developing a social and labour plan, BEE transaction and community empowerment in the mining business.

In 2000 to 2005, she led the Restitution Programme having been appointed as a Regional Land Claims Commissioner for KwaZulu-Natal responsible for dealing with over 14 000 land claims lodged with the Provincial office.

Between 1992 and 2000 she managed Philisisizwe Trust, a rural development based organisation which was founded to focus primarily on rural integrated development with special

emphasis on rural enterprise development, community institutional development and socio-economic empowerment programming.

Prior to that, she worked for the Catholic Bishops Conference as Secretary for the Commission for Justice and Peace leading a Christian Development Programme, a social awareness programme for post-apartheid South Africa.

She has board experience with many organisations and has been the finalist in Bishop Tutu Footprints of Legends Leadership Award 2002 and in the Shoprite-Checkers Woman of the year 2010.



Ms Nokuzola Gladys Tolashe

Former 'class of 76' activist, Ms Tolashe's strength is in working with and mobilizing grassroots communities. She spent most of her life as a human rights activist. She joined SA Workers Union and was instrumental in forming Women & Youth Organizations in the UDF. She represented the Border region at the International Children's Conference held in Harare in 1987 whereby she presented the inhumane situation under which children in her region lived.

She was part of a women's delegation invited to Zambia to prepare for the establishment of ANC Women's League structure



inside South Africa. She was also the regional executive member of the Congress of Border Women (COBWO) (UDF). She was elected councillor in the Queenstown TLC and also held positions of ANC Women's Lead Organiser and full time ANC Women's League Provincial Secretary.

She currently serves on Standing Committees on Education, Sports, Arts and Culture and Youth, Gender and Disabled. She was deployed as a member of provincial parliament in the Eastern Cape and became Chairperson of the Portfolio Committee of Roads and Transport. In 2007, she was elected Convener of the Progressive Women's Movement. In 2008, she was elected Secretary-General of the ANC Women's League.



Ms Mamphela "Ngwanakgosi" Louisa Molema

She was instrumental in building a number of Women's League branches in the North-West province and was part of the committee that drafted the ANC logo. As a freedom fighter, she led a number of door-to-door campaigns for elections. She is very passionate about community development and this saw her being involved in disadvantaged, disabled, women and children's rights campaigns. She is also involved in an organization called Women Against Community Abuse (WACA) and is a member of the policing forum. She is very much in touch with grassroots communities and their challenges.

She served on the Board of the Department of Transport from 1996 to 2004, is a Director of WACA which deals with domestic violence, abused women and children, family disputes, organizing child grants and liaising with police and courts, also served as a member of the Truth and Reconciliation Committee in the North West from 1996 to 1998. She holds the portfolio of Deputy Mayor and is also a ward councillor in Mabopane. She served as Chairperson of the Department of Health & Social Development in the North-West Legislature (2004 to 2007) as well as that of Status of Women, Children and the Disabled (2008 to 2009).

She chaired the ANC Women's League in the North-West from 1995 to 1997. She was also a member of the following Portfolio Committees: Economic Development & Finance, Sports, Arts and Culture, Gender Matters, Local Government, Safety & Security, Public Finance (SCOPA) and also sits on the Management Committee of Legislature.



Ms Malekgoloane Malapane

She holds an MBA from the University of Maryland and Bachelor of Accountancy degree from the George Washington University, both in the USA. She also holds an Accounts Clerk National Certificate from the Kenya Polytechnic, Nairobi, Kenya.

Ms Malapane has a wealth of experience in the accounting and financial management fields. She currently serves as the



Chief Financial Officer at the Department of Science and Technology where some of her key areas are PFMA and other regulatory compliance, financial systems and reporting, budgetary management, supply chain management and governance of public entities. She was also Chief Financial Officer in the Department of Local Government and Traffic Control in the Mpumalanga Province. She also served on the Audit Committees of the South Africa Large Telescope Foundation (SALT) and BIOPAD.

In the USA, she held positions of Assistant Controller, Congressional Black Caucus Foundation Inc in Washington DC, Financial Manager, Bil Consultants Inc, Washington DC, Assistant Controller, Datanamics Inc, Rockville, Maryland, as well as Accounts Clerk, National Association for Foreign Student Affairs, Washington DC.

Her achievements include obtaining clean audits for the Department of Science & Technology, achieving over 99% budget spending, saving the Department a lot of money through negotiated write-offs, curbing fraud and in debt collection for the Mpumalanga Local Government. She was also instrumental in putting strong accounting systems, installation of in-house direct payroll, sound cash flow management and cleaning up of accounts receivable at the US companies where she worked.



Mr Mbana Peter Thabethe

Holds a B Agric and B Agric Honours from the University of

Fort Hare and a Masters Degree in Development Communication from the University of Pretoria. His first job was with the Mpumalanga Agricultural Development Corporation (MADC) as an Agricultural Advisor where he was responsible for the development of a Funding Strategy and to ensure that the criteria are fair with an emphasis on the poor. He also ensured that there was a programme to assist all sectors in farming from commercial to lease-hold farmers with a sustainable monitoring and evaluation programme targeted at ensuring food security for the communities. He left MADC in 1992 and joined the Department of Agriculture and Land Administration, in Mpumalanga as a Development Technician.

He obtained senior level experience in project development and management, strategic planning and corporate governance in relation to Rural Development which started with appointment as Assistant Director: Non-Formal Training (Agricultural College). His main responsibilities included capacitating farmers and promoting empowerment and integrated rural development by actively participating in the activities of Development Forums. He further promoted income generating projects and addressed Food Security. He also encouraged land care and conservation and maintain interactive operational and management support structures through sound management practices.

He was promoted to the post of Deputy Director: Agricultural Extension Services in 2004 where his responsibilities included managing the Land Redistribution for Agricultural Development programme as well as State Land Management functions and settlement projects. He was later promoted to Director: Regional Services in 2006 and appointed as Programme Coordinator in 2008 at the same Department. He formulated and managed funded land reform projects in sustainable agriculture focusing on the creation of empowered, active and engaged farming sector.

He was appointed as special advisor to the Minister in 2009 where he advised the Minister on issues relating to Agriculture, Forestry and Fisheries nationally. He adds a political dimension to the advice and assistance available to the Minister while reinforcing the political impartiality of the permanent Civil Service by distinguishing the source of political advice and support.

In January, 2010 at the request of the Minister, he took the position of acting Director-General a particularly challenging position as at the time the post had already been vacant for some time and a new challenge of restructuring the department to which the fisheries and forestry function had been added to improve service delivery. Under his care, managing and



incorporating the additional 3500 staff members became a priority while at the same time dealing with re-aligning of the Department to meet the President and Minister's expectations for a prosperous agricultural sector. During this time he was appointed on a personal level as Chief Director: Trade and Marketing Development. With the appointment of a Director-General (DG), was yet again requested to function in an acting position as Deputy Director-General: Operations Management, a critical post that was left vacant when the incumbent retired. He was and still is responsible for ensuring the smooth take over by the new DG while performing all the functions required by this post. He provide support to the Minister and DG in relation to solutions to the challenges specific to the branch in the delivery of relevant key result areas. He managed the articulation of Government policy in relation to agriculture, forestry and fisheries and Departmental strategy and what it means for the country and the branch including the political environment. He ensures synchronization of the Departmental deliverables with provincial departments and other government entities.

He is an innovative, creative and energetic agriculturalist with a solid background and experience in agricultural extension and rural development. Proven leadership skills and dedication to excellent service delivery.

Stellenbosch, a certificate in Construction Management from the Cape Peninsula University of Technology, B Philosophy in Values Analysis and Policy Formulation from the University of Stellenbosch and a Higher Diploma in Social Work from the University of the Western Cape. He also attended training in the areas of Labour Relations Public Service, Childhood Protection Services, Local Government, Strategic Management & Organisational Development among others, locally and abroad.

He served as a Member of Parliament from September 2005 to April 2009 where he served on the Health Portfolio Committee and the Joint Monitoring Committee on the Status and Quality of Life of Children, Youth and People with Disabilities.

He held the position of Provincial Secretary for the National Health and Allied Workers Union in the Western Cape from April 1998 to June 2005. Other positions held include that of a local government councillor in the Cape Metropolitan Council, various positions in the Department of Social Service and Poverty Alleviation, Bellville Regional Office, focusing on children's well-being. He is currently responsible for managing and coordinating the affairs of the ANC in the Overberg Region of the Western Cape and is also current Secretary-General for the Disabled People South Africa.



Mr Andrew Madella

He is currently completing a Masters Degree in Public Administration at the University of Stellenbosch. He holds a BA Hons in Public Administration from the University of



Reverend Mcebisi Osman Xundu

Reverend Xundu holds a Certificate in Theology from St Beds College in Umtata, a Diploma in Development Studies from the Institute of Social Studies at The Hague (Netherlands); and



an honorary doctorate of divinity from Interdenominational Theological Seminary, Atlanta, United States of America. He sat on a number of Boards where he served as a member, president and chairperson in companies such as Algoa Bay Charitable Trust, Mzingisi Development Trust, All Pay Investment Company, Equal Opportunity Foundation, National Interfaith Leaders Council, ABSA Eastern Cape and Msele Properties (Pty) Ltd.

Reverend Xundu has worked as a parish priest in Lusikisiki in the Eastern Cape and Lamontville in KwaZulu Natal. He has also served on the committee of the Black Community Programme and is a founder member of the United Democratic Front where he served on the Provincial and National Executive Committees, as well as on the Release Mandela Committee. He currently serves as President of the National Welfare Leaders Council.

Reverend Xundu travelled a lot overseas in his position as Chairperson of the Eastern Cape Council of Churches whereby he was symbolical in putting the case of South Africans during the sanctions. On these overseas trips, he also sought financial assistance for programmes of the UDM and the South African Council of Churches.



Ms Suraya Bibi Khan

Her career spans a number of companies and organizations over three decades where she mainly worked in the financial and administration fields. She was later recruited into the NGO

sector and in 1991 joined the Development Resource Centre (DRC) at its implementation phase as Head of Administration and Finance. The DRC was responsible for the drafting of the NPO Bill, in order to create an enabling environment for NGOs. Between 1997 and 2009, she worked at various companies, including Public Services International, Southern African Grantmakers Association, SANGONeT and Women's Net, in an advisory capacity, and assisting and implementing financial account-systems for quality management.

Unsettled many times in her childhood days due to the Group Areas Act, her fighting spirit was sparked, and she became a passionate and dedicated activist. As an activist, she mobilized and chaired a number of forums fighting for human rights and justice, with a specific focus on women and children's issues.

Bibi Khan was a founding Steering Committee Member of South African Women in Dialogue (SAWID), which was established in 2003, and she is also a National Steering Committee Member of the Progressive Women's Movement of South Africa. In 2004, she teamed up with individual women from the NGO and CBO sectors to establish the Southern Forums region of South African Women in Dialogue, organising public meetings and events in this region, planning, managing and implementing programmes for the empowerment of women, families and communities. The SAWID Southern Forum Chapter was formalised on the 8th of March 2005, International Women's Day, to ensure community ownership and participation in the movement. Women are encouraged to attend open dialogue meetings whereby moral regeneration, racial integration, poverty alleviation, the issue of drug abuse, the promotion of BEE charters and harnessing ICT at grassroots level issues are discussed and implemented.



Ms Mandisa Monakali

She holds a Diploma in Development Studies, a certificate in Adult Education, both from the University of Cape Town, Gender and Development Certificate from The Hague in the Netherlands and a Diploma in Gender Studies from the University of the Western Cape.

Throughout the years, she has been acknowledged for her work in the field of violence against women and children, by holding such prestigious awards as Cape Times Women of the year 1996, Femina Women of the year 1999, and SAA women of the year 2006. She has also organized, facilitated and been an honoured guest speaker in numerous conferences locally, continentally and abroad, not only related to Women's issues. She has also founded a number of community development projects aimed at improving the skills of beneficiaries.

Ms Monakali has worked for the Foundation of Contemporary Research, Ministry of Agriculture and Land Affairs and is currently an Executive Director of an organization that she founded in 1989, Ilitha Labantu which has a specific focus on addressing violence against women and children, HIV/AIDS, youth, poverty alleviation and community building.



Ms Rowena Lozizwe Makhanya-Mdlalose

Ms Lozizwe Makhanya-Mdlalose's passion lies in community development. She did Project Planning and Management for Sustainable and People Centred Development under the programme of Southern African Development Education & Policy Research Unit, accredited to the University of Cape Town. She also attended Wits University's programme in Provincial Government in Transition, and a series of workshops in management development.

She mobilised women for the formation of the ANCWL Barberton branch. Served as a Deputy Secretary of the ANC's Thembisile Branch in Boksburg and also championed the formation of the Thembisile Development Forum which was intended to address unemployment in Ward 43, Barberton. Among other projects, the Forum formed a sewing project and a project for the aged. The latter was formed to address challenges facing aged people.

Her career spans organizations such as the ANC Women's League, Department of Social Development, Malibongwe Women & Development, Public Services International and the National Education Crisis Committee, amongst others. She has a strong financial background, particularly in fundraising.



8. CEO'S REVIEW



Ms Vuyelwa Nhlapo - CEO

As the world economy recovers, it inevitably continues to have an impact on poverty and the magnitude of the challenges the NDA is mandated to address. During the year under review, the NDA continued to respond to the challenges experienced by the poor.

Reflecting on the 2010/11 financial year, our interventions made it possible to have an increasing number of poor communities participating in the mainstream economy and contributing towards building sustainable rural communities. These interventions massively contributed towards two of the Government outcomes which are decent employment through inclusive economic growth; and vibrant, equitable, sustainable rural communities contributing towards food security for all.

Our focus areas for the year under review were:

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

In fulfilling both the primary and secondary mandates of the organisation, the NDA has engaged in an intensive grant funding

process despite the shortfall in its fiscal budget. This resulted in funds made available to a variety of community projects including food security, early childhood development, income generation projects and capacity building of civil society organisations. Capacity building continues to be the most important aspect of NDA work. To this end, the NDA has implemented a comprehensive capacity building programme in partnership with its stakeholders.

The NDA Board approved grant funding to 43 CBOs, NGOs and Co-operatives amounting to R42, 4 million. This funding benefitted 226 254 direct beneficiaries, made up of 142 204 women and 84 050 men. The categories of youth (66 885) and persons with disabilities (5 436) are included in the total beneficiary portfolio. The initial budget for project funding was R67,5m. This was ultimately reduced to R33m due to budget cuts implemented by National Treasury in the 2010/11 financial year. The allocation for grant funding was increased by a nominal amount which came from discontinued projects.

We did not lose sight of the need to continue with research to inform our decisions in grant funding as well as to provide the basis for development of policy. We also remained conscious of the need to promote dialogue and debate between our stakeholders. We continued to share lessons learned, develop best practice, innovate approaches to guide our programmes and measure the impact of our funded projects through effective monitoring and evaluation.



The organisation has successfully partnered with government departments at provincial and national level to fulfil its mandate on poverty eradication and build capacity at community level. The current situation on the growing number of people below the poverty line, and the increasing prices on food commodities, requires the NDA to reinforce its efforts of operating at grassroots level to empower the communities to become self-sufficient and rise above poverty lines.

The year did not go without challenges in that monitoring and evaluation of funded projects continues to be a major challenge. In mitigating these challenges, the NDA management continues to implement capacity building to our funded projects. In addition, we continue to implement measures to enforce proper monitoring and allow for timely action to be taken in the event of non-compliance with the funding agreement.

Despite the challenges that the NDA experienced, we believe that the entity will continue to be extremely relevant given the Government focus on improving rural livelihoods, quality of education, and commitment to social cohesion as well as general improvements in service delivery to the poor. We will continue to leverage resources through strategic partnerships with both the public and private sectors to optimise impact on poverty eradication

I wish to thank the old Board for their vision and guidance shown during their term, the NDA EXCO, senior management team and staff. I look forward to working with the new Board in delivering on the mandate of the NDA aimed at restoring the dignity of our people trapped in poverty.

I will continue to need the support, cooperation and commitment from the NDA family and stakeholders to take the NDA to greater heights to be a premier development Agency. The NDA will implement the Strategic Plan 2011/16 with vigour. We hope that this firm commitment will contribute to realising government priorities.

Ms Vuyelwa Nhlapo
Chief Executive officer



9. ORGANISATIONAL STRUCTURE



Vuyelwa Nhlapo
Chief Executive Officer



Hajra Mansour
Executive Director:
Internal Audit



Rashida Issel
Chief Operations Officer



Lunga Mangcu
Executive Director: Marketing
& Communications



Matshepo Mobeng
Company Secretary



Samuel Lewatle
Executive Director: Human
Resources



Reuben Mogano
Executive Director:
Development Management



Prof Peter Ewang
Executive Director
Research & Development



Phumlani Zwane
Chief Financial Officer



NDA Provincial Managers



Kwazi Mazibuko
(Gauteng)



Clive Moses
(Northern Cape)



Jessica Fortuin
(Western Cape)



David Potlako Ntlatleng
(North West)



Nokulunga Skeyi
(Eastern Cape)



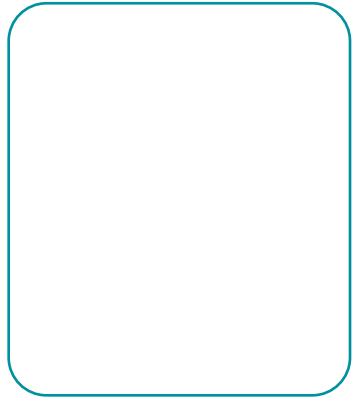
Maxwell Mathebula
(Mpumalanga)



Dr Anthony Bower
(Free State)



Prof. Zach Choenyane
(Limpopo)



Vacant
(KwaZulu Natal)