



**NDA**

National  
Development  
Agency

# *NDA STRATEGIC DOCUMENT*

*2010 – 2013*

**RP 18/2010**

**ISBN: 978-0-621-39133-6**

**Title of Publication: National Development Agency 2010-2013 Strategy Document**

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## 1. Introduction

The NDA Strategic document 2010/2013 has been developed within the context of the five Government priorities namely; creation of decent work and sustainable livelihoods; education; health; rural development, food security and land reform; fight against crime and corruption.

The NDA will contribute towards the achievements of the following 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.

## 2. Minister's Foreword

### 1. Minister's Foreword

Since its inception in 1998, the National Development Agency has, despite several challenges, fulfilled its primary mandate of contributing towards the eradication of poverty and its manifestations.

Accordingly, the NDA has granted funds and worked towards the strengthening of Civil Society Organisations that operate in impoverished communities. Despite progress made in the past to transform the economy for the benefit of all, South Africa is still faced with challenges of unemployment, poverty and inequality. The global economic meltdown that engulfed nations of the world also threatened to a great extent our efforts to address these challenges. We however remain steadfast and confident that the programmes and institutions we have put in place, including the NDA, will help us make a difference in our quest to ensure sustainable livelihoods among our people, especially the poor.

The cornerstone of our efforts continue to include the creation of decent work and ensuring that all our people, regardless of their geographic location, have access to economic opportunities. Under the present economic climate, government will act decisively to defend our economy while equally taking measures to advance our own developmental agenda. This includes an economic stimulus package, which assembles various policy instruments to stimulate the economy to avert massive economic slowdown and minimize job losses.

In addition, government will continue to take active measures through an appropriate social package, to avert or minimize job losses and cushion the poor from the economic down turn. As government, we are fixated on the realisation of the five priority areas, which we have identified as key to our programme of action for the next five years.

These are:

- creation of decent work and sustainable livelihoods
- education
- health
- rural development, food security and land reform
- The fight against crime and corruption.

Our priorities will specifically target the needs of the youth, women, workers, the rural poor, the elderly and people with disabilities.

Building on the economic achievements, we will use various measures to build and accelerate a sustainable, equitable and inclusive economic growth path to address these five priorities.

Government has vigorously ignited a coherent approach which will result in greater synergy between its economic and social programmes.

We are confident that the NDA has the capacity to fit into the entire machinery of government, to address more comprehensively the challenges of poverty and underdevelopment.

Already, we are working towards a more effective government with improved coordination and planning to ensure faster change. The NDA does not exist in isolation of this noble objective.

As President Jacob Zuma mentioned in the State of the Nation Address, all government departments, entities and officials – including the NDA and its employees – are expected to work harder, faster and smarter.

Despite significant progress made over the past years, people living in rural areas continue to face the harshest conditions of poverty, lack of access to land and basic services.

Government is committed to a comprehensive and clear rural development strategy linked to land and agrarian reform, the improvement of the conditions of farm workers and farm-dwellers and towards building the potential for rural sustainable livelihoods.

We also intend to consolidate and strengthen the networks that the NDA has developed and align them to government and departmental priorities. We will ensure that the social contract

for a better quality of life for all our people comes closer to being realised and that more is done to lift from the shoulders of our people the intolerable burden of poverty and underdevelopment.

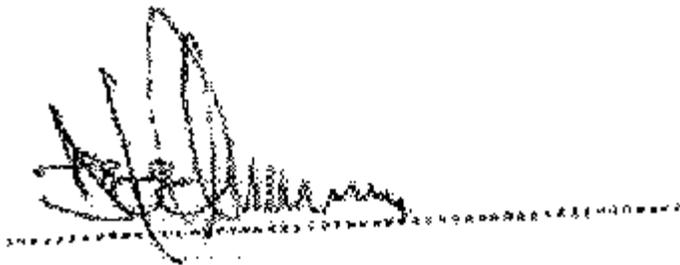
We also recognise that the NDA cannot achieve its objectives alone or only with the support of government. In this

regard the mobilisation of civil society is critical to the realisation of the mandate of the NDA.

The NDA will continue to mobilise resources, facilitate collaborative networks and strategic partnerships and continue to pay particular attention to the rights and needs of women and children living in poverty.

**Mrs B E E Molewa, MP**

**Minister for Social Development**

A handwritten signature in black ink, appearing to read 'BEE Molewa', is written over a horizontal line of small, repeating characters. The signature is stylized and somewhat cursive.

### 3. Our Mandate, Vision and Mission

The Strategic Plan has been informed primarily by the legislative requirements as set out in the National Development Agency Act 108 of 1998, government priorities, key outcomes and strategies. The Plan accordingly follows the NDA legislative mandate as set out in Section 3 (1) of the Act:

#### 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.

### 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.

# NDA VALUES

## 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 committed 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.

## 4. Chairperson's Review

"The key to ending extreme poverty is to enable the poorest of the poor to get their foot on the ladder of development. The ladder of development hovers overhead, and the poorest of the poor are stuck beneath it. They lack the minimum amount of capital necessary to get a foothold, and therefore need a boost up to the first rung. "

- [Jeffrey Sachs](#)

The National Development Agency (NDA), whose primary mandate is that of poverty eradication, has over the years, played a catalytic role in enabling poor communities to own community development initiatives which later enabled some to join the mainstream economy. This has always been achieved through grant funding to start development projects and capacitating those community based organisations that undertake development projects of the poor.

In the 2009/10 financial year, the NDA Board approved an amount of R89,953 851 million which gave 72 community development projects a lifeline aimed at eradicating poverty.

The NDA, like many other organisations, has had to review the way it does business in order to survive in these trying times and also to stay relevant to the Government agenda. The Board, Management and staff of the NDA, at the request of the Minister of Social Development, Ms Edna Molewa, sat down to map up a new direction for the NDA.

This saw the number of goals being revised from four to five in order to accommodate the new challenges,

which are still in line with the mandate of the NDA. Apart from funding and capacitating community projects focusing on food security and local economic projects, the NDA now aims to put a strong emphasis on institutional capacity building of Civil Society Organisations dealing with vulnerable groups as well as Early Childhood Development initiatives.

Our Human Capital directorate will also engage in activities that will ensure, through training and upskilling, that our people are empowered to meet this new challenge.

Of the 12 key outcomes identified by Government, the NDA is contributing to about six listed in the introduction section. The only challenge is to step up our efforts and streamline our processes to ensure speedy delivery in communities that we serve.

For us to succeed in an environment characterised by limited resources, the NDA will be focusing on mobilising additional resources in order to contribute meaningfully to poverty eradication. This means that we have to get additional income from other sources in order to reach out to more CSOs. Identified sources of this income are in the areas of partnering with both Government and the private sector and tapping into their community development and corporate social investment funds.

Corporate Governance remains one of our key focus areas in order to ensure that the NDA achieves its mandate in an equitable manner. The Board, together with NDA Management, continues to

## Chairperson's Review (cont.)

make sure that adequate controls are in place in support of good governance.

In the words of Nelson Mandela, "overcoming poverty is not a gesture of charity. It is an act of justice. It is the

Protection of a fundamental human right, the right to dignity and a decent life..."

South Africa's goal, in the context of the Millennium Development Goal, is to halve poverty by 2015. The NDA is committed to make a marked contribution to that goal. In that spirit, it is my pleasure to present the revised strategy for 2010 to 2013, which I believe will make a meaningful contribution to government initiatives towards poverty eradication.

**Bishop Malusi Mpumlwana**  
*Chairperson*

# 5. NDA Board Members



Bishop Malusi Mpumlwana



Professor Thokozile Mayekiso



Dr. Wallace Mgoqi



Chief – Pheni Ngove



Mr. Phuthi Mokobane



Rev. Nombuso Maphalala



Mr. Mhuhadini Madzivhandila



Ms Marcia Manong



Mr. Mmoloki Pheelwane



Mr. David Adler

## 6. CEO's Review

The year 2009 was marked by a serious global recession that has resulted in it being dubbed 'the worst year ever' due to the negative impact of this recession on the global economy. As I pause and reflect on the NDA's achievement during this challenging year, I can only say 'we made it!' The recession has resulted in various businesses closing down and multitudes losing their jobs worldwide. This has somehow posed a huge challenge on organisations that are charged with the responsibility of eradicating poverty such as the NDA. Be that as it may, there is more work to be done as levels of poverty are not getting any better. The NDA has made a concerted effort to find effective ways of contributing to this tough challenge of eradicating poverty by revisiting its strategic focus for the year 2010 to 2013.

The NDA will continue to fight against poverty through granting funds towards the eradication of poverty as per its mandate.

The NDA makes its contribution by strengthening the capacity of Civil Society Organisations who are the agents of change in poverty eradication efforts. This is an enormous challenge for the NDA with limited resources however; we believe that strong partnerships with government and the private sector are the key to winning the war against poverty and to create an impact in the lives of the poor. The NDA will therefore strive to build more meaningful partnerships that will strengthen its capacity in the battlefield of unemployment.

The NDA has since its inception supported various sustainable livelihood programs as well as income generating initiatives for poor communities (community enterprises). Over and above the good programs that have seen rural communities survive the scourge of hunger and maintain their daily lives, the NDA will support Early Childhood Development (ECD) as well as Civil Society Organisations (CSO's) that deal with vulnerable groups.

The Government of South Africa has consistently prioritised poverty eradication as a key focus. Being a government agency charged with that responsibility we have aligned our policies with government thinking and will continuously review our applications. We will continue to tirelessly conduct research that will enable us to bring sustainable solutions to the plight of the poor and measure impact of our contribution to the betterment of the lives of the poor.

My special thanks goes to the honourable Minister of Social Development Ms Edna Molewa for her visionary leadership and contribution to the strategic shift reflected in this document. Our Board under the leadership of Bishop Mpuhlwana has given us guidance that my Executive team and we applaud. The executioners of the NDA strategy (all management and Staff) are the backbone of this organisation and their efforts and contribution are deeply appreciated.

## 7. NDA Executive Management



Rashida Issel  
Acting Chief Executive Officer



Hajra Mansour  
Internal Audit



Reuben Mogano  
Development Management



Prof Peter Ewang  
Research & Development



Samuel Lewatle  
Human Resources



Lunga Mangcu  
Marketing & Communication

## 8. Strategic Plan

### 8.1 DEVELOPMENT MANAGEMENT DIRECTORATE

#### Promoting Sustainable Development

The NDA will continue to provide grants to civil society organizations to implement sustainable community driven projects that create employment and income opportunities. This will be informed by the government priorities on poverty as well as Provincial Growth Development Strategies (PGDS) and municipal Integrated Development Plans (IDPs). Specifically, the NDA will make targeted contribution to poverty eradication and rural development through upscale involvement in the War on Poverty Program, the Expanded Public Works Programme (EPWP) Phase II and the Comprehensive Rural Development Programme (CDRP) pilot sites.

Specifically, the NDA will provide grants to support targeted interventions in the ECD sector, rural development and organizations dealing with vulnerable groups.

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

**The Request for Proposals (RFP)** is a competitive grants funding approach that target well established CBOs, NGOs and Co-operatives in organised communities. CSOs are invited through relevant media to submit proposals based on pre-set policy criteria and

process. Proposals are then reviewed and submitted to the board for approval.

**Programme Formulation** involves reaching out to identify deserving communities to undertake activities that build “social capital” at community level. In essence, this approach targets specific areas and sectors based on primary research on priority poverty pockets.

This process is mainly driven by NDA staff in provinces based on the assessment of the institutional capability and competencies of CBOs and NGOs in identified localities. This approach is premised on the observation that in certain communities, CBOs and NGOs will not be able to access developmental resources on their own without external assistance.

In the MTEF period, the NDA will commit specific resources to the War on Poverty Program and the Comprehensive Rural Development Program. Further, the NDA will pilot an area based poverty intervention model to distill lessons on leveraging resources within specific geographic areas to achieve greater impact.

### **Strengthening Civil Society Organisations.**

Civil Society capacity strengthening is at the center of NDA poverty eradication interventions. The NDA will continue to implement a comprehensive capacity building program for civil society organisations involved in Early Childhood Development (ECD), rural development and supporting vulnerable groups to strengthen leadership, management, technical and institutional capacity to deliver effectively and efficiently on poverty eradication programmes.

The objectives of this program are to:

- Strengthen the leadership, management and institutional capacity of CBOs, NGOs, FBOs and Co-operatives to deliver services to the poor.
- Develop competent and capable CSO leadership.
- Enhance the capacity of CSO networks to provide support to their membership.
- Enable communities to undertake advocacy programs that advance pro-poor interests.

### 8.2 RESEARCH & DEVELOPMENT

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.

Research at the NDA intends to achieve the following in the next three years:

- Carry out strategic policy dialogue and consultation on critical poverty and development 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 evaluation studies to inform best practices in project management;
- Develop project best practice (case studies) for learning and information sharing;
- Strengthen strategic national Knowledge 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: and
- Produce strategic knowledge reports to contribute and influence public policy debates.

### 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.

#### 8.3.2 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.

### 8.3.3 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 Capital
- Finance and Information Technology
- Communications and Marketing

#### 8.4.1 Human Capital

The purpose of the Human Capital (HC) function is to ensure organisational productivity, build individual talent, increase efficiency, establish a shared-mindset, improve accountability and foster innovation by aligning human capital interventions to the NDA strategic goals.

Human Capital will focus on the following interventions to achieve organisational excellence:

#### Strategic Work Force Planning

The NDA will assess the supply and demand of positions by job categories and make long term recruitment, training, staffing and re-deployment decisions. The business optimisation process project will result in standardised and efficient business process mapping, organisational structure design and matching of people to jobs.

### 8.5 Resource Mobilisation

The objective of this unit is to manage strategic stakeholder partnerships and to positioning the NDA as the partner of choice in mobilizing the necessary resources (financial and other) for the implementation of development programmes aimed at poverty eradication and job creation in South Africa delivered through Civil Society Organisation (FBO's, CBO's and NGO's).

## Strategic Plan (cont.)

### **Improving the Employer Branding**

Living the brand campaign will be used to ensure that NDA brand perceptions by potential employees; and NDA employees are enhanced. Improving the brand proposition will ensure that the reputation of the organisation is improved; and will aid in talent acquisition and retention. The Human Capital directorate will work towards maintaining the NDA accreditation as the Best Employer to Work for and an Agency of Choice in the Development Sector.

### **Aligning the NDA values to the Strategic Goals – “Creating the NDA way”**

In line with the proposed NDA strategic shift, Human Capital will also review the current NDA values to align them with the revised strategic goals and objectives as per the identified government priorities and outcomes. These values will be embedded and rolled out through recruitment process, on boarding, performance management, reward and recognition programmes, policies and change management initiatives across the organisation.

### **Responding to Customer Needs and Shareholders Expectations for NDA’s survival**

Human Capital Directorate in partnership with Marketing and Communications Directorate will support internal and external NDA customer focus groups and evaluation programmes to align its interventions to key stakeholders and shareholders expectations. The customer service policy, strategy and charter will be implemented and linked to the service level contracting model across the NDA Directorates.

### **Salary Benchmarking, Recognition and Rewards Review**

The compensation strategy, salary design structure and market benchmarking will be undertaken to ensure NDA remuneration remain competitive to attract, retain and improve productivity, and drive performance of the organisation.

### **Talent Management, Retention and Succession Planning**

The Talent management strategies will be implemented to improve overall organizational capabilities and workforce planning, retaining leadership and

## Strategy Plan (cont.)

### **Talent Management, Retention and Succession Planning**

The Talent management strategies will be implemented to improve overall organizational capabilities and workforce planning, retaining leadership and

critical roles pipeline and plan ahead for any workforce changes. Succession planning at senior management level will be implemented. The recruitment of people with disabilities and vulnerable groups will be prioritised. The employment equity will be aligned to recruitment and learning interventions.

### **Employee Engagement and Innovation**

The focus will be on employee motivation involvement and accountability on all key interventions undertaken by the NDA. The coaching model will underpin the NDA engagement programmes.

Improved employee relations will be fostered with the Trade Union. A strategic partnership engagement will be the key focus to improve employee morale, productivity, working conditions and the repositioning of the organization.

### **Productivity Controlling and Work Measurement**

Implementing the Productivity Controlling and Work Measurement by moving away from inputs to output through the introduction of outputs or productivity metrics that links to outcomes which will be used to measure performance and improve organisational and individual productivity.

### **Learning and Development**

The competency profiling will drive the learning and development initiatives. Skills and qualifications audit will underpin the need to re-skill and retrain employees in key skills areas.

### 8.6 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 regulations and legislation.
- Provide mobile access and enablement of core processes via a web-enabled widely accessible collaborative project tool.
- Develop and implement a cost cutting strategy.

### 8.7 Marketing & Communications

Marketing and Communications will continue to play a critical role in enhancing the profile of the NDA in line with identified strategic goals. At a high level, 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
- Building and maintaining strong relationships with key stakeholders and potential partners through participation in relevant platforms that are in line with the NDA mandate, and
- Creating platforms for NDA key people to raise the organisational profile at a higher level.