



social development

Department:
Social Development
REPUBLIC OF SOUTH AFRICA



sassa
SOUTH AFRICAN SOCIAL SECURITY AGENCY



ANNUAL PERFORMANCE PLAN 2025/26

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Official Sign-Off

It is hereby certified that this Annual Performance Plan:

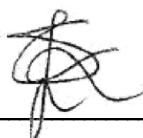
- Was developed by the management of the National Development Agency under the guidance of Honourable Minister Nokuzola Tolashe.
- Considers all the relevant policies, legislation and other mandates for which the National Development Agency is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the NDA will endeavour to achieve over the period 2025/26



Ben Morule
Senior Manager:
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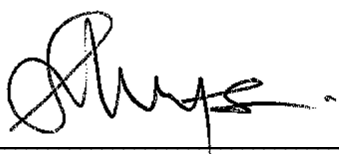
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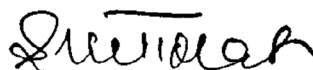
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Nozabelo Ruth Bhengu
NDA Board Chairperson



Hon. Ms NG Tolashe, MP
Minister of Social Development
Date: 30 March 2025

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Executive Authority Statement

The National Development Agency (NDA), as a key government agency, plays an essential role in South Africa's efforts to eradicate poverty and foster economic development. With its mandate, the NDA contributes to creating sustainable livelihoods, social cohesion, and access to essential human rights and skills development. Through these efforts, the NDA supports the broader goals of the National Development Plan (NDP) 2030, which aims to build a more prosperous and inclusive South Africa. By coordinating government initiatives for poverty eradication, the NDA is strategically positioned to help address the most critical issues the country faces.

A primary focus of the NDA is the creation of resilient and sustainable communities that can reduce reliance on social protection services. By fostering economic development, particularly in underdeveloped rural areas, the NDA aims to curb the overwhelming migration to urban centres, alleviating the pressures on overpopulated cities. This would not only reduce urban infrastructure strain but also promote balanced growth across the country. The NDA also plays a role in ensuring that historically marginalised communities are integrated into the mainstream economy, helping to address the legacy of apartheid. The NDA's efforts are expected to stimulate job creation and promote sustainable development.

Politically, the NDA operates within a shifting landscape following the 2024 general elections. The new Government of National Unity has reaffirmed its commitment to tackling poverty, which aligns with the NDA mandate. Economically, South Africa faces significant challenges such as low GDP growth, high unemployment (especially youth unemployment), and rising inflation. These factors place immense pressure on poor communities and require targeted socio-economic interventions. The NDA's work in rural areas is crucial in alleviating some of these pressures by generating more economic opportunities and addressing the skills gap of communities through technical training. At a social level, South Africa's youth bulge is both an opportunity and a challenge. While the country has a relatively young population, youth unemployment exceeds 60%, highlighting the need for extensive investment in skills development and job creation in impoverished communities.

In terms of its mandate, the NDA must contribute towards the eradication of poverty and its causes. It should be noted, though, that the causes of poverty in South Africa are deeply rooted in its history. The legacy of apartheid—including land



Minister NG Tolashe

Executive Authority Statement

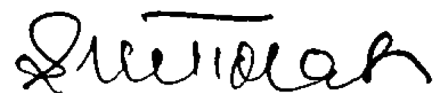
dispossession and discriminatory education policies—has left lasting scars on the socio-economic fabric of the country. High unemployment continues to be a significant driver of poverty, as the country struggles to align the skills of the workforce with the needs of the economy. Income inequality is also a major factor, with wealth concentrated in the hands of a few, leaving the majority of South Africans unable to access wealth-building opportunities. Educational disparities continue to hinder the development of a skilled workforce, leaving young people with few opportunities for meaningful employment. The NDA will therefore attend to these factors and seek to reverse their effect on poor communities by collaborating with various stakeholders within the DDM model.

By focusing on fostering economic opportunities, facilitating skills development, creating job opportunities, and empowering marginalised communities, the NDA can help break the intergenerational cycle of poverty and move South Africa towards a more inclusive, prosperous future. Through comprehensive policies that address the root causes of poverty and inequality, the NDA can play a pivotal role in driving sustainable development in the country.

Finally, the NDA's research program will be integral to the ongoing improvement of the development policies of government. By generating credible research, the program identifies what works in poverty eradication and helps guide the NDA's strategies. It also facilitates dialogue between stakeholders, ensuring that development policies are evidence-based and that implementation issues are identified and addressed. The NDA will therefore improve the effectiveness of poverty eradication strategies by continuously assessing the outcomes and offering feedback for policy refinement.

The NDA's poverty eradication initiatives will be implemented through the DDM, working closely with the Department of Cooperative Governance and Traditional Affairs (COGTA) to coordinate efforts and ensure that development interventions are impactful and sustainable. In conclusion, the NDA's strategic vision will largely focus on empowering vulnerable communities through sustainable livelihoods, strategic partnerships, and digital transformation. The adoption of the DDM and the rebranding of the organisation are key elements in ensuring the NDA's long-term success in poverty eradication and community development.

The Deputy Minister and I pledge our unequivocal support to the NDA Board and Management in carrying out this plan, whose aim is to reverse the enduring legacy of apartheid and enable poor communities to participate meaningfully in their self-development and socio-economic interventions led by civil society organisations.



Ms NG Tolashe, MP
Minister of Social Development
Date: 30 March 2025

NDA Board Chairperson Remarks

The National Development Agency (NDA), through its 5-year strategy, aims to implement several initiatives to successfully reduce poverty. These initiatives will focus on creating economic activities that lead to sustainable livelihoods for distressed communities. Central to these initiatives are four key drivers: a community-centric focus, partnership building, needs assessment, and a shared vision. These approaches emphasise the importance of addressing community needs and integrating local resources and strengths.

The NDA has adopted the District Development Model (DDM) to implement its collaborative framework. This model provides an effective platform for the NDA to investigate partnerships and assess the practicality of poverty eradication interventions at community level. The NDA's operating model goes beyond providing government grants and training; it seeks to create a holistic support system that includes market access, social security and economic success. To aid social entrepreneurs, the NDA aims to mobilise resources in a more efficient manner. Instead of requiring entrepreneurs to individually approach various departments and agencies for support, the NDA brings resource providers to them. By leveraging partnerships with the private and public sectors, the NDA facilitates the creation of social enterprises by providing access to vital resources. Through this model, the NDA ensures that social entrepreneurs in welfare-dependent communities are not left to navigate complex and fragmented systems on their own.

The NDA's Operating Model emphasises the importance of mobilising resources effectively and industrialising the process of supporting social enterprises. Through the NDA's framework, social enterprises—particularly cooperatives—are given significant support. These enterprises aim to create a broad community benefit, generating profit in ways that benefit the community rather than individual investors. They are designed to be community-owned, community-staffed, and community-funded, with the ultimate goal of generating social profit that contributes to poverty eradication.

The NDA's approach also focuses on sustainable revenue-generation projects that are aligned with skills development. These projects are designed to improve community business capabilities, which in turn creates job opportunities and reduces dependency on government grants. The NDA works with CSOs to offer training, build managerial skills, and develop business expertise within



Ms Nozabelo Ruth Bhengu

NDA Board Chairperson Remarks

communities, ensuring that these businesses are not only profitable but also provide long-term social benefits. Strategic partnerships with entities such as the government, private sector, and development funding institutions are critical to the NDA's success. Through these collaborations, the NDA can facilitate the growth of social enterprises by offering grants for capital, mentorship, market access, and infrastructure services. Additionally, the NDA aims to enhance the revenue generation capacity of community-based businesses by ensuring that they are financially sustainable.

Through the Research programme, the NDA will place a strong emphasis on continuous policy and regulatory assessments, aiming to identify and address barriers that limit the growth of poor communities. This includes engagement with the government to reduce economic burdens on communities and to improve regulatory mechanisms that hinder development. By producing reliable evidence, the NDA will pinpoint the barriers to participation of poor communities in the mainstream economy and provide insights into the causes of failure. This research is not only about producing outcomes but also about creating platforms for dialogue, where these findings can be used to inform and influence policy design. The NDA will collaborate with state research and academic institutions to ensure the credibility and trustworthiness of the research outcomes. These partnerships help create research inquiries that are trusted by senior government officials, policymakers, civil society, and the private sector. The program organises dialogue forums where various stakeholders can engage, share perspectives, and use evidence-based arguments to lobby for necessary policy changes.

The NDA recognises the importance of digital transformation to improve service delivery and increase efficiency. It plans to implement digitalisation across its operations, integrating modern technology solutions to streamline processes and reduce costs. This includes the development of bespoke systems for managing project pipelines and resource mobilisation.

It is my belief that with the unwavering support from the Minister and the Deputy Minister, the NDA will soar to greater heights and make great strides in funding poverty eradication initiatives in communities.



Nozabelo Ruth Bhengu
NDA Board Chairperson



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Civil Society
Organisations
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Formalisation
Institutional Capacity Building
Grant Funding and Resource Mobilisation
Linkages for Sustainability

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PART A

OUR MANDATE

PART A: OUR MANDATE



1 Institutional Policies and Strategies over the five-year planning period

The National Development Agency (NDA) is a government agency that reports to Parliament through the Department of Social Development. The NDA is classified as a public entity under Schedule 3A of the Public Finance Management Act, 1999 (Act No. 1 of 1999), and was established in November 1998 by the National Development Act, 1998 (Act No. 108 of 1998, as amended) as the government’s response to the challenge of poverty and its causes in South Africa. The NDA plays a critical role in contributing towards shifting the country from the scourge of poverty towards the total eradication of poverty.

Through the Act and various policies, the NDA contributes to—but is not limited to—the advancement of economic development and, in particular, community economic

development, social cohesion, access to basic human rights and skills development. This contribution supports the National Development Plan (NDP) 2030 outcomes for a greater and better South Africa.

1.1. Constitutional mandates

The NDA’s strategic intentions and objectives are guided by the requirements of Chapter 2 of the Constitution of the Republic of South Africa. Chapter 2 of the Constitution outlines the Bill of Rights, which sets out the fundamental rights of all South Africans, including the right to dignity and the right to equality. The Bill of Rights also states when rights may be limited. The NDA-legislated mandate requires the NDA to contribute towards poverty eradication and its causes, thus responding to the Bill of Rights to affirm the rights to health care, food, water, social security, children and education rights.



Figure 1: NDA’s Legislative and Policy Mandates

1.2. Legislative Mandate

The NDA's mandate is derived from the National Development Agency Act of 1988 (Act No. 108 of 1998, as amended). In terms of the Act, the primary objective of the NDA is to contribute towards the eradication of poverty and its causes by granting funds to CSOs for the purposes of:

- (a) carrying out projects or programmes aimed at meeting the development needs of poor communities; and
- (b) strengthening the institutional capacity of other CSOs involved in direct service provision to poor communities.

The secondary objects of the NDA in terms of the Act are-

- (a) to promote-
 - (i) consultation, dialogue and sharing of development experience between CSOs and relevant organs of State; and
 - (ii) debate on policy development
- (b) to undertake research and publication aimed at providing the basis for development policy.

Furthermore, the Agency is required to implement programmes that respond to the following areas of responsibilities:

- (1) The NDA must –
 - (a) Act as a key conduit for funding from the Government of the Republic, foreign governments and other national and international donors for development work to be carried out by civil society organisations.
 - (b) Develop, conduct and co-ordinate policy relevant to its objects referred to in section 3.
 - (c) Contribute towards building the capacity of CSOs to enable them to carry out development work effectively; and
 - (d) Create and maintain a database on CSOs, including, but not limited to, the scope and subject matter of their work and their geographical distribution, and share the information in that database with relevant organs of State and other stakeholders.

(2) The NDA may –

- (a) Grant money from its funds –
 - (i) in accordance with such criteria and procedures as the NDA determines; and
 - (ii) with due regard to the NDA's primary object referred to in the NDA Act to any CSO for any project or programme that an organisation intends to undertake or is undertaking;
- (b) Make recommendations with regard to legislation and policies directly or indirectly constraining effective development in the Republic;
- (c) Exercise and power conferred by any other provision of this Act; and
- (d) Generally, do everything which is necessary to achieve its objects referred to in Section 3.

(3) Any grant in terms of subsection (2)(a) to any civil society organisation may not be distributed to its members or office bearers except as reasonable compensation for services rendered.

(4) Any civil society organisation to which a grant is made in terms of subsection (2)(a) must submit to the NDA:

- (a) audited financial statements regarding the use of that grant at the intervals and in the form prescribed by regulation in terms of section 13; and
- (b) in respect of each financial year of the organisation, a comprehensive, narrative report containing:
 - (i) an analysis of every project or programme in respect of which that grant is made and a description of all other activities of the organisation; and
 - (ii) an audited financial report not later than the date prescribed by regulation in terms of section 13.

(5) Any grant in terms of subsection (2)(n) must be sufficient to defray the expenses which the civil society organisation in question will have to incur in order to comply with subsection (4).

1.3. Policy Mandate

The NDA's functions are guided by the National Development Plan (NDP), the Medium-Term Development Plan (MTDP), Sector Plans and the United Nations Sustainable Development Goals (SDGs).

1.3.1. NDP 2030

The aim of the NDP is in line with the NDA's mandate. The NDP aims to reduce inequality and eliminate poverty by 2030. The NDP is grounded on six (6) pillars, which outline objectives to be achieved by 2030 and the intended outcomes. From the 13 outcomes, the NDA contributes towards seven (7).

The NDA aims to contribute towards social protection, nation-building and social cohesion through using civil society organisations (CSOs) as a mechanism to access and develop communities. The NDA uses the existing working relationship with CSOs to facilitate dialogue sessions that attempt to formulate various strategies that aim at mitigating community challenges and concurrently raise awareness of the negative effects of other social ills, such as Gender-Based Violence (GBV). As per the District

Development Model, the NDA will use targeted interventions for each rural and remote area setting, i.e. in the language of the people, and in the identification of vulnerability of each group, to optimise accessibility to services, allocate resources and ensure that intended outcomes are reached.

The NDA also contributes towards the economy and employment, and an inclusive rural economy, which are addressed through CSOs, as well as through the development of strategic partnerships with other organisations. Through engaging various stakeholders—state organs, civil society organisations, research institutions, higher education and training institutions and businesses—developing research publications that contribute to the development policy and practice; and capacitation of CSOs operating in various sectors, the NDA will contribute towards education through training and innovation of CSOs by imparting upon them skills and capacity. The NDA will also contribute towards building a capable and developmental state. This will be achieved through the optimisation of the organisation's processes, which include the implementation of the ICT strategy. Through running a clean administration and developing internal frameworks that ensure good governance, the NDA will enable the fight against corruption.

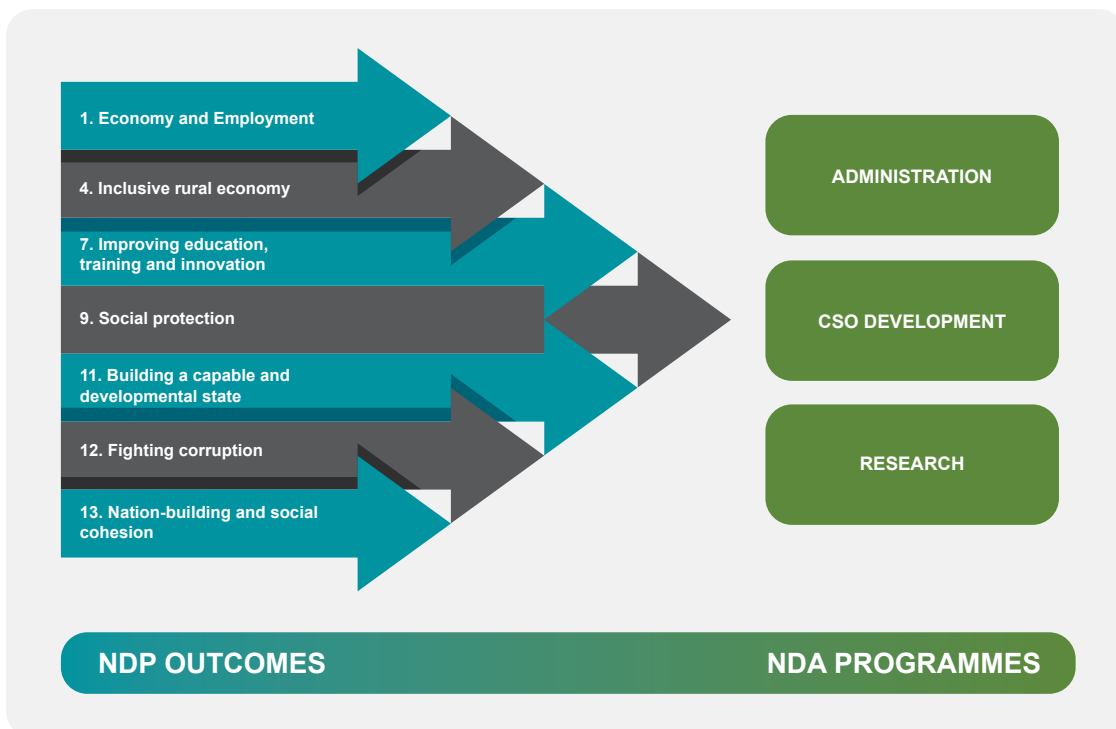


Figure 2: NDP Outcomes and NDA Programmes

1.3.2. Medium Term Development Plan

The Government of National Unity (GNU) in South Africa was formed after the 2024 elections, where ten political parties came together to address the country's significant challenges. This coalition includes the African National Congress (ANC), Democratic Alliance (DA), Patriotic Alliance, Inkatha Freedom Party, Good Party, Pan Africanist Congress of Azania, Freedom Front Plus, United Democratic Movement, Al Jama-ah, and Rise Mzansi. The GNU aims to focus on three strategic priorities over the next five years:

Inclusive Growth and Job Creation: This involves driving investment, boosting key economic sectors, supporting small businesses, and transitioning to a low-carbon economy.

Reducing Poverty and Tackling the High Cost of Living: Efforts include providing affordable basic services, supporting the unemployed, improving housing and transportation, and enhancing education and healthcare.

Building a Capable, Ethical, and Developmental State: This includes stabilising local government, professionalising municipal management, enforcing anti-corruption measures, and enhancing public safety.

1.3.3. District Development Model

The District Development Model (DDM) is geared towards ensuring integration between national, provincial, and local government, CSOs and other organs of state while providing socio-economic services for citizens, in the implementation of government budgets and programmes. Focusing on implementation at a district level will ensure an Integrated Project Planning approach and alignment of budget and programmes to efficiently and effectively deliver successful projects in a short period. The DDM mechanism would enable a better monitoring and evaluation process to effect timely delivery of remedies to reduce project failures, to ensure that development is carried out collectively with affected communities and CSOS at a grassroots level.

The aim is to benefit poor families and underprivileged communities who are reliant on social protection from government and public employment programmes and can thus not afford to pay for government services. In the absence of this community-focused approach by the NDA, these underprivileged communities would continue to wallow in never-ending government dependency,

characterised by the inability to participate in the mainstream economy. Additionally, these communities are defined by ever-increasing crime, high teenage pregnancy, substance abuse and all manner of social ills.

The NDA's position, as a development agency in the Social Development Portfolio, is the critical arm to drive development to ease the fiscal burden imposed by spiking social security interventions such as the Social Relief of Distress grant, which is provided to approximately 17 million unemployed South Africans. Development is a gateway for poverty eradication and the NDA is the only viable agency to access those who are trapped in social security systems due to poverty. For the NDA to fulfil its mandate and show impact, it needs to design and implement programmes that target those who are dependent on social security.

The means required to eradicate poverty and to re-ignite the sluggish South African economy are to create sustainable livelihood pathways for the poor. These pathways must lead to gainful economic activities at community level, including the creation of reliable and sustainable employment for the local poor population; the development of capacities and skills that enable income generation among people living in depressed communities; the revitalisation of local economies through the use of local resources and human capital; and the utilisation of local capacity to improve service delivery within these communities. These are fundamental agents for change, and they can be harnessed through the DDM with all stakeholders at a local level, focusing on development interventions targeting those trapped in poverty and underdevelopment.

The NDA, in the 2025/26 financial year and the MTDP, will be focusing on using the DDM framework as a collaborative tool to eradicate poverty and develop sustainable mechanisms of working with all stakeholders at the district level (government, civil society organisation and the private sector).

Sustainable Development Goal 1's outcome is to "*End poverty in all its forms everywhere*". This is the same goal as the NDA's primary mandate of "*eradication of poverty and its causes*". This is significant for the NDA and South Africa. This goal can be met when the other 16 goals are implemented effectively as a means to achieve this goal. The NDA will focus on the same goal; however, on its trajectory to achieve this goal, it will use other goals in the SDGs as a means of achieving poverty eradication with an



Figure 3: The Sustainable Development Goals

impact on Goal 10 of reduced inequalities. The NDA's goal of contributing towards the eradication of poverty must be measured by a reduction in inequalities. In the South African context, any poverty reduction interventions that do not translate to a reduction in inequalities would not have dealt with the legacy of apartheid.

Therefore, the NDA would use interventions that have outputs from all other goals, as these outputs have direct contribution and means to eradicate poverty and its causes. Theoretically, any of the other 16 goals achieved independently cannot, on their own, result in the eradication of poverty and the reduction of inequalities in the South African context. It is for this reason that the NDA, as part of its strategic shift, will define and implement mechanisms that integrate all aspects of community development through sustainable partnerships with civil society organisations. These partnerships will serve as a vehicle for the improved targeting of the poor, whilst simultaneously fostering collaboration and coordination of developmental efforts with government, the private sector, and the donor community.

2 Updates to Institutional Policies and Strategies

The NDA, through the Turnaround Strategy, will, amongst others, focus on the following priorities over the next five (5) years:

- Create a conducive policy environment for economic development and the sustainability of communities.
- Create sustainable communities through resource mobilisation from strategic partners and collaborative engagement with other stakeholders within the DDM mechanism.
- The review and alignment of IT architecture to the NDA model.
- Strengthening NDA institutional capacity, capabilities and skills required to deliver on the mandate of poverty eradication.
- Diversify NDA development funding sources.



2.1. Repositioning the NDA to assist the government in delivering on its poverty alleviation mandate

The NDA is the entity of the State (not of the Social Development Portfolio), and therefore, it should be positioned to coordinate all government efforts towards poverty eradication. With its Strategic Plan, a process is being initiated to position the entity to assist the State in delivering on the following outcomes:

- Resilient and self-sustainable communities that are not reliant on social grants, housing, etc.
- Increased revenue for municipalities, as more people will be able to afford to pay for municipal services

- Reduced urban migration as more opportunities will be created through the exploitation of local economic opportunities, thus reducing overpopulation in urban areas, and thereby addressing all the accompanying challenges, which include deterioration of basic infrastructure in urban areas, crime, etc.
- Addressing the imbalances of the past by bringing the marginalised communities into the mainstream economy

Redirection of funds from social grants will increase resources available for infrastructure investments, which will, in turn, create a conducive business environment, driving economic growth and more job opportunities, as well as poverty alleviation.



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PART B

OUR STRATEGIC FOCUS

3 Vision

A society free of poverty, unemployment and social ills.

4 Mission

Facilitate the development of poor and underdeveloped communities in a coordinated and integrated manner through the District Development Model to make them self-reliant and self-sufficient.

5 Values

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

- *Humanity*
- *Integrity*
- *Accountability and responsibility*
- *Transparency*
- *Respect*
- *Ubuntu*
- *Innovation*
- *Excellence*

6 Situational Analysis

The NDA, as an agency of government, plays a critical role in contributing towards shifting the country from the scourge of poverty towards the total eradication of poverty. Through the Act and various policies, the NDA contributes to—but is not limited to—the advancement of economic development and, in particular, community economic development, social cohesion, access to basic human rights and skills development. This contribution supports the National Development Plan (NDP) 2030 outcomes for a greater and better South Africa. The NDA should be positioned to coordinate all government efforts towards poverty alleviation. With this Plan, a process is being initiated to position it to

assist the State in delivering on the following:

- Creation of resilient and sustainable communities that are less reliant on social protection services.
- Generation of increased revenue for municipalities, as more people will be able to afford to pay for municipal services
- Curbing of urban migration as more opportunities will be created through the exploitation of rural economic opportunities, thus reducing overpopulation in urban areas, and thereby addressing all the accompanying challenges, which include deterioration of basic infrastructure in urban areas, crime, etc.
- Addressing the imbalances of the past by bringing marginalised communities into the mainstream economy

Redirection of funds from social grants will increase resources available for infrastructure investments, which will, in turn, create a conducive business environment, driving economic growth and more job opportunities, as well as poverty alleviation.

6.1. External Environment Analysis

The Planning Framework identifies and recommends the PESTEL framework as one of the planning tools to use in undertaking a situational analysis. A PESTEL analysis (Political, Economic, Social, Technological, Environmental, and Legal) provides a comprehensive framework to evaluate the factors within which the NDA operates:

6.1.1. Political Factors

The NDA operates within a political environment characterised by major changes following the 2024 general elections, which saw a shift in political dynamics. The GNU has recently adopted the MTDP, which confirms the three strategic priorities of the government. Through its mandate and work, the NDA contributes towards the strategic priority of **“Reducing Poverty and Tackling the High Cost of Living”** through creating sustainable livelihoods in deprived communities.

6.1.2. Economic Factors

South Africa has struggled with **slow economic growth**, often below the 3% target. The **unemployment rate** remains high, estimated at 34% in the first quarter of 2025. This is due to a variety of factors, including a mismatch between the skills available in the workforce and the demands of the labour market, as well as a lack of economic diversification. **Inflation** has been a concern, especially with the rising cost of fuel and electricity. These factors have put pressure on consumer spending, particularly among lower-income population groups.

There are continuing **investments in energy, transport, and digital infrastructure**; however, it should be noted that, as a country faced with several developmental challenges, the scale and speed at which the country rolls out these infrastructure developments may be limited by our socio-economic realities. **Load shedding** had been largely contained until recently, in February 2025, albeit for a week, when it resurfaced amidst continuing inclement and adverse weather. The Renewable Energy Independent Power Producer Procurement Programme (REIPPPP) will, once fully implemented, eliminate load-shedding permanently.

6.1.3. Social Factors

South Africa has a **young population**, with a median age of around 27 years in 2025. However, this youth bulge is coupled with high youth unemployment and limited access to quality education and skills development. There is a need for substantial investment in youth programs and education systems. The skills gap, particularly in STEM fields (science, technology, engineering, and mathematics), leaves a portion of the population underserved in terms of employment opportunities in high-demand industries.

South Africa remains one of the most unequal countries in the world, with huge income disparities between racial groups. Despite government efforts, poverty and inequality persist, leading to social unrest and dissatisfaction with the pace of change. Approximately 55% of the population lives below the national upper poverty line, with extreme poverty affecting 25%. South Africa's Gini coefficient remains high at 0.63, reflecting extreme income inequality.

6.1.4. Technological Factors

South Africa is experiencing a digital revolution, with increased internet penetration, mobile connectivity, and the adoption of technologies such as artificial intelligence, machine learning, and blockchain. However, the digital

divide between urban and rural areas remains a challenge, limiting access to technology for many. Government incentives and private sector involvement are driving the tech sector, but challenges related to skills development persist.

Energy generation and distribution are crucial sectors where technological advances can bring about more sustainable solutions and reduce poverty substantially. There is a slow migration towards renewable energy, including solar, wind, and nuclear energy. South Africa's ability to reskill its workforce to meet the demands of new technologies will be essential for future economic success.

6.1.5. Environmental Factors

South Africa, like many other African countries, faces the risk of extreme weather events due to climate change, such as droughts, floods, and heat waves. This will particularly affect agriculture, water resources, and urban planning. The government will likely continue to address climate change as part of its broader environmental policy framework. Water shortages are an ongoing issue, not only in arid regions like the Western Cape but also in the economic hub of Gauteng, to the point where several restrictions on household water usage had to be imposed as a drastic measure to curb declining water resources.

Waste management and recycling are important concerns in urban areas. Government and businesses are starting to focus more on **circular economy** practices and reducing plastic waste. South Africa has adopted sustainable development goals and aims to increase its reliance on **renewable energy** sources; however, the transition to a low-carbon economy is a lengthy process that is also largely hampered by budget constraints.

6.1.6. Legal Factors

South Africa's legal framework has long been lauded as solid; however, challenges in implementation and enforcement remain, with corruption and delays in the legal system hindering business operations. The inclusivity of the economy remains a big challenge, with many poor people stuck at the margins of economic growth. To this extent, the government has stepped up efforts to ease the economic woes of sidelined communities by identifying and reviewing legislative and policy bottlenecks.

6.2. Overview of Poverty and Key Economic Indicators in South Africa

In 2024, South Africa continued to grapple with significant poverty challenges, influenced by various economic and social factors. The data indicates that South Africa faced persistent and, in some areas, worsening poverty challenges. High unemployment, especially among the youth, severe child food poverty, and pronounced income inequality remain critical issues. Addressing these challenges requires comprehensive policy interventions, including targeted support for the most vulnerable populations, with a focus on economic growth, job creation, and related developmental priorities. Here's an overview of the key poverty trends observed during the year:

6.2.1. National Poverty Lines

To account for inflation and changes in the cost of living, Statistics South Africa updated the national poverty lines in May 2024:

- **Food Poverty Line (FPL):** R796 per person per month.
- **Lower-Bound Poverty Line (LBPL):** R1,109 per person per month.
- **Upper-Bound Poverty Line (UBPL):** R1,634 per person per month.

These adjustments reflect the minimum income required for individuals to afford basic food and non-food items.

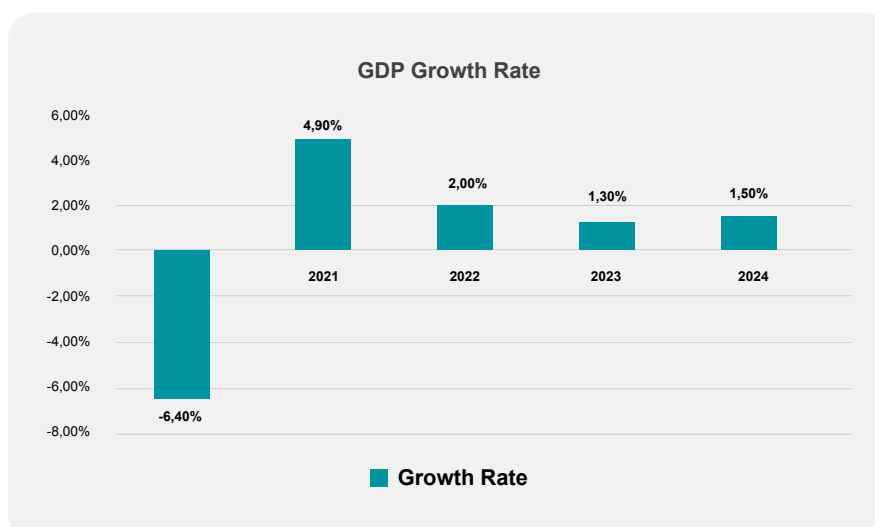
6.2.2. Levels of poverty

As of 2024, approximately 13.2 million South Africans were living in extreme poverty, defined by the international threshold of \$2.15 per day. This marks an increase of about 139,563 individuals compared to 2023, indicating a worsening poverty situation. Furthermore, South Africa remained one of the most unequal societies globally in 2024, with a Gini co-efficient of 0.63. This high level of income inequality exacerbates poverty levels and hampers economic mobility for a significant portion of the population. There is an observation highlighted in the UNICEF report that 23% of children in South Africa were living in severe food poverty in 2024. This alarming statistic underscores the vulnerability of younger populations to the adverse effects of poverty.

6.2.3. GDP Growth Rate

South Africa's GDP growth rate has been volatile, with a sharp contraction of 6.4% in 2020 due to the COVID-19 pandemic. Although the economy recovered to 4.9% in 2021, growth has since slowed to 1.3% in 2023 and is projected to reach 1.5% in 2024. This slow growth highlights the need for structural reforms to stimulate economic activity and create jobs.

Figure 4: Poverty rate in South Africa (1993-2023)

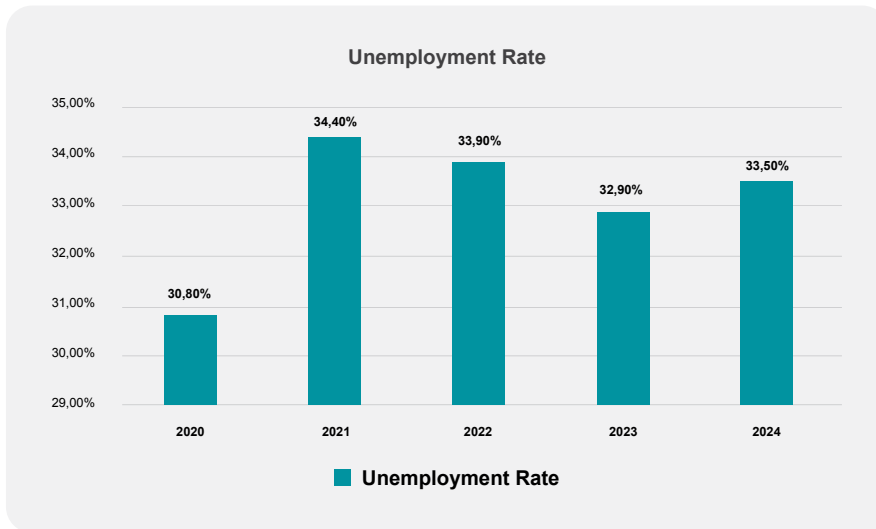


Sources: World Bank Poverty Rate in South Africa (1993-2023)

6.2.4. Unemployment Rate

Unemployment in South Africa remains alarmingly high, rising from 30.8% in 2020 to 33.5% in 2024. Youth unemployment is even more severe, exceeding 60%. This persistent joblessness underscores the urgency of labour market reforms, skills development, and targeted job creation programs.

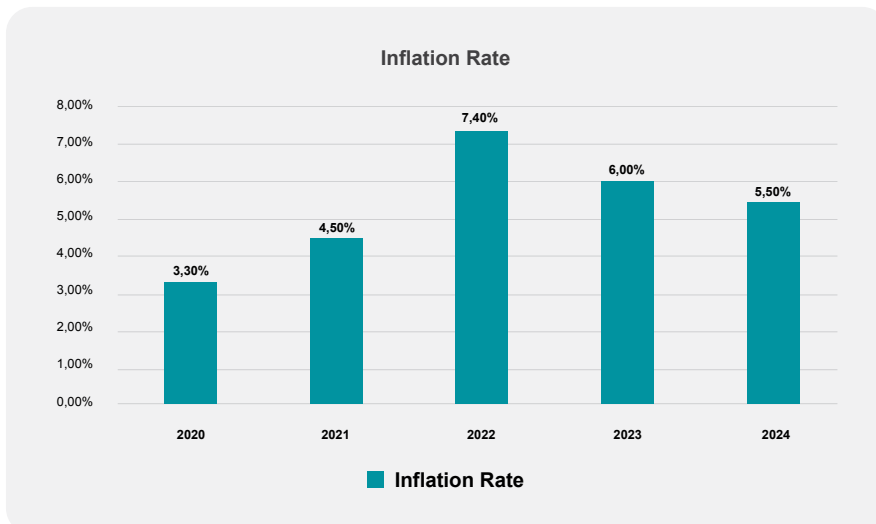
Figure 5: Unemployment Rate in South Africa



6.2.5. Inflation Rate (CPI)

Inflation spiked to 7.4% in 2022 owing to global supply chain disruptions and rising fuel prices. While it has moderated to 6.0% in 2023, it remains above the South African Reserve Bank's target range. High inflation erodes purchasing power, particularly for low-income households, and necessitates careful monetary policy management.

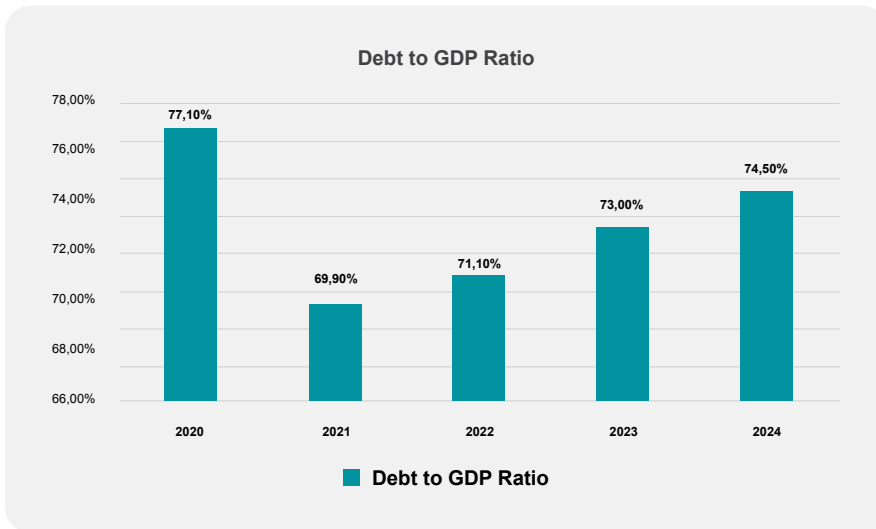
Figure 6: Inflation Rate



6.2.6. Government Debt

Government debt has risen steadily from 77.1% of GDP in 2020 to a projected 74.5% in 2024. While fiscal consolidation efforts have slowed the increase, high debt levels limit the government’s ability to invest in poverty alleviation and infrastructure development.

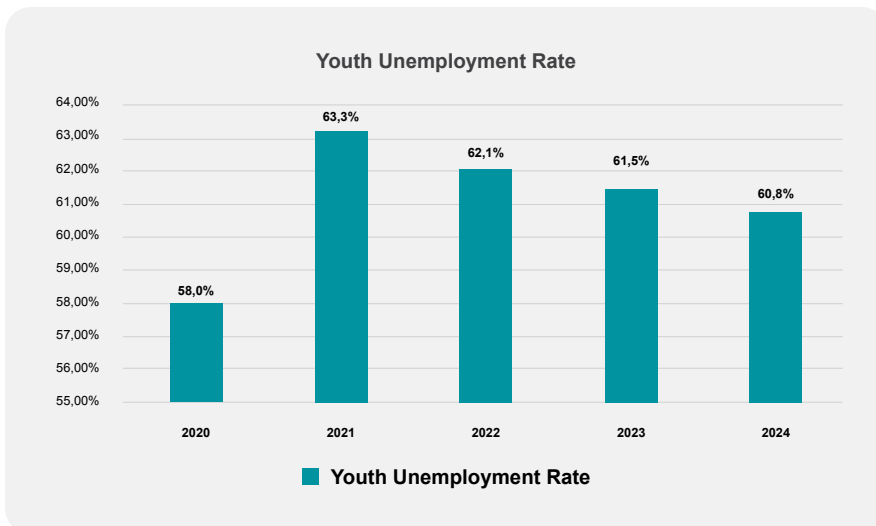
Figure 7: Debt to GDP Ratio



6.2.7. Youth Unemployment Rate

Youth unemployment has remained above 60% since 2020, peaking at 63.3% in 2021. This crisis highlights the need for targeted interventions, such as skills training, internships, and youth entrepreneurship programs, to unlock the potential of South Africa’s young population.

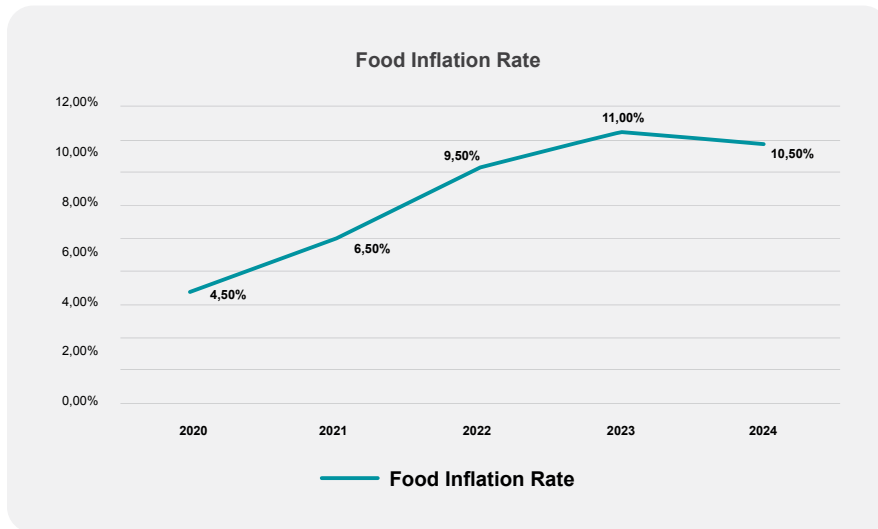
Figure 8: Youth Unemployment Rate



6.2.8. Food Inflation

Food inflation surged to 11.0% in 2023, driven by global shocks and climate-related disruptions. High food prices disproportionately affect low-income households, exacerbating food insecurity and malnutrition. Addressing food inflation requires investments in agriculture and climate resilience.

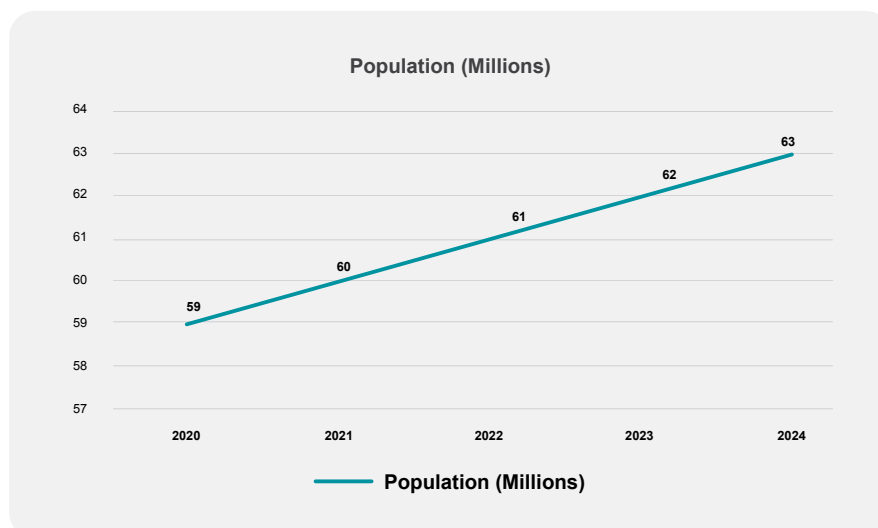
Figure 9: Food Inflation Rate



6.2.9. Population Growth

South Africa's population has grown from 59 million in 2020 to a projected 63 million in 2024, with a growth rate of 1.33%. This rapid population growth places pressure on resources and services, particularly in urban areas, and underscores the need for inclusive economic policies.

Figure 10: Population Growth



These graphs provide a concise overview of South Africa's key economic indicators, highlighting the challenges and opportunities facing the country. By addressing issues like unemployment, inequality, and slow growth through inclusive economic interventions, the NDA can unlock the potential of communities and achieve sustainable development.

6.3. Analysis of the causes of poverty in South Africa

Poverty in South Africa is underpinned by years of segregation, marginalisation, land dispossession and economic exclusion of the majority of the population. Over the last 30 years, poor educational outcomes, structural unemployment, income inequality and corruption, amongst many others, have been key drivers of poverty.

6.3.1. Apartheid Legacy

The 46-year-old system of apartheid contributed immensely to the prevailing poverty landscape in South Africa. Through institutionalised racism and legislated discrimination, black people were essentially locked out of meaningful socio-economic opportunities to advance their lives. The forced removal of black South Africans from their prime land to unproductive and under-resourced small pockets of land defined the prevailing poverty landscape, which can be observed even in this day and era. The dire effects of this unfortunate system of land dispossession have continued to debilitate the land reform and redistribution process since 1994.

It is common knowledge that black South Africans, who are in the majority, were subjected to mediocre and substandard Bantu education, which was designed to institutionalise continual subjugation and oppression. It will take years to undo the systemic and damaging effects of a lack of proper education and skills development, particularly in rural and poor communities.

6.3.2. High Unemployment

Unemployment remains one of the most critical drivers of poverty in South Africa. As of the first quarter of 2025, the unemployment rate stood at around 34%, with youth unemployment at over 60%. Many South Africans lack the skills necessary to secure employment in a rapidly changing economy. The mismatch between the labour market's needs and the skills of the workforce leaves a large portion of the population unemployable. A sluggish economy, averaging a GDP growth rate below 2% in recent years, has resulted in

insufficient employment creation. Furthermore, there are a plethora of issues that bar many underprivileged South Africans from entering the job market, such as limited education and insufficient work experience. Discriminatory practices in remuneration have also limited the economic growth of those who can access the job market.

6.3.3. Income Inequality

South Africa is one of the most unequal countries in the world, with a Gini coefficient of 0.63. This speaks to the income gap, which contributes significantly to poverty, as wealth is concentrated in the hands of the few, while most of the population lives from hand to mouth. The effect of the unequal distribution of wealth is seen in the majority of South Africans, particularly blacks, who are unable to invest in wealth creation opportunities. The wage gap between the skilled and unskilled workforce also contributes to the huge income gap.

6.3.4. Education Inequality

The government has invested significant resources in the improvement of educational outcomes over the last three decades. However, persistent challenges of overcrowded classrooms, poorly trained teachers and under-resourced facilities resulted in low educational outcomes, leaving young people without the skills needed to compete in the job market. Furthermore, unacceptably high dropout rates in high school result in many learners leaving school without the necessary skills and qualifications to access employment opportunities and decent jobs.

6.3.5. Slow Economic Growth

A sluggish economic growth characterised by, amongst others, economic instability, load shedding and an ever-rising poverty level that has been exacerbated by corrupt practices, continues to hinder efforts to eradicate poverty. South Africa is exposed to global economic fluctuations, including shifts in commodity prices, international trade policies, and the effects of a global inflation outlook. The 2024 American election outcomes have had a lasting impact in South Africa. The reduction of international Aid in healthcare puts a strain on the shrinking government purse, as an increase towards health spending is unavoidable. Although the frequency of load shedding has been reduced in recent times, there's an acknowledgement by the government that it has not been eradicated. Therefore, whenever it has struck, it wreaked havoc in economic growth as it disrupts production in mining and other industries that are electricity dependent. The resultant impact is the reduction of jobs available in the economy.

6.3.6. Urbanisation

Urbanisation has moved poverty from the margins to the centre of the economy, with many poor people descending to the cities in large numbers, searching for work. This practice has resulted in the emergence of informal settlements that exacerbate poverty owing to a lack of essential basic services. The bulk infrastructure development has fallen far too short of the extent and pace of urbanisation. The migration from rural to urban areas is largely due to limited access to economic opportunities in rural areas. Agriculture, which is a major source of income for rural populations, has been affected by changing climate conditions, including droughts and flooding. These environmental challenges, along with limited access to land and technology, make it difficult for rural communities to escape poverty.

6.4. Lessons from selected countries that reduced poverty

Reducing poverty is a complex and multifaceted challenge that requires a combination of economic, social, and political strategies. Several countries have successfully reduced poverty over the past few decades, offering valuable lessons for others, including South Africa. Below are key lessons from countries that have made significant progress in poverty reduction, along with examples:

Country	Interventions	Lesson	Application
1. China	Economic Growth and Job Creation: China lifted over 800 million people out of poverty between 1980 and 2020, primarily through rapid economic growth driven by industrialization, export-oriented manufacturing, and infrastructure development. The government also invested heavily in education and healthcare, enabling the population to participate in the growing economy.	Sustainable economic growth is essential for poverty reduction.	Focus on industrialization, infrastructure development, and job creation in sectors like manufacturing, agriculture, and renewable energy.
2. South Korea	Investment in Human Capital: South Korea transformed from a low-income country in the 1960s to a high-income economy by investing heavily in education and skills development. The government prioritized universal primary and secondary education, followed by investments in higher education and vocational training.	Education and healthcare are critical for breaking the cycle of poverty.	Improve the quality of education, particularly in STEM fields, and expand access to vocational training and higher education.
3. Brazil	Social Protection Programs: Brazil's Bolsa Familia program, launched in 2003, provides cash transfers to poor families, conditional on school attendance and healthcare visits. The program has lifted millions out of poverty and improved education and health outcomes.	Targeted social safety nets can provide immediate relief and long-term benefits.	Expand and improve the efficiency of social grants, such as the Child Support Grant and the Social Relief of Distress (SRD) grant, while linking them to education and healthcare access.
4. Vietnam	Land Reform and Agricultural Development: Vietnam's land reform in the 1980s, which redistributed land to smallholder farmers, led to a significant increase in agricultural productivity and rural incomes. The government also invested in rural infrastructure, such as irrigation and roads, to support farmers.	Equitable land distribution and support for smallholder farmers can reduce rural poverty.	Accelerate land redistribution and provide support to new landowners through training, finance, and access to markets.

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Country	Interventions	Lesson	Application
5. Rwanda	<p>Inclusive Economic Policies: Rwanda has reduced poverty through inclusive economic policies, such as promoting gender equality, investing in rural development, and supporting small and medium enterprises (SMEs). The government also implemented community-based health insurance to improve healthcare access.</p>	Inclusive growth ensures that the benefits of economic development reach all segments of society.	Promote gender equality, support SMEs, and ensure that economic policies benefit historically disadvantaged groups.
6. Botswana	<p>Good Governance and Anti-Corruption Measures: Botswana's success in reducing poverty is attributed to good governance, prudent management of natural resources (diamonds), and investments in education and healthcare. The government established strong institutions to combat corruption and ensure transparency.</p>	Effective governance and anti-corruption efforts are essential for poverty reduction.	Strengthen anti-corruption institutions, improve transparency, and ensure efficient use of public resources.
7. Costa Rica	<p>Climate Resilience and Sustainable Development: Costa Rica has prioritized environmental sustainability by investing in renewable energy, reforestation, and eco-tourism. These efforts have created jobs, reduced poverty, and protected natural resources.</p>	Addressing climate change and environmental degradation is critical for long-term poverty reduction.	Invest in renewable energy, climate-resilient agriculture, and sustainable land use practices.
8. Bangladesh	<p>Community-Driven Development: Bangladesh's NGO-led development model, particularly through organizations like BRAC and Grameen Bank, has empowered communities by providing microfinance, education, and healthcare services. These programs have lifted millions out of poverty, particularly women.</p>	Empowering local communities can lead to more effective and sustainable poverty reduction.	Support community-based organizations and initiatives that empower local communities to address poverty.
9. India	<p>Leveraging Technology and Innovation: India's digital revolution, including the Aadhaar biometric system and mobile banking, has improved access to financial services and government subsidies for the poor. The government has also promoted digital literacy and entrepreneurship.</p>	Technology can drive economic growth and improve access to services.	Invest in digital infrastructure, promote fintech solutions, and expand access to technology in rural areas.
10. Ethiopia	<p>International Cooperation and Aid: Ethiopia has made significant progress in reducing poverty through a combination of domestic reforms and international aid. The government has invested in agriculture, education, and healthcare, supported by development partners like the World Bank and the African Development Bank.</p>	International support can complement domestic efforts to reduce poverty.	Strengthen partnerships with international organizations and leverage foreign aid to support poverty reduction programs.

6.5. Role Players in Addressing Poverty

The theoretical framework below came from the situation analysis and reviews conducted on several studies, which inform the framing of approaches used by governments that have been able to reduce poverty levels; this has been through the implementation of developmental interventions that created jobs and gainful economic activities.

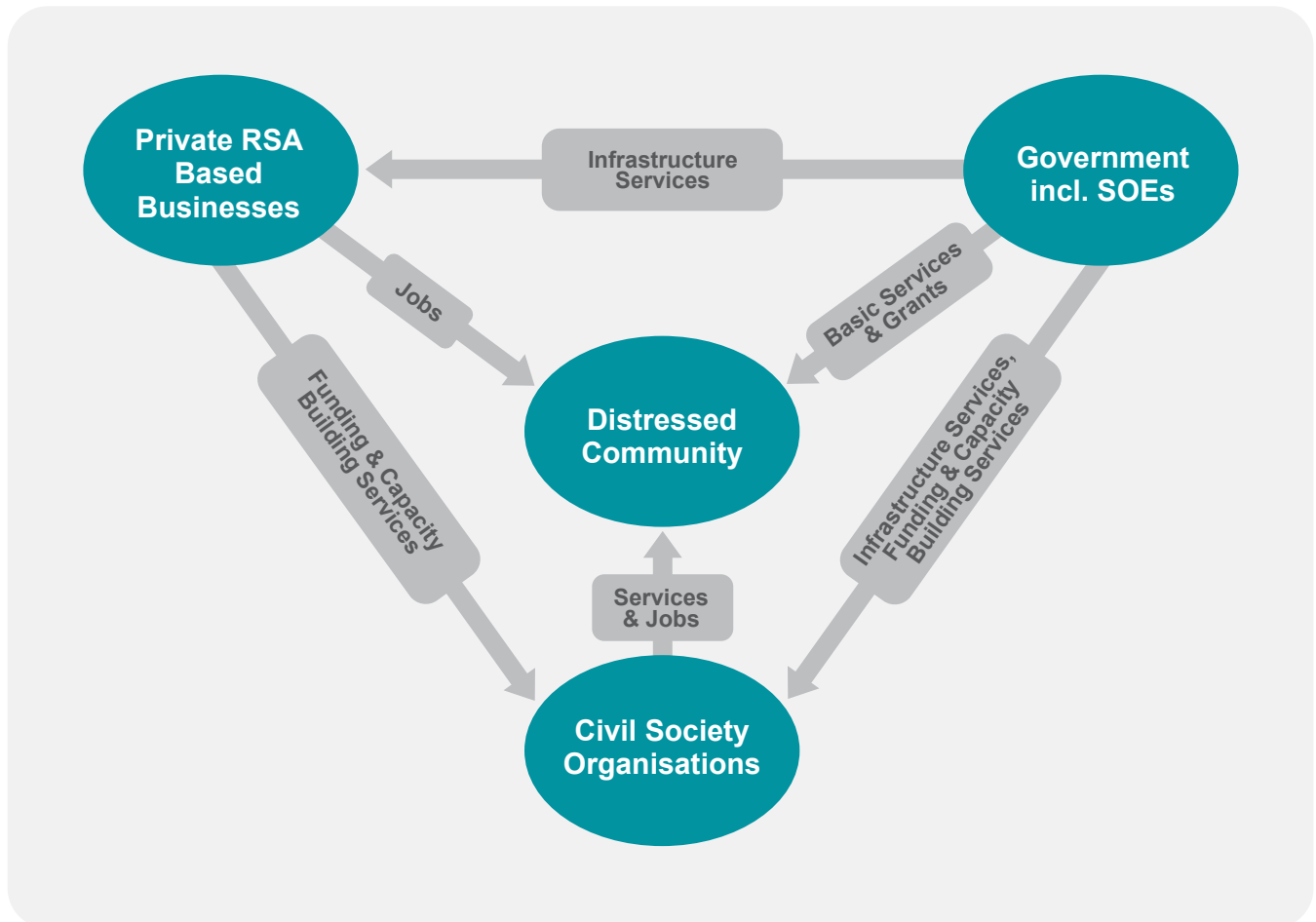


Figure 11: Configuration of key Role-players in Addressing Poverty

At the design level, the approaches adopted by these initiatives shared four key drivers. The drivers were central to the design process, and they revolved around distressed communities as the primary target focus. The ultimate objective was to create economic activities that could lead to sustainable livelihoods within these local communities. Here's an overview of the key elements:

Community-Centric Focus: The core of the design is centred on addressing the needs of distressed communities as the primary focus. This recognition of the community's challenges and potential formed the foundation for the initiatives.

Partnership Building: To achieve their goals, these initiatives established mechanisms to build partnerships. These partnerships involved collaboration between the private sector, government agencies, and civil society organisations. Importantly, these collaborations were developed through consultation with the affected communities.

Needs Assessment and Resource Identification: A critical step was the assessment of community needs, local resources (both human and financial), and identifying the pressure points and priorities of the communities. This thorough assessment helped inform the strategies and interventions.

Shared Vision and Planning: An essential element was the creation of a mechanism that ensured all stakeholders, including the private sector, government, civil society, and the community, shared a common vision, plan, and desired outcome. This alignment facilitated a unified approach to poverty eradication. The framework employed by these initiatives encouraged all sectors and stakeholders to identify a common need, address the challenges and find shared solutions to combat poverty. However, the chosen mechanism had to be acceptable and relevant to all community-level stakeholders, emphasising the importance of inclusivity and local buy-in. This approach is aimed at creating a holistic, community-driven strategy for poverty eradication.

As illustrated in the figure above, it is in the best interest of the South African private sector to invest in communities for several compelling reasons. Such investments not only benefit the members of these communities but also contribute to an increase in the demand for their products and services. Simultaneously, the government's principal focus, across all its administrative levels, is the provision of a diverse range of services aimed at ensuring the well-being of the population.

The civil society sector possesses a deeper understanding of the needs, priorities, capacities, and capabilities of communities. Most importantly, it understands what approaches can effectively work within those specific communities. When social and development projects and programs align with the interests of all partners involved, they have a greater likelihood of achieving success and making a meaningful impact. The battle against poverty, unemployment, and inequality in South Africa demands a collective effort from all sectors of the economy, including active engagement with the communities themselves. This collaborative approach is key to addressing complex social challenges effectively.

The government has adopted the District Development Model as a suitable platform for implementing this framework. The DDM and its adoption by the NDA as a guiding framework are discussed in detail in the Internal Environmental Analysis below.

6.6. NDA Approach to Poverty Eradication

The NDA understands that it takes more than a government grant and training to establish a thriving CSO. It requires a market, supply chain, water, electricity, roads,

communications, management skills, productive labour, regulatory approvals, security, information systems, and money to establish a fully-fledged CSO. By holistically framing all the above as resources that must be mobilised on behalf of communities, the NDA Operating Model seeks to address the holistic reality of social entrepreneurs in welfare-dependent communities.

Instead of expecting the entrepreneur to engage in an expensive and time-consuming process to individually pursue government departments, agencies, state-owned enterprises, private investors, private delivery partners, CSO delivery partners and other community members for resources, the NDA will use the mandate bestowed by Section 3.1(a) of NDA Act to bring the potential resource providers to the social entrepreneur. The core of the NDA operating model is a process that starts and ends in the community, builds a pipeline of projects to create social enterprises and promotes these projects with potential resource providers in government, the private sector, the development funding community, the CSO community and the rest of the welfare-dependent community itself.

To enable rapid and efficient resource mobilisation, NDA partners in the government and private sector will be requested to pledge resources against different program objectives. All resource commitments will be made against very specific NDA partner terms and conditions that individual projects need to comply with to qualify for resources. The NDA requires the right composition of strategic partners to mobilise the full range of resources necessary for enabling communities to establish and grow their social enterprises. These partners should, in turn, collectively address the provision of funding, bulk services, infrastructure, regulatory support, commercial goods, and professional services essential to the creation of sustainable livelihoods.

The partners can also include several other civil society organisations that can assist with developing projects, providing training or mobilising community support. The NDA's mandate makes it uniquely able to mobilise resources across such a broad range of resource providers. The NDA's success in mobilising the actual resources and deploying them to projects that establish or grow social enterprises will also depend on the excellence of the administrative operation supporting the partnerships.

The NDA's approach is premised on the implementation of projects which are aligned with its mandate. The need to eradicate poverty as per the mandate of the NDA and as shown in the key economic indicators described in the latter sections of the document is so crucial that, in the main, the

NDA will focus primarily on supporting revenue generation projects through skills development and other enablers, which can drive visible and tangible economic changes. These projects will be deployed in collaboration with CSOs in the marginalised communities. The skills development function will be focused on directly building the skillsets of members of the community to improve community project implementation and sustainability of interventions.

In some projects, CSOs will be trained to provide training to community members, while in other projects, in conjunction with the NDA, they will facilitate training by 3rd party trainers. Some training programs will focus on building the skills of CSO management and staff as part of a bigger training program within the community. In all cases, though, CSOs will be the key access point to the community.

Concerning revenue-generation enablement projects, such projects will aim to increase the capabilities of existing community-based businesses or will aim to establish brand-new community-based businesses. In both cases, the objective is to help these businesses grow their revenues to the point of sustainability and the creation of economic opportunities. The exact role performed by the CSOs in the revenue generation projects will vary. The CSOs could be the community business itself, could have a commercial interest in the community business, or could play an integration role where they represent the interests and aspirations of the community and provide advisory assistance to the business principals. The NDA will promote the concept of CSOs having some revenue-generating capabilities, as this will also lessen their dependence on dwindling government grants.

The successful implementation of projects is dependent on the NDA forming strategic partnerships with various resource contributors across the public and private sectors, including but not limited to The Presidency, National Treasury, relevant Government Departments and Municipalities, Development Funding Institutions (e.g., World Bank), and private sector investors. Concerning skills development projects, the NDA will aim to mobilise sufficient and comprehensive strategic partner contributions to allow these projects to provide the necessary skills to deprived communities. The following are some of the skills development support provided to CSOs:

- **Grants for skills development**
 - Technical Skills (e.g., welding, brickmaking, agricultural skills, etc.)
 - CSO Management Skills
 - Business Management Skills

In addition to skills development support provided to revenue-generation projects, the NDA will aim to mobilise sufficient and comprehensive strategic partner contributions to allow community businesses to improve their revenues. The improvement of revenue requires increased production and sales capabilities, which ultimately leads to jobs being created for the deprived communities. Support is aimed at improving the revenue generation capacity of CSOs and includes, but is not limited to, the following:

- Provision of grants for capital equipment and operations
- Facilitation of strategic business partnerships
- Providing access to markets for CSOs' business entities
- Business Mentorship support
- Infrastructure Services

The primary aim of the provision of support services to increase the revenue generation capacity of CSOs is to allow these entities to have the financial resources to be self-sustainable and provide jobs to deprived communities. Critical to the success of the NDA approach is the continuous assessment of the policy and regulatory environment within which the CSOs operate, and aim to identify bottlenecks and impediments that continue to marginalise many poor communities. This effort will culminate in engagement with the government broadly on the regulatory mechanisms that can be implemented to lessen the economic burden in communities.

6.7. NDA Operating Model

The NDA Operating Model industrialises the process of mobilising resources for social enterprises. The NDA understands that it takes more than a government grant and training to establish a social enterprise. It requires a market, a supply chain, water, electricity, roads, communications, management skills, productive labour, regulatory approvals, security, information systems, and money to establish a social enterprise. By holistically framing all the above as resources that must be mobilised on behalf of social entrepreneurs, the NDA Operating Model addresses the holistic reality of social entrepreneurs in welfare-dependent communities.

Instead of expecting the entrepreneur to engage in an expensive and time-consuming process to individually pursue government departments, agencies, state-owned enterprises, private investors, private delivery partners, CSO delivery partners and other community members for resources, the NDA will use the mandate bestowed by Section 3.1(a) of the NDA Act to bring the potential resource

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providers to the social entrepreneur. The core of the new NDA operating model is a process that starts and ends in the community, builds a pipeline of projects to create social enterprises and promotes these projects with potential resource providers in government, the private sector, the development funding community, the CSO community and the rest of the welfare-dependent community itself.

In order to enable rapid and efficient resource mobilisation, NDA partners in the government and private sector will be requested to pledge resources against different program objectives for the following financial year. Private sector partners can also pledge for the current financial year. All resource commitments will be made against very specific **NDA partner terms and conditions**, that individual projects need to comply with to qualify for resources. Should projects qualify, they will automatically be entitled to such resources upon request. The process components of the New NDA Operating Model are summarised below:

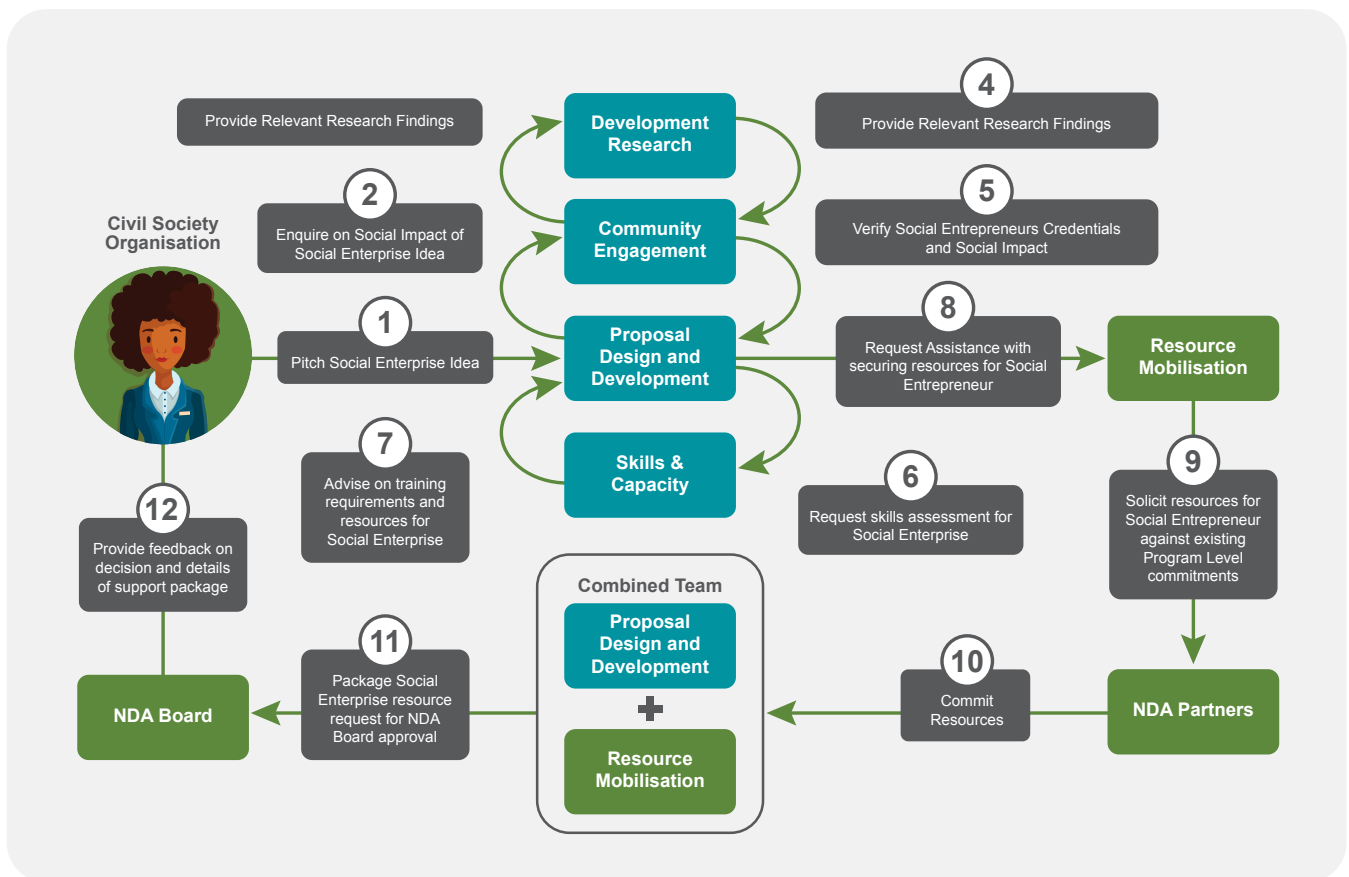


Figure 12: NDA Operating Model

6.8. Social Enterprises

The NDA Turnaround Strategy does not require any amendments to the NDA Act. Cooperatives, which are types of social enterprises, and social entrepreneurs (who start and operate social enterprises), are already part of the broader CSO community that the NDA currently supports. These Social Entrepreneurs and Cooperatives have; however, received very modest support to date. Ramping up support to social entrepreneurs and their cooperatives on an industrial scale is the essence of the NDA Turnaround Strategy. This shift and refinement in the types of CSOs funded and capacitated are illustrated on the next page.

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6.8.1. CSO Types Supported – Past and Future

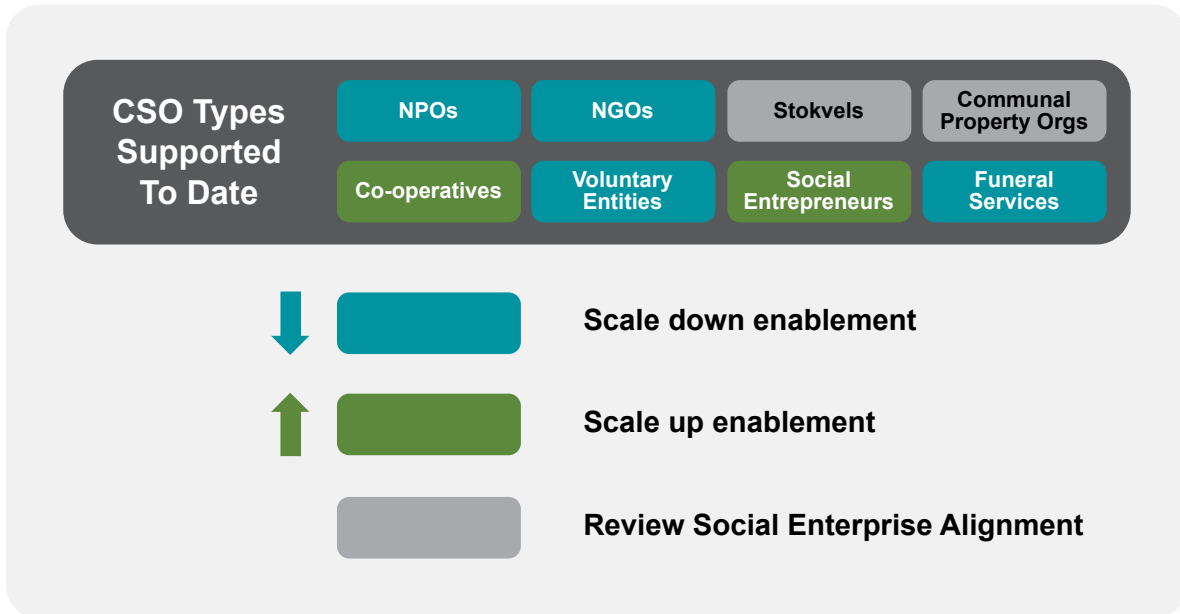


Figure 13: CSO Types Supported

Social enterprises are profitable businesses whose objective is to benefit the broader community instead of only the capital investors in the businesses. This broader community benefit is also referred to as social profit. Social profit can also be in the form of in-kind value exchanges that don't involve financial transactions. To be considered a social enterprise for the purposes of the NDA, they need to have the following features:

- Community owned
- Community staffed
- Community supply chains
- Community funded

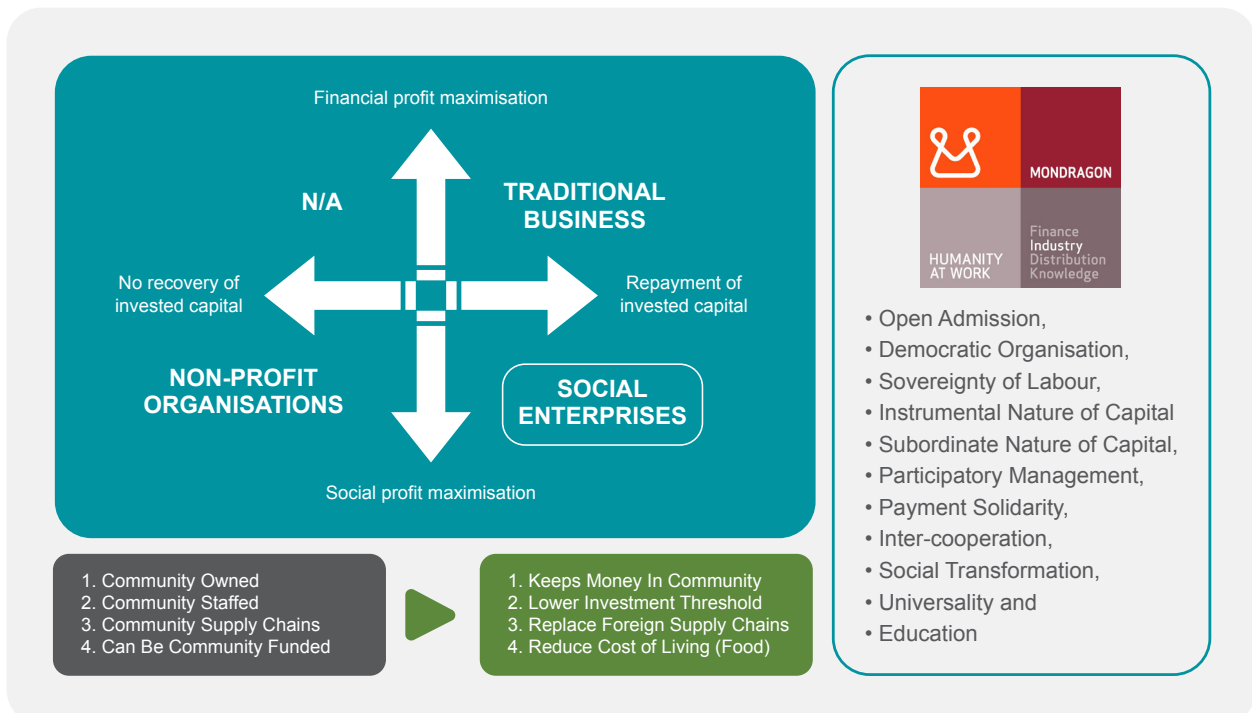


Figure 14: Definition of Social Enterprise and Community-Owned Enterprise

The NDA is not stepping away from its mandate but will be more focused on the types of CSOs it supports to mount a successful and serious war against poverty.

6.8.2. Profitability of Social Enterprises

Although a social enterprise generates financial profit, its profitability is measured by the ability to apply the **“Concerned for Community Principle of Cooperatives”**. Social enterprises need to be profitable to build sustainable communities. A large percentage of the social enterprises will conduct financial transactions and apply commercial strategies to maximise social improvements, and they must do so in a financially sustainable way. Social enterprises need to be commercially competitive and provide a clear community benefit.

6.8.3. Investment Thresholds

Where social enterprises are fundamentally different from conventional businesses is that their investment threshold rates can be lower. Capital markets have internal rate of return thresholds below which they won't invest. By blending open market capital with other sources, such as government grants or community contributions, enterprises can start that would not otherwise have done so. This means social enterprises are potential sources of employment for people who cannot break into the formal labour market. As such, they do not depend on philanthropy and can sustain themselves over the long term. Their models can be expanded or replicated in other communities to generate more impact.

6.8.4. Research Programme

The Research Programme implements the secondary mandate of the NDA by creating platforms for engagements and dialogues on development policy. The primary focus, as well as the main input for this programme, is to conduct research that provides evidence on the performance of current development policies and those affecting development programmes across the various sectors involved. The research projects are aligned with the development priorities of South Africa. The aim is to collect and analyse evidence on what elements of development work should the focus be to achieve the reduction in poverty, inequalities, and unemployment. South Africa has always been hailed as having good policies but lacking in its ability to implement these policies. However, the lack of implementation is usually generalised, thus making it difficult to design corrective measures to respond to failures at the implementation level. The NDA research projects are

designed to answer some of the impediments to policy failures to support implementation.

The outcomes of research conducted by the programme inform the development policy and impediments to implementing development programmes by the state organs. The dialogue platforms are created to inform the debates and the development of strategies to lobby the state to remove obstacles that have negative effects on the implementation of development programmes. This includes the disjuncture between development policy intentions and the design of implementation responses. It is through this programme that the state, when lobbied with facts and evidence, can align policy intentions for effective implementation, mechanisms, plans, and shared visions and goals across state development programmes. Without reliable evidence, the question of failure to implement will not be articulated and effectively addressed. The Research programme will not only produce research outcomes and dialogue proposals but will also lobby state organs to use the evidence to review policy, which will inform the designing of impactful development programmes. It will also inform the design of the NDA's poverty eradication programmes.

For producing credible research outcomes, the NDA works in partnership with state research and academic institutions to develop a research inquiry that has credibility and trust among senior managers and policymakers of the state. It must also be trusted by the civil society and private sector to participate in lobbying efforts to propose development policy changes. It is for this reason that the engagements and dialogue forums are attended by stakeholders in all sectors of the economy. Continuous policy improvements are essential to improve developmental intervention outcomes. The poverty eradication outcomes have worsened instead of showing improvement over the past decade; this may be attributed to a lack of coordinated and collaborative lobbying for changes.

Current approaches to measuring and reviewing the performance of policies are sporadic and fragmented, where different interest groups do not converge and use common platforms to lobby for development policy enhancements and adjustments to implementation plans. Evaluations are important for measuring evidence of implementation and identifying best practices and lessons that can be used to improve implementation and, where necessary, adjust development policy requirements. It is for this reason that the NDA has redefined the research programme to provide reliable evidence and information to guide the development programme of the NDA. It will also use the evaluation capacity to continuously measure outcomes and the impact of these

programmes. The DDM approach provides an environment to gather evidence on the development programmes implemented within the DDM environment, and it also provides a useful platform to evaluate the effect of these development interventions. Both the research and evaluations will have a feedback loop to the DDM structures, having access to information that will be useful for improvements in policies and the design of implementation plans. Furthermore, it will also provide feedback on outcomes and lessons that can be used to improve the implementation.

6.9. Internal Environment Analysis

This section provides an analysis of the NDA's Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T).

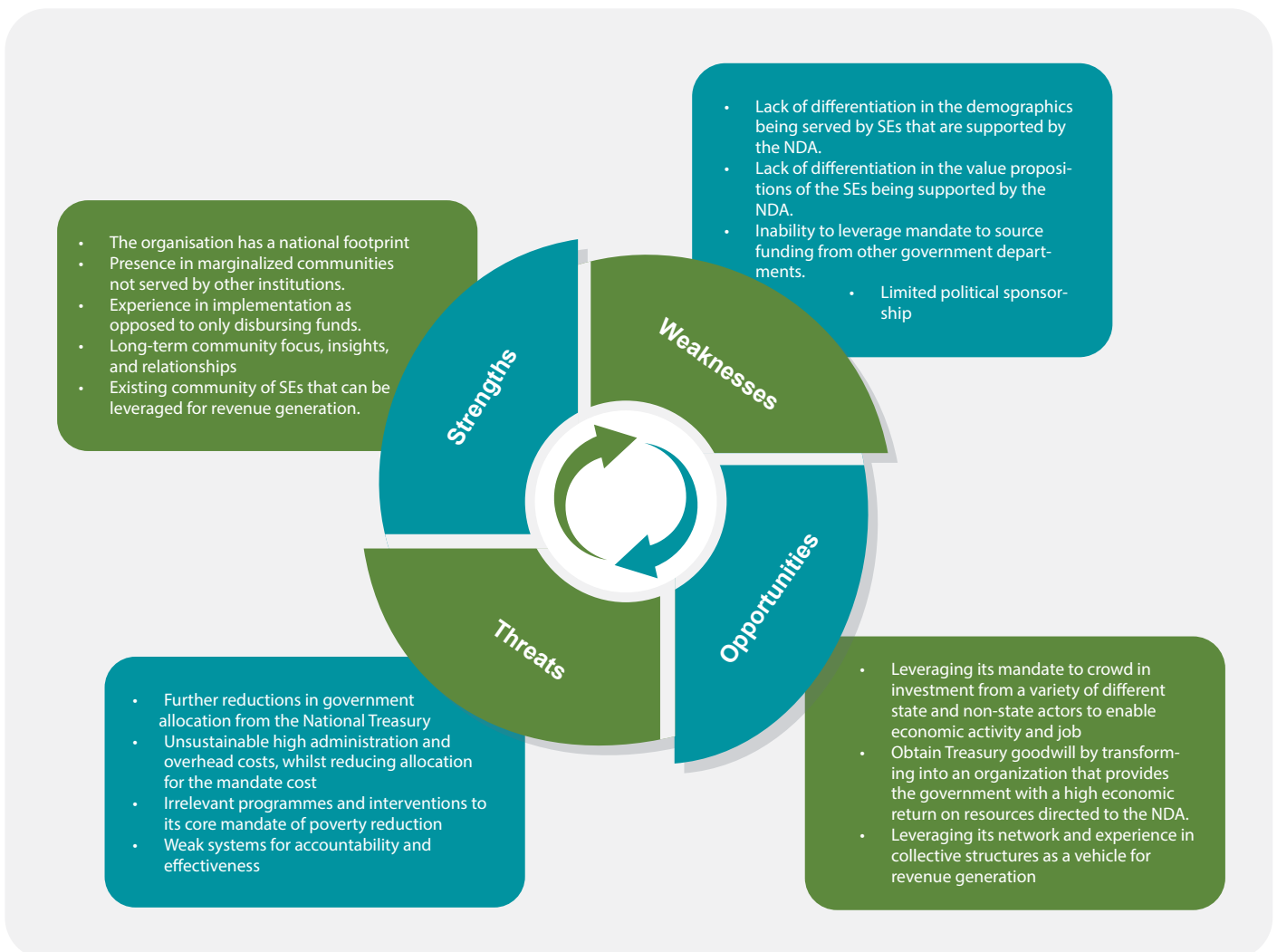


Figure 15: Internal Environment Analysis

6.10. NDA Business Model

The table below describes the various components of the NDA Business Model:

No.	Item	Description
1.	Beneficiaries	Refers to individuals or communities that are currently in need of NDA products or support services. NDA's support services are geared towards poor families and communities that are dependent on social protection programmes.
2.	Channel	The channel refers to those individuals or entities that are responsible for creating the link between NDA outputs and the NDA's ultimate beneficiaries. Under the revised business model, social enterprises will be the vehicle to deliver the value proposition to deprived communities. Among the different types of social enterprises, cooperatives will be the primary focus.
3.	Value Proposition	This node includes the value proposition for the NDA's ultimate beneficiaries. NDA's revised value proposition is sustainable livelihoods that replace social protection as the means to support and grow wealth for communities.
4.	Functions Performed	<p>The NDA Internal Functions outline the actual work that needs to be performed by the NDA in pursuit of the organisational mandate. In summary the NDA needs to provide social entrepreneurs with the resources to start and grow their social enterprises. These enterprises would typically be cooperatives. In order to mobilise and deploy these resources, the following functions need to be performed:</p> <ol style="list-style-type: none"> 1. Mobilise programme Resources from NDA Strategic Partners 2. Secure Project Resource Commitments from NDA Strategic Partners 3. Develop Social Enterprise Resource Requirements Specification and Proposal 4. Confirm Social Enterprise benefit to Broader Community 5. Provide Research to Support Social Enterprise Resource Requirements Specification 6. Specify Community Training Requirements, Potential Vendors and Budgets 7. Control Resource Delivery Against Contract 8. Support Development Functions with IT, HR, Legal, Finance & other services
5.	NDA Strategic Partners	<p>The NDA Strategic Partner outlines the types of institutions that will provide the resources required by the social entrepreneurs. The NDA will establish long-term partnerships with these institutions based on shared sustainable developmental agendas. The following types of institutions will be identified, solicited and contracted to provide resources:</p> <ol style="list-style-type: none"> 1. Government Departments, Agencies, State Owned Enterprises & Local Government 2. Local and International Development Funding Institutions (DFIs) 3. Commercial Financiers, Goods and Service Providers 4. Specialist Institutions focussing on Social Enterprises e.g. DGRV <p>The NDA is uniquely mandated in terms of the NDA Act of 1998 (as amended) to perform fund-raising and resource mobilisation across this diverse group of stakeholders.</p>
6.	Commercial Suppliers	<p>The Commercial Suppliers outlines the types of commercial suppliers the NDA could wish to engage to execute its operating model. The following types of institutions will be used coming from the CSO community and elsewhere:</p> <ol style="list-style-type: none"> 1. Research Vendors 2. Project Developers 3. Training Providers 4. Support Service Vendors

6.11. Organisational Structure

The NDA will adopt an appropriate structure to support the new trajectory. Given the regional and community-centric nature of the existing organisational structures, it is anticipated that the changes will not be very large or disruptive. The NDA's core business will comprise mainly of the following:

- The **Proposal Design and Development** function will develop the social entrepreneur's idea to the point where it is a well-defined project that will result in a financially sustainable social enterprise.
- The **Community Engagement** function will serve as an important liaison between the NDA and the broader community and will, amongst others, deal with all community stakeholders such as traditional leadership, political leadership, as well as other existing government and private sector stakeholders.
- The **Development Research** function will concern itself largely with providing key research information useful for decision-making at the community engagement and proposal development stages. The research function will also provide important information that the community could leverage for their advancement. This function will also develop policy amendment recommendations and lobby for regulatory changes to promote the establishment and growth of social enterprises, such as preferential tax treatments and fast-tracked business zoning approvals.
- The **Skills and Capacity Development** function will assist the Proposal and Design Development function to incorporate the training and skills development requirements and sources in the proposal that goes to the NDA partners and ultimately to the Board.
- The **Resource Mobilisation and Grant Funding** function will secure programme-level resource commitments from NDA Partners for the following financial year, as well as assist the Proposal Design and Development function to secure project resources from the appropriate program commitments.

6.12. NDA Branding

The NDA Turnaround Strategy outlines the new strategic blueprint and direction proposed for the NDA. Against this context, the Brand becomes the vehicle through which all stakeholders can experience the transformational journey of

the NDA. The Rebranding Strategy provides the communications framework, as well as the purposeful repositioning of the brand so that it can support and enable the implementation of the new Turnaround Strategy.

The approach adopted regarding rebranding has been contextualised against the Four Key Pillars of the Rebranding Methodology. The Four Key Pillars are: Case for Change, Brand Positioning, Visual Identity and Intangible Identity. This methodology provides the scope and structure of the Rebranding Strategy. It also provided the lens with which to identify and define the NDA's new brand. A wide-ranging Brand Survey, conceptualised and designed against the Four Pillars Methodology, became the basis of the assessment of the NDA's current brand following internal and external stakeholder consultation.

The rebranding process is guided by a unique Brand Impact Footprint, a tool designed to identify key areas of impact for the rebranding strategy, focusing on brand identity, persona, values, positioning, and story. The ultimate goal is to create a brand that resonates with stakeholders and thrives in a competitive environment. Stakeholder feedback has been integral to the NDA's rebranding journey. Employees have expressed enthusiasm for the new direction, appreciating the focus on economic development. Partners have commended the NDA's commitment to transformation, and the CSOs we work with are excited about the potential for increased opportunities and support.

The success of the NDA's rebranding will be measured by several key performance indicators. These include an increase in brand awareness across the board and an increase in partnerships with other organisations focused on economic development. The NDA's rebranding journey is set to unfold over the next two years. The first six months will focus on internal changes and staff training, followed by a public launch of the new brand identity. The following 18 months will be dedicated to consolidating the new brand image through robust, sustainable programs and initiatives.

We recognise that rebranding is not without its challenges. There is a risk that some stakeholders may not immediately understand or embrace the new direction. To mitigate this, comprehensive investments need to be made in communication strategies to ensure that the mission is clear. With a renewed identity that resonates with its mission and vision, the NDA is poised to make a lasting impact on South Africa's trajectory by igniting change and inspiring a brighter future for all.

6.13. Information, Communication and Technology

6.13.1. Digitisation and system integration

The NDP 2030 states that the institutional arrangements to manage the information, communications, and technology (ICT) environment need to be better structured to ensure that South Africa does not fall victim to a “digital divide”. Digital transformation is, therefore, not an option but a must for organisations operating in the 21st century. Information and Communications Technology should be the lifeblood of all organisations, especially in the advent of COVID-19, which has brought about the need for all organisations to digitise their services for business continuity and uninterrupted service delivery. The NDA needs to ensure a secure ICT environment and seamless connectivity for the success of the digitisation project. The two significant benefits that can emanate from digitisation are:

- **Increased Productivity:** The automation of services will provide NDA stakeholders with the ability to share, collaborate, exchange, and access accurate information in seconds, reducing the turnaround time and further increasing the efficiency of the NDA.
- **Cost-effectiveness:** The Development Officers will easily be able to work remotely and reduce reliance on manual and expensive processes. For example, the cost of printing can be exorbitant, and it involves additional costs like equipment management, paper records maintenance, and the cost of space. Digitisation will ensure that more and more employees are able to operate outside the office whilst still delivering on NDA obligations. This could potentially lead to the reduction of costs associated with office space.

Central to the digitisation of NDA work is the automation of the current internal NDA processes as well as external services to the social enterprises in line with the approved NDA Digitalisation Strategy. At a service delivery level, the work of the NDA is largely contact-based and suffered significantly during the COVID-19 pandemic. To extend the reach and coverage of NDA service delivery-focused programmes, the NDA will focus on digitising and automating its services. The NDA will explore a shared services model within the social development portfolio to leverage existing ICT infrastructure within the portfolio.

To effectively execute its new strategy, the NDA will require a modern digital, TOGAF-aligned technology architecture that reflects the project-based nature of the NDA service delivery and includes a performance management solution that codifies the KPIs and dynamically directs behaviours.

In keeping with modern solution architectures, the NDA will leverage established or best-in-class solutions for all functions that are generic across all organisations, such as ERP solutions or business intelligence solutions.

The NDA will leverage existing capabilities and economies of scale within the broader government where these would be available. It will also look to develop a bespoke line of business solutions that support their unique business processes, especially those that relate to the development of project pipelines as well as resource mobilisation.

These bespoke lines of business solutions should be developed on a mature, world-class ERP platform that is well-suited to the development of line-of-business solutions. Suitability should include the availability of a deep local and international community of skilled developers, as well as a common data model that can be extended to accommodate the line of business features. The ERP platform and line-of-business solutions must be well supported by leading cloud hosting solution providers.

6.13.2 Adoption of the District Development Model

The NDA adopted the DDM as its platform for implementing its poverty eradication approach. The DDM is the best framework the government has put in place to fight the poverty afflicting the poor in South Africa. The DDM provides a platform for all spheres of government to collectively invest in one goal, which is fighting poverty, unemployment, and inequality. The NDA, as part of the Social Development Portfolio focusing on community development, has a captive audience to work with the DSD portfolio in direct linkages with SASSA to target the same beneficiaries—the poor. This serves to balance the needs of those poor individuals who require support from the safety net on one hand and development interventions on the other, ensuring no poor person is left trapped within the cycle of poverty. The DDM space is where all government interventions converge to address a range of service delivery challenges. With a range of government resources supported by municipalities, it becomes a fertile platform to launch massive poverty eradication initiatives.

The NDA will be implementing its poverty eradication interventions within the DSD portfolio, working collaboratively with other government departments and development agencies to establish sustainable partnerships aimed at combating the high levels of poverty. These interventions respond to the increasing reliance on social security

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programmes, which currently provide the only form of relief accessible to many of the poor. The increase in the provision of developmental interventions can be magnified when collaborations and coordination of development interventions are markedly increased by the government. Development interventions in poor communities require a complete change in both their approach and design. There are examples, not in the distant past, which were impactful, collaborative, and coordinated using projects focusing on the same goal that have proven the capacity of government to lead does achieve impactful outcomes. The COVID-19 and the 2010 soccer World Cup projects saw all spheres of government, the private sector, and civil society converge under one goal and outcome to deliver on those projects.

The lessons learned from the achievements in accomplishing these goals led to the adoption of the DDM by the government. The Department of Cooperative Governance and Traditional Affairs (COGTA) has a responsibility to coordinate development and service delivery in municipalities through the DDM. COGTA provides a formal structure for all sectors to collaborate in the developmental efforts of the state, private, and civil society at the municipal level to address the needs of communities in these geographical areas.

The NDA's poverty eradication programmes will work through COGTA for the coordination of all collaborative projects with stakeholders, including the beneficiaries. The collaborative approach will be based on a common goal, the eradication of poverty and all its causes. The NDA will work closely with COGTA for the very purposes of driving impactful developmental projects that, over the medium term, will start to assist those who are trapped in poverty without hope of overcoming it, helping them to regain hope and rebuild trust in government interventions aimed at poverty eradication. The NDA will utilise the DDM to deploy its development intervention with the DSD portfolio. It will use the DDM's pillars to design its mechanisms for the projects and programmes that are developmental and that provide the opportunity for economically active people living in poverty to be provided with viable pathways of escaping poverty and build their own sustainable livelihoods.





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PART C

MEASURING
OUR PERFORMANCE

7 Institutional Programme Performance Information

7.1. PROGRAMME 1: GOVERNANCE AND ADMINISTRATION

Purpose: This programme promotes and maintains organisational excellence and sustainability through effective and efficient administration. The programme comprises several support functions and is responsible for the development of organisational strategy, organisational planning and reporting, compliance to legislation, prescripts and policies; maintaining sound financial management systems; managing human resources and organisational development; providing a safe operational environment including infrastructure required for staff; creating an enabling operational environment through agile ICT systems and promoting and protecting the NDA brand.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Output	Output indicator	Audited/actual performance			Estimated performance (2024/25)	Medium-term targets		
			2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
			2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
Strengthening of administrative and ICT systems, governance processes and human resources to deliver effectively and efficiently on the NDA mandate and promote the NDA brand	Organisational Structure	Approved Organisational Structure	New indicator	New indicator	New indicator	Organisational Structure approved	Organisational Structure implemented	Talent Succession strategy developed	
	Brand Strategy	Approved Brand Strategy	New indicator	New indicator	New indicator	Brand Strategy consulted	Brand Strategy partially implemented	Brand Strategy fully implemented	

PART C: MEASURING OUR PERFORMANCE

Outcome	Output	Output indicator	Audited/actual performance			Estimated performance (2024/25)	Medium-term targets		
			2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
	Resource Mobilisation from NDA partnerships	Rand value of resources raised from NDA partnerships	R54,5m	R35m	R57,3m	R60 million	R 80 million	R200 million	R350 million
	Partnerships established	Number of Partnerships established	New indicator	New indicator	New indicator	New indicator	8 Partnerships	18 Partnerships	30 Partnerships
	Internal Audit Turnaround plan progress Report	Percentage of prior year audit findings resolved	New indicator	New indicator	New indicator	80% of 2023/24 AGSA audit findings resolved	80% of 2024/25 AGSA audit findings resolved	90% of 2025/26 AGSA audit findings resolved	100% of 2026/27 AGSA audit findings resolved
	Preferential Procurement Report	Percentage implementation of preferential procurement targets for designated groups as per the SCM policy	New indicator	New indicator	80% implementation of preferential procurement targets for designated groups as per the SCM policy	New indicator	80% implementation of preferential procurement targets for designated groups as per the SCM policy	90% implementation of preferential procurement targets for designated groups as per the SCM policy	100% implementation of preferential procurement targets for designated groups as per the SCM policy

PART C: MEASURING OUR PERFORMANCE

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Approved Organisational Structure	Organisational Structure approved	Organisational Structure Consulted with EXCO	Organisational Structure Consulted with all Key Stakeholders	Organisational Structure Approved	Organisational Structure Implementation Plan with costing approved
Approved Brand Strategy	Brand Strategy approved	Produce draft Brand Strategy	Draft Brand Strategy consulted with all Key Stakeholders	Brand Strategy approved	Brand Strategy Implementation Plan with costing approved
Rand value of resources raised from NDA partnerships	R80 million	Develop Funding Proposals	R20 million	R40 million	R 80 million
Number of Partnerships established	8 Partnerships	2 Partnerships	4 Partnerships	6 Partnerships	8 Partnerships
Percentage of prior year audit findings resolved	80% of 2024/25 AGSA audit findings resolved	NDA prior year audit turnaround plan developed	30% of audit findings resolved	50% of audit findings resolved	80% of audit findings resolved
Percentage implementation of preferential procurement targets for designated groups as per the SCM policy	80% implementation of preferential procurement targets for designated groups as per the SCM policy	80% implementation of preferential procurement targets	80% implementation of preferential procurement targets	80% implementation of preferential procurement targets	80% implementation of preferential procurement targets

PART C: MEASURING OUR PERFORMANCE

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The programme's primary emphasis will be on advancing and upholding organisational excellence and sustainability. This will be accomplished through the implementation of efficient and effective administrative practices, encompassing performance management, employee well-being, expenditure management, cost control, as well as brand enhancement and recognition. All these objectives will be realised within a robust accountability framework of governance and administration. To ensure operational excellence and sustainability, the NDA will implement good governance practices, which include a well-defined organisational structure, policies and business processes, and staff capacity building to effect improved service delivery.

Furthermore, the needs and expectations of both the communities served and relevant stakeholders are to be met, with the provision of regular feedback to improve service delivery and community support. For the NDA to succeed in the achievement of governance and implementation support, the comparison against best practices of industry peers will enable the organisation to learn from their successes and challenges and thus improve. Adaptability remains the gold standard for operational excellence, such that an organisation's ability to be proactive in change management and succeed therein will yield the resilience required to be effective in adapting to new scenarios. The budget cuts are proof that NDA cannot depend solely on the allocation from the fiscus. Section 4 of the NDA Act does empower the NDA to raise funds for the furtherance of development work in communities. The NDA will therefore earnestly focus its efforts on the development of a Revenue Generation Model, which will encapsulate and detail the alternative funding sources and the various plausible strategies to be employed to raise funds from the identified sources to lessen dependency on the National Treasury allocation.

KEY RISKS AND MITIGATION

Outcome	Key Risks	Risk Mitigation
Strengthening of administrative and ICT systems, governance processes and human resources to deliver effectively and efficiently on the NDA mandate and promote the NDA brand	Limited resources (people, systems, processes and finance) to deliver on the mandate	<ol style="list-style-type: none"> 1. Implement /Organisational Structure 2. Capacitation of internal staff 3. Develop and implement IT systems and business processes
	Poor organisational culture	Implement Change Management Strategy
	Poor Reputation	Implement Branding and Integrated Marketing Communication Strategy

PART C: MEASURING OUR PERFORMANCE

7.2. PROGRAMME 2: CIVIL SOCIETY ORGANISATION DEVELOPMENT

Purpose: This programme designs and implements programmes and projects that respond to poverty eradication through sustainable livelihoods. The programme uses a combination of interventions to support efforts to eradicate poverty in communities affected by poverty. The key interventions target those people that have no means of creating gainful income from economic activities to support their own sustainable livelihoods to escape poverty. The programme will use the DDM model architecture and mechanisms to deploy its development interventions to people affected by poverty using CSOs as a vehicle for delivering developmental interventions.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Output	Output indicator	Audited/actual performance			Estimated performance (2024/25)	Medium-term targets		
			2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
Creation of sustainable livelihoods in poor communities through effective design, implementation and monitoring of development interventions	Funded Civil Society Organisations	Number of Civil Society Organisations who have accessed resources from strategic partners and NDA for implementation of poverty eradication interventions	New indicator	New indicator	79	120	600	800	1000
	Grant funding Expenditure	Percentage utilisation of NDA grant funding budget for implementation of poverty eradication interventions by CSOs	98%	107%	New Indicator	New Indicator	95%	95%	95%

PART C: MEASURING OUR PERFORMANCE

Outcome	Output	Output indicator	Audited/actual performance			Estimated performance (2024/25)	Medium-term targets		
			2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
	Community Engagements	Number of community engagements on poverty eradication conducted	New Indicator	New Indicator	New Indicator	22	22	44	66
	Civil society organisations capacitated	Number of Civil Society Organisations capacitated with skills to implement development interventions	2558	3124	3077	1000	2000	3000	3500
	Community members capacitated	Number of community members capacitated with skills to implement poverty eradication interventions	New Indicator	New Indicator	5110	2200	3000	3500	4000
	Beneficiaries participating in income generation activities	Number of beneficiaries participating in income generation projects	750	3175	1911	1000	1500	2000	2500

PART C: MEASURING OUR PERFORMANCE

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Civil Society Organisations who have accessed resources from strategic partners and NIDA for implementation of poverty eradication interventions	600	Engagement with strategic partners	200	400	600
Percentage utilisation of NDA grant funding budget for implementation of poverty eradication interventions by CSOs	95%	Programme Formulation	20%	70%	95%
Number of community engagements on poverty eradication conducted	22	Community Engagement Plan	9	18	22
Number of Civil Society Organisations capacitated with skills to implement development interventions	2000	Capacity Building Needs Assessment	350	1500	2000
Number of community members capacitated with skills to implement poverty eradication interventions	3000	Capacity Building Needs Assessment	900	2000	3000
Number of beneficiaries participating in income generation projects	1500	Programme Formulation	250	750	1500

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Programme 2 is the core programme of the NDA's operations. It is the programme that implements the organisation's development activities. Programme 2 has the key outcome of creating sustainable livelihoods in poor communities. In order to do this, the NDA, through its outputs, will strive towards increasing job creation, increasing CSO income and empowering CSOs through focused development interventions in the areas of capacity building and access to resources. The outcome of building sustainable communities will be achieved over time as the CSOs implement economically uplifting programmes, which will in turn contribute to achieving the desired impact of reduced levels of poverty in South Africa.

The NDA will robustly implement development of the Resource Mobilisation Strategy, whose objective is to position the National Development Agency as an investment destination to the business sector, philanthropists, international donor community for the advancement of community development and the eradication of poverty. To ensure the sustainability of the entity, the strategy will be used as a strategic tool to pull resources to the real needs of CSOs on the ground to enable them to carry out developmental projects in isolated or distressed communities. The Strategy will seek to improve delivery of aid and corporate social investment, concentrating on delivering greater volumes in a better targeted, more predictable and coordinated fashion and in close partnership with recipients.

The programme will emphasise the NDA's role as the primary coordinator of development initiatives as it strives to establish itself as the leading development agency in the nation. Additionally, the program will prioritise generating a substantial impact in eradicating poverty by leveraging various essential methods and avenues for poverty reduction.

In emphasising its role as the primary coordinator of development initiatives, the NDA can ensure clear communication of its vision, mission, and goals to key stakeholders. By building capacity internally, the NDA can, in turn, strengthen its capabilities and expertise in project management and socio-economic development in communities, to demonstrate competence in coordinating development efforts. Another key role the NDA will play is that of advocating for policies and reforms that promote the NDA's central role in coordinating development efforts at a national, provincial and municipal level.

PART C: MEASURING OUR PERFORMANCE

KEY RISKS AND MITIGATION

Outcome	Key Risks	Risk Mitigation
<p>Creation of sustainable livelihoods in poor communities through effective design, implementation and monitoring of development interventions</p>	<p>Insufficient resources to support community development interventions</p>	<ol style="list-style-type: none"> 1. Implement the Resource mobilisation Strategy 2. Strengthening of Inter-governmental Relations 3. Strengthening financial management processes
	<p>Unsustainability of CSOs</p>	<ol style="list-style-type: none"> 1. Access to resources to support CSOs 2. Build technical and non-technical skills to manage enterprises

PART C: MEASURING OUR PERFORMANCE

7.3. PROGRAMME 3: RESEARCH

Purpose: This programme is responsible for conducting evidence-based research and evaluations to inform debates and engagement on development policy; and generating information on best practices for improving the NDA development programme interventions. The outcome is to inform national development policy debates and engagements on issues relating to development and poverty eradication in general.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Output	Output indicator	Audited/actual performance			Estimated performance (2024/25)	Medium-term targets		
			2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
Creation of an enabling and supportive development policy environment through evidence-based research for economic inclusion of poor communities	Research conducted	Longitudinal Research Study on policy impediments conducted	New indicator	New indicator	New indicator	New indicator	Baseline Data Collection Report produced	Mid-Term Report produced	Final Report produced
	Dialogues held	Number of dialogues held to share longitudinal study findings	New indicator	New indicator	New indicator	New indicator	1 Dialogue held to share baseline data findings	2 Dialogues held	3 Dialogues held
	M&E Framework	Monitoring and Evaluation Framework Institutionalised	New indicator	New indicator	New indicator	New indicator	Monitoring and Evaluation Framework developed	Monitoring and Evaluation Framework Approved	Monitoring and Evaluation Framework Implemented
	Evaluation Report	Number of Evaluation Studies on NDA programmes	New indicator	New indicator	New indicator	New indicator	1 Evaluation Study conducted	1 Evaluation Studies conducted	1 Evaluation Studies conducted

PART C: MEASURING OUR PERFORMANCE

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Longitudinal Research Study on policy impediments conducted	Baseline Data Collection Report produced	Draft Research Protocol produced	Final Research Protocol produced	Draft Baseline Data Collection Report produced	Final Baseline Data Collection Report Produced
Number of dialogues held to share longitudinal study findings	1 Dialogue held to share baseline data findings	Develop framework for dissemination of research findings	Stakeholder consultation on the Dissemination Framework	Approval of the Dissemination Framework	1 Dialogue held to share baseline data findings
Monitoring and Evaluation Framework Institutionalised	Monitoring and Evaluation Framework developed	Development of Concept document for the M&E Framework	Review of the current M&E Framework	Stakeholder consultation on the M&E Framework	Monitoring and Evaluation Framework developed
Number of Evaluation Studies on NDA programmes	1 Evaluation Study conducted	NDA Evaluation Plan Reviewed	NDA Evaluation Plan approved	Evaluation Protocol developed	Evaluation Study conducted

PART C: MEASURING OUR PERFORMANCE

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Programme 3 will contribute to reducing the levels of poverty in South Africa by focusing on influencing development policy through thought leadership. The outcome of the programme is to create an enabling and supportive development policy environment through evidence-based research for the economic inclusion of poor communities. Two distinct outputs directly contribute to the outcome. The first is to produce research outputs that shape policy development processes and outcomes, and the second is to organise and conduct dialogue engagements to influence social, economic and development policies in South Africa. The influence on policy development and aligning industry practices to best practices will both directly impact the development of strategies and programmes aimed at the reduction of poverty in South Africa.

The Research Unit has a responsibility to conduct research work in response to the Secondary Mandate of the NDA. In 2025-26, the Unit has planned to conduct research studies as guided by the Research Agenda of the NDA. The research studies will focus on identifying socio-economic impediments to create an enabling economic environment for the CSOs. As part of influencing development policy, the Research Unit will strongly lobby for policy changes as identified and recommended by research outcomes.

KEY RISKS AND MITIGATION

Outcome	Key Risks	Risk Mitigation
Creation of an enabling and supportive development policy environment through evidence-based research for economic inclusion of poor communities	Inability to influence development policy	<ol style="list-style-type: none"> 1. Produce evidence-based research and share findings with stakeholders 2. Create a dialogue platform for participation of stakeholders in research processes from beginning to the end.

PART C: MEASURING OUR PERFORMANCE

8. Programme Resource Considerations (01 April 2025 – 31 March 2028)

BUDGET ITEM	PRIOR YEAR 2024 - 2025	MTEF YEAR 1 2025 - 2026	MTEF YEAR 2 2026 - 2027	MTEF YEAR 3 2027 - 2028
Transfer/Grant from DSD	212 001 000	216 305 000	226 214 000	236 439 000
Projected Interest Income	2 280 000	3 200 000	3 568 000	3 700 000
TOTAL INCOME	214 281 000	219 505 000	229 782 000	240 139 000
TOTAL EXPENDITURE	214 281 000	219 505 000	229 782 000	240 139 000
PROGRAMME 1: GOVERNANCE & ADMINISTRATION	110 466 269	109 857 206	117 022 053	120 517 129
Fixed Costs	28 927 803	30 957 867	33 005 655	34 656 751
Goods and Services	16 196 648	13 421 790	13 746 440	15 289 102
Capital Expendiure	4 913 000	1 000 000	1 374 500	1 000 000
Operational Budget	50 037 451	45 379 657	48 126 596	50 945 853
Compensation of Employees	60 428 818	64 477 549	68 895 457	69 571 276
PROGRAMME 2: CSOs DEVELOPMENT	94 231 631	99 645 719	102 145 854	108 752 849
Grants to CSOs	6 186 837	6 186 837	6 681 784	7 349 962
Capacity Building	3 216 693	3 216 693	3 511 423	3 669 437
Community Engagements	1 305 001	1 305 001	1 552 568	1 622 744
CSOs Technical Support	595 244	595 244	727 188	759 912
Monitoring and Support of CSOs	2 120 583	2 120 583	2 218 130	2 317 946
Operational Budget	13 424 357	13 424 357	14 691 092	15 720 000
Compensation of Employees	80 807 274	86 221 362	87 454 762	93 032 849
PROGRAMME 3: RESEARCH	9 583 099	10 002 075	10 614 093	10 869 022
Research Studies	1 454 831	1 454 831	1 635 168	1 520 299
Dialogues	464 940	464 940	505 780	528 540
Monitoring & Evaluation	1 479 370	1 479 370	1 622 601	1 695 618
Operational Budget	3 399 141	3 399 141	3 763 549	3 744 457
Compensation of Employees	6 183 958	6 602 934	6 850 544	7 124 565
NET BUDGET SURPLUS/(DEFICIT)	-	-	-	-

PART C: MEASURING OUR PERFORMANCE

Public Entities

Name of Public Entity	Mandate	Outcome
N/A	N/A	N/A

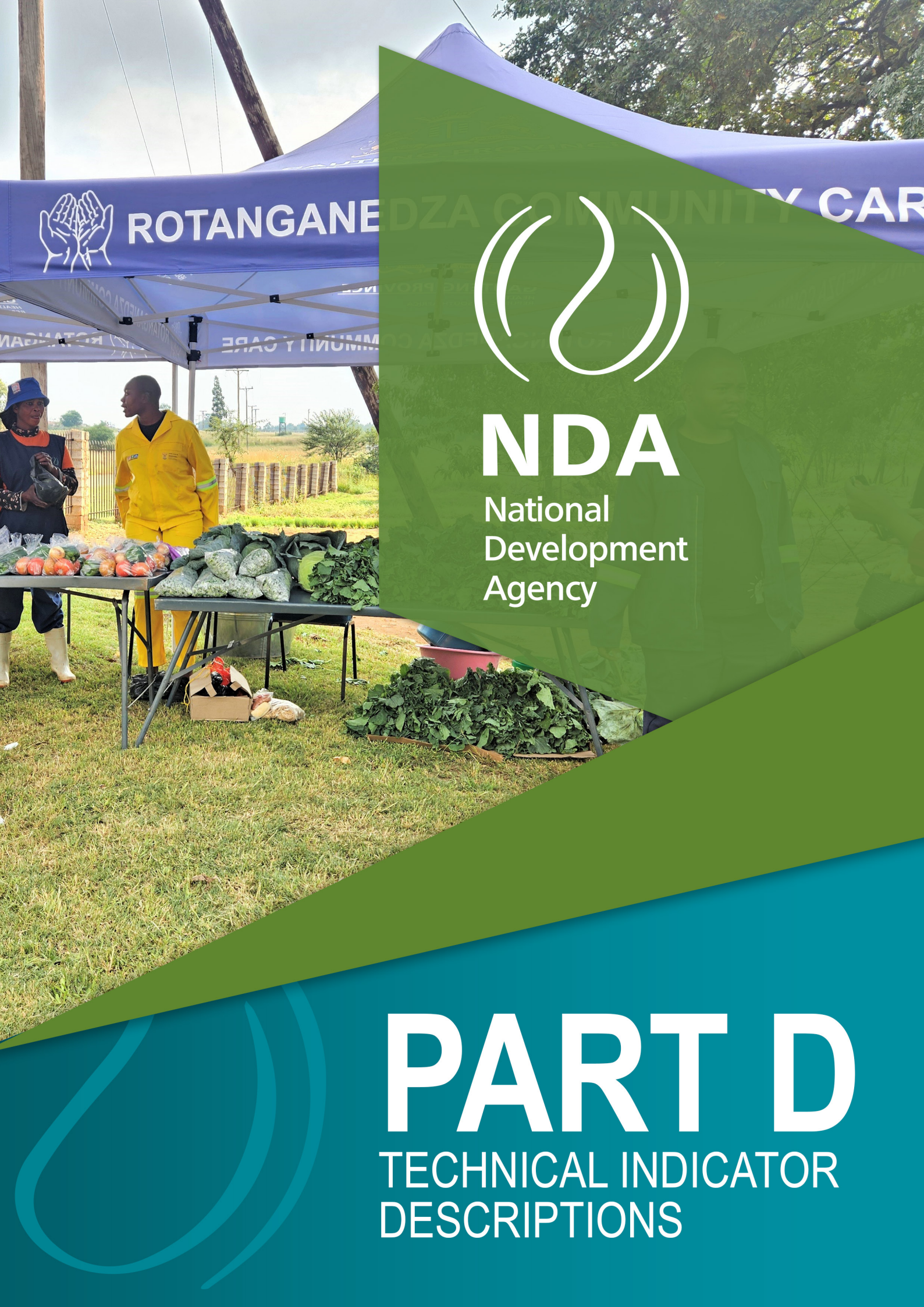
Infrastructure

No.	Project Name	Programme	Description	Outputs	Start Date	Completion Date	Total Estimated Cost	Current Year Expenditure
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Public Private Partnerships

PPP Name	Purpose	Outputs	Current Value of Agreement	End date of Agreement
N/A	N/A	N/A	N/A	N/A





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PART D

TECHNICAL INDICATOR
DESCRIPTIONS

PART D: TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 1: GOVERNANCE AND ADMINISTRATION

Indicator Title	Approved Organisational Structure
Definition	This indicator refers to the implementation of the approved organisational structure with reference to phases set out in the Implementation Plan of the Organisational Structure.
Source of Data	Approved Organisational Structure
Method of Calculation/Assessment	Simple count
Means of verification	Board Minutes
Assumptions	The assumption is that the consultation process would be concluded on time to enable finalisation of the organisational structure.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	New Organisational Structure aligned to the Operating Model
Indicator Responsibility	Corporate Services Executive

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Approved Brand Strategy
Definition	This KPI refers to a strategic document that will articulate how the NDA will be repositioned from a branding perspective.
Source of Data	Approved Brand Strategy
Method of Calculation/Assessment	Simple count
Means of verification	Board Minutes
Assumptions	The assumption is that the consultation process would be concluded on time to enable finalisation of the strategy.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Improved image of the NDA
Indicator Responsibility	Corporate Services Executive

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Rand value of resources raised from NDA partnerships
Definition	The KPI aims to mobilise and secure financial commitments from third parties towards supporting development initiatives implemented by CSOs.
Source of Data	<ul style="list-style-type: none"> • Signed Funding agreements; or • Letters of Commitment; or • E-mail Commitment; or • Meeting Minutes
Method of Calculation/Assessment	Aggregation of rand value commitments made by third parties
Means of verification	<ul style="list-style-type: none"> • Signed Funding agreements; or • Letters of Commitment; or • E-mail Commitment; or • Meeting Minutes
Assumptions	Funders will commit to funding community development interventions.
Disaggregation of Beneficiaries (where applicable)	Women, Youth, People with Disabilities
Spatial Transformation (where applicable)	Provincial, District and Local Municipalities
Calculation type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	Secure financial resources from third parties
Indicator Responsibility	Stakeholder Management

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Number of Partnerships established
Definition	This indicator refers to key strategic partners that have signed agreements to partner with the NDA in its work.
Source of Data	Partnership Agreements (MoU/ MoA/ MoA/ SLA)
Method of Calculation/Assessment	Simple count
Means of verification	Partnership Agreements (MoU/ MoA/ MoA/ SLA)
Assumptions	The partnership negotiation process does not take longer than anticipated.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	The establishment of partnerships that are strategic and impactful to the NDA mandate.
Indicator Responsibility	Stakeholder Management

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Percentage of prior year audit findings resolved
Definition	The indicator will report on the percentage of prior year (2024/25) AGSA audit findings resolved by Management.
Source of Data	Internal Audit Report
Method of Calculation/Assessment	Total number of audit findings for 2024/25 / Number of (2024/25) findings resolved
Means of verification	Internal Audit Report
Assumptions	The audit will be concluded on time to allow for enough time to implement remedial measures.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	Reduced number of findings
Indicator Responsibility	Chief Audit Executive

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Percentage implementation of preferential procurement targets for designated groups as per the SCM policy
Definition	The indicator will measure the implementation of the preferential procurement targets for different designated groups as defined in the SCM policy.
Source of Data	PPPFA Report
Method of Calculation/Assessment	Rand value spent per designated group / Total Spent on goods and services for the period
Means of verification	PPPFA Report
Assumptions	The suppliers for designated groups will meet the procurement criteria and compliance requirements.
Disaggregation of Beneficiaries (where applicable)	Women; Youth; People with disabilities
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Cumulative year end
Reporting Cycle	Quarterly
Desired Performance	Economic growth and participation of designated groups
Indicator Responsibility	Chief Financial Officer

PART D: TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 2: CIVIL SOCIETY ORGANISATION DEVELOPMENT

Indicator Title	Number of Civil Society Organisations who have accessed resources from strategic partners and NDA for implementation of poverty eradication interventions
Definition	This KPI measures the number of CSOs that have been supported with financial and non-financial resources from strategic partners and NDA.
Source of Data	Signed agreements between CSOs and Partners; or Signed agreements between CSOs and NDA; or Letters of commitments from strategic partners to the CSOs; or Confirmation Letter or Report from the funders; or Email confirmation by funder
Method of Calculation/Assessment	Simple count
Means of verification	Signed agreements between CSOs and Partners; or Signed agreements between CSOs and NDA; or Letters of commitments from strategic partners to the CSOs; or Confirmation Letter or Report from the funders; or Email confirmation by funder
Assumptions	The NDA and strategic partnerships will provide resources on time.
Disaggregation of Beneficiaries (where applicable)	Women, Youth, People with Disabilities
Spatial Transformation (where applicable)	Provincial, District and Local Municipalities
Calculation type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	Increased access to resources by CSOs for implementation of community development interventions.
Indicator Responsibility	Chief Operations Officer

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Percentage utilisation of NDA grant funding budget for implementation of poverty eradication interventions by CSOs
Definition	This KPI relates to the funds approved by the Board and committed in the current financial year for funding of CSOs. Utilisation is used within the context of approval and commitment of funds not actual disbursement.
Source of Data	Board Minutes; Grant Funding Agreements
Method of Calculation/Assessment	Total amount of funds approved for grant funding / Total budget for grant funding
Means of verification	Age Analysis Report
Assumptions	The grant funding process does not take longer than anticipated due to quality of the proposals; approval is secured on time to allow for timeous distribution to CSOs.
Disaggregation of Beneficiaries (where applicable)	Women, Youth, People with Disabilities
Spatial Transformation (where applicable)	Provincial, District and Local Municipalities
Calculation type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	To provide financial resources to organisations for the furtherance of their developmental needs
Indicator Responsibility	Chief Operations Officer

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Number of community engagements on poverty eradication conducted
Definition	This KPI refers to community engagements with community stakeholders to engage on a range of developmental issues.
Source of Data	Community Engagement Reports
Method of Calculation/Assessment	Simple count
Means of verification	Community Engagement Reports
Assumptions	Communities will cooperate in the engagements
Disaggregation of Beneficiaries (where applicable)	Women, Youth, People with Disabilities
Spatial Transformation (where applicable)	Provincial, District and Local Municipalities
Calculation type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	Communities that are empowered to fight poverty in their communities
Indicator Responsibility	Chief Operations Officer

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Number of Civil Society Organisations capacitated with skills to implement development interventions
Definition	This KPI refers to CSOs that have been capacitated with skills to implement their programmes.
Source of Data	Attendance Registers; Capacity Building Report
Method of Calculation/Assessment	Simple count
Means of verification	Attendance Registers; Capacity Building Report
Assumptions	Sufficient resources will be raised for capacity building
Disaggregation of Beneficiaries (where applicable)	Women, Youth, People with Disabilities
Spatial Transformation (where applicable)	Provincial, District and Local Municipalities
Calculation type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	Skilled CSOs and improved implementation of interventions
Indicator Responsibility	Chief Operations Officer

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Number of community members capacitated with skills to implement poverty eradication interventions
Definition	This KPI refers to community members that have been capacitated with skills to implement development programmes.
Source of Data	Attendance Registers; Capacity Building Report
Method of Calculation/Assessment	Simple count
Means of verification	Attendance Registers; Capacity Building Report
Assumptions	Sufficient resources will be raised for capacity building
Disaggregation of Beneficiaries (where applicable)	Women, Youth, People with Disabilities
Spatial Transformation (where applicable)	Provincial, District and Local Municipalities
Calculation type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	Skilled community members and improved implementation of interventions
Indicator Responsibility	Chief Operations Officer

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Number of beneficiaries participating in income generation projects
Definition	This KPI refers work opportunities created out of which remuneration benefit was derived from NDA or third party funded projects.
Source of Data	Appointment Letters
Method of Calculation/Assessment	Simple count
Means of verification	Appointment Letters
Assumptions	CSO development interventions lead to the creation of work opportunities
Disaggregation of Beneficiaries (where applicable)	Women, Youth, People with Disabilities
Spatial Transformation (where applicable)	Provincial, District and Local Municipalities
Calculation type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	Increase in work opportunities created
Indicator Responsibility	Chief Operations Officer

PART D: TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 3: RESEARCH

Indicator Title	Longitudinal Research Study on policy impediments conducted
Definition	This indicator refers to a research study conducted to determine the policy gaps in government policies relating to economic inclusion of poor communities.
Source of Data	Baseline Data Report
Method of Calculation/Assessment	Simple count
Means of verification	Baseline Data Report
Assumptions	Primary data collection will be collected timeously to inform data analysis and finalisation of the Baseline Report.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Baseline information produced on the state of Development Policy
Indicator Responsibility	Research Executive

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Number of dialogues held to share longitudinal study findings
Definition	This KPI refers to formal engagements with stakeholders from public, private and civil society representatives to discuss policy positions meant for poverty eradication in South Africa.
Source of Data	Dialogue Reports
Method of Calculation/Assessment	Simple count
Means of verification	Dialogue Reports
Assumptions	Participation of relevant stakeholders in dialogues
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Cumulative year end
Reporting Cycle	Quarterly
Desired Performance	Presentation of proposals for policy development, enhancement or revision by appropriate policy making structures in the public sector
Indicator Responsibility	Research Executive

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Monitoring and Evaluation Framework Institutionalised
Definition	This KPI refers to the development of the Monitoring and Evaluation framework to institutionalise the use of M&E in programme design, implementation and review.
Source of Data	M&E Framework
Method of Calculation/Assessment	Simple count
Means of verification	M&E Framework
Assumptions	Consultations on the development of the framework will be concluded in time to allow for finalisation of the framework.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Development of the framework to guide programme improvement
Indicator Responsibility	Research Executive

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Number of Evaluation Studies on NDA programmes
Definition	Evaluations refer to the documentation of programme facts indicating the performance of NDA programmes over the intervention term and they constitute the study methodology, findings, interpretation, recommendations on the overall performance of NDA programmes.
Source of Data	Evaluation Reports
Method of Calculation/Assessment	Simple count
Means of verification	Evaluation Reports
Assumptions	Evaluation reports are of acceptable quality standards.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Cumulative year end
Reporting Cycle	Quarterly
Desired Performance	Appropriate and desired evaluations that are used in informing NDA programme planning, design, implementation and improvement
Indicator Responsibility	Research Executive

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

Annexure A: Amendment to the Strategic Plan

A new Strategic Plan has been developed for the 2025-2030 MTSF period. As such, there are no amendments to the Strategic Plan.

Annexure B: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget	Period of Grant
N/A	N/A	N/A	N/A	N/A

Annexure C: Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
N/A	N/A	N/A	N/A

Annexure D: District Development Model

Areas of Intervention	Medium Term (3 Years – MTEF)					
	Project Description	Budget Allocation	District Municipality	Location: PS Coordinates	Project Leader	Social Partners
N/A	N/A	N/A	N/A	N/A	N/A	N/A



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