



nyda

NATIONAL YOUTH DEVELOPMENT AGENCY

OUR YOUTH. OUR FUTURE.

NYDA
FIVE YEAR
STRATEGIC PLAN
2025-2030

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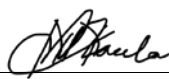


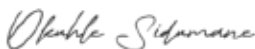




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Official sign-off

It is hereby certified that this is the NYDA Five Year Strategic Plan 2025-2030:

- Was developed by the management of the NYDA under the guidance of the Accounting Officer of the Agency.
- Takes into account all relevant policies, legislation and other mandates for which the NYDA is responsible for.
- Accurately reflects the projected outcomes and outputs which the NYDA will endeavour to achieve over the period 2025-2030.

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EXECUTIVE AUTHORITY STATEMENT

The 2025/26 financial year is the first year of implementation of the 2025/2030 planning cycle. The 2024 General Election introduced the Seventh Administration of Government for the 2024-2029 period. The new planning cycle for 2025/26 to 2029/30, starts a year after the elections, informed by the decisions of the new administration. It is also used as the transition plan from Sixth Administration to Seventh Administration.

The youth unemployment is currently one of the greatest challenges facing countries globally, including South Africa. The unemployment rate among young South Africans between 15 to 24 years, is the highest, currently at 60.8 %. Young people face both supply and demand-side barriers to employment. On the demand side, job opportunities are limited by the slow economic growth and the concentrated, skill-intensive structure of the economy. In addition, the ecosystems for identifying, training, placing and supporting talent in the jobs that do exist are weak. These challenges are foundational and interrelated. Many young people are unable to find employment due to lack of strong social networks, not being close to opportunities, and inability to afford the costs of work seeking (e.g., transport).

In line with the United Nations 2030 Sustainable Development Goals (SDGs), South Africa's Cabinet approved National Youth Policy 202-2030, also outlines Economic Transformation, Job Creation, and Entrepreneurship as one of its key policy priorities. The youth policy identified key priority interventions that aim to address amongst others, the economic challenges facing the youths. In this regard, the National Youth Development Agency (NYDA) targets designated youth groups, such as young women and men, youth with disabilities, and also young people from rural and township areas. The NYDA further plays a key coordinating role by monitoring implementation of an Integrated Youth Development Strategy and compiling the Status of the Youth Report.

In addition, the Presidential Youth Employment Intervention is a direct response to the challenge that too many young people are not transitioning from learning to earning. Of the 1.2 million young people entering the labour market every year, more than 65% remain outside of employment, education, and training. The unemployment crisis continues to deepen, with the majority of young people who do manage to access opportunities, zig-zaging on broken pathways, falling in and out of education and short-term work, so that they are unable to realise their potential and gain a foothold in the economy. To be responsive, there is a need to work together with different partners from all sectors of society, in order to invest substantially in youth by providing them with all opportunities that will enable them to transition smoothly into adulthood and sustain themselves.



Hon. Sindisiwe Chikunga, MP

Minister in The Presidency for Women, Youth and Persons with Disabilities



FOREWORD BY THE DEPUTY MINISTER

The political environment has become more complex because of the changing political dynamics. This could mean more pressure on the National Youth Development Agency (NYDA), as an agency that primarily addresses youth development issues. The issue of economic transformation is becoming a central theme on the country's agenda, thus requiring further engagements on the economic policy. Socio-economic-cultural factors such as population dynamics and demographics, socio-economic status as well as cultural trends, affect the community within which the NYDA operates.

It is on the basis of the foregoing that the NYDA complies with legislation and policies that affect its environment. These include the National Development Plan (NDP) 2030, which states that: "Having a relatively young population can be advantageous, provided most working-age individuals are employed. The challenge is to convert this into a demographic dividend. This will only be possible if the number of working-age individuals can be employed in productive activities. The National Development Plan 2030 also sets targets to intervene in the number of youth who are Not in Employment, Education, and Training (NEET) by aiming to increase enrolments in Further Education and Training (FET), Higher Education Institutions, and by providing second chance opportunities for young people to complete Grade 12.

It is important therefore, to develop and implement a multi-pronged strategy that mobilises all-of society to accelerate their responses in addressing the persistent high youth unemployment rate and getting the youth to enter the economic activity space. The NYDA Annual Performance Plan with the support of the Department of Women, Youth and Persons with Disabilities has created the political will and momentum within Government, to allow the Agency to gain traction that is required for successful implementation of its products, and services. The NYDA will continue to revise its plan to be relevant and consistently aligned to its mandate, national priorities, and the changing needs of youth.

The NYDA working together with its partners from the public and private sector, will ensure collective response in addressing the pressing challenges faced by young people across the country in the next five and beyond. This will entail increasing Total Entrepreneurship Activity (TEA) by employing a micro-enterprise system, not as well understood as the formal economy, consisting of entrepreneurs and gig workers, and having the potential to create many pathways to earning. This is where young people should be supported and encouraged to participate.



Hon. Mmapaseka Steve Emily Letsike, MP

Deputy Minister in The Presidency for Women, Youth and Persons with Disabilities



STATEMENT BY THE CHAIRPERSON OF THE BOARD

As we approach the 20th Anniversary of the establishment of the National Youth Development Agency, reflections on our journey have revealed areas of great progress but also areas of deep concern.

These issues were systematically highlighted in the 30-Year Review of South Africa's Democracy. The Labour Surveys further reveal the challenging conditions faced by the youth, as evidenced not only by the high unemployment rate but also by the significant number of youths who are Not in Education, Employment, or Training (NEET).

Over the next five years, our efforts will remain focused on addressing the core challenges of poverty, unemployment, and inequality within the context of South Africa's youth. The deepening of unemployment and inequality has intensified the pressures on our work, particularly as we strive to support the country's largest demographic - our youth.

Since our appointment by His Excellency, President Cyril Matamela Ramaphosa, in November 2021, we have remained dedicated to implementing a comprehensive array of interventions focused on fostering decent employment, skills development, education, and entrepreneurship for young people. These initiatives are crafted to promote a mainstream, evidence-based, integrated, and results-oriented approach to youth development.

The recently enacted NYDA Act of 2024 strengthens our efforts by refining our mandate, clarifying the responsibilities of key government entities in supporting the Agency, and introducing provisions that streamline our objectives - previously considered too broad and impractical for implementation. Furthermore, it explicitly defines the NYDA's primary focus within the youth sector, ensuring that its objectives are aligned with available funding.

The extension of the Presidential Youth Employment Intervention (PYEI) and the Presidential Employment Stimulus (PES) for an additional twelve months is a highly welcomed development. These have been essential in creating opportunities and supporting youth livelihoods since their inception three years ago.

Through comprehensive monitoring and evaluation, coupled with advocacy and stakeholder engagement, the Agency aims to mobilise key partners, locally and abroad, and across various sectors to effectively execute impactful youth development programmes.

Over the next five years, the NYDA will roll out focused youth development programmes aimed at addressing critical challenges, particularly unemployment, entrepreneurship, and the implementation of the Integrated Youth Development Strategy (IYDS) and National Youth Service (NYS) programmes.

It is important to note that the current Integrated Youth Development Strategy (IYDS) is in its final year, and we are entering the last five years of the National Youth Plan 2030. These initiatives are strategically designed to directly support and empower South Africa's youth.

Guided by its Five-Year Strategic Plan, the NYDA will drive all youth-related development efforts as mandated. The five-year plan marks a period of transition, yet the foundational work established to tackle youth unemployment and development must persist with urgency to preserve and build upon the progress achieved both before and after the pandemic.

It remains imperative that our efforts continue to ensure no young person is left behind.



Asanda Luwaca

Executive Chairperson of NYDA Board



STATEMENT BY THE ACTING CHIEF EXECUTIVE OFFICER

The NYDA will continue to focus in its Five-Year Plan 2025 / 2030 on addressing the high levels of youth unemployment. The Presidential Youth Employment Intervention and the Employment Stimulus – key drivers of opportunities and livelihoods support for young people over the past three years, have been extended for a further twelve months which is most welcomed. In the public sector our main priority areas involve ensuring that the Presidential Youth Employment Intervention funding is extended over the Medium-Term Expenditure Framework as this has allowed the NYDA to significantly scale its program design and delivery.

The NYDA was established primarily to address challenges faced by the nation's youth. This is guided by the vision of building **"a credible, capable, inclusive and activist development agency that is responsive to the plight of South Africa's youth"**.

Youth unemployment is at extremely high levels because of close on 15 years of low economic growth and this is compounded by the high dropout rate at basic education level and low throughput rate at higher education level. Inconsistent support to the Higher Education sector mean young people at tertiary level are not being adequately supported and many cannot graduate due to historic debt. The skilling system has challenges in responding to labor market demand meaning many young people have certificates but no work. In addition, many companies have unnecessarily high levels of entry requirements one of which is work experience. Our proportion of young people participating in self-employment is lower than most African economies and the global average. Young people experience both physical and mental health challenges including substance abuse because of many of the challenges that they face. Since the introduction of the SRD grant young people are forced to be passive recipients of grants instead of active citizens of democracy. Although voter registrations were higher than previous electoral cycles, a high proportion of young people are not participating in democratic processes.

The seventh administration will be required to consult young people through political parties, youth formations, civil society, organized labor, academia through a National Dialogue on their hopes and aspirations for the term of office. The NYDA will be required to play a key facilitation role in this regard. These aspirations across education, health, economic development, social development are captured in the Medium-Term Development Plan and the NYDA will further continue to play a key coordinating role within government through the monitoring of the Integrated Youth Development Strategy and the Status of Youth Report.

We are consistent with our mandate of creating an enabling environment to grow and provide support to youth-owned small businesses, our collective effort to unlock the potential of young people to be absorbed in the mainstream economy. A range of interventions is required to support small businesses of different kinds, from survivalist to formal enterprises and the Nyda will advocate and lobby other entities or partners to do more in supporting our young people in the country.



Mafiki Duma

NYDA Acting Chief Executive Officer

ACRONYMS AND ABBREVIATIONS

Abbreviation	Term
APP	Annual Performance Plan
BBBEE	Broad-Based Black Economic Empowerment
DBE	Department of Basic Education
DPME	Department of Planning and Monitoring and Evaluation
DHET	Department of Higher Education and Training
DoE	Department of Education
DTI	Department of Trade and Industry
DSD	Department of Social Development
DWYPD	Department Women, Youth and Persons with Disabilities
EIP	Enterprise Investment Programme
HDI	Human Development Index
ILO	International Labour Organisation
IYDS	Integrated Youth Development Strategy
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MTSF	Medium-Term Strategic Framework
M&E	Monitoring and Evaluation
NDP	National Development Programme
NEET	Not in Employment, Education or Training
NGO'S	Non-Governmental Organisations
NGP	New Growth Path
NIMSS	National Injury Mortality Surveillance System
NSA	National Skills Authority

Abbreviation	Term
NSDS	National Skills Development Strategy
NYDA	National Youth Development Agency
NYP	National Youth Policy
NYS	National Youth Service
NYSPP	National Youth Service Policy Framework
PGDS	Provincial Growth and Development Strategy
PWD	Persons with Disabilities
R&D	Research and Development
RSA	Republic of South Africa
IYDS	Integrated Youth Development Strategy
SAYWA	South Africa Youth Workers Association
SDA	Skills Development Act
SDF	Skills Development Fund



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NATIONAL YOUTH DEVELOPMENT AGENCY
OUR YOUTH. OUR FUTURE.

PART A OUR MANDATE

PART A: OUR MANDATE

The agency is now classified as a national public entity as listed in Part A of Schedule 3 of the Public Finance Management Act, which will report to the Minister for Women, Youth and Persons with Disabilities. The NYDA is empowered to establish competencies and capabilities in its operations in the following functional areas: national youth service; economic transformation, job creation and entrepreneurial support and management of interventions needed to assist the youth to find employment.

In short, the role of the NYDA can be summarized as follows:

- Lobby and advocate for integration and mainstreaming of youth development programmes in all spheres of government, the private sector and civil society.
- Initiate, implement, facilitate and coordinate youth development programmes.
- Monitor and evaluate youth development interventions across the board and mobilize youth to actively participate in civil society engagements.

1. Constitutional mandate

The Constitution of the Republic of South Africa recognise the youth as citizen of the country who have the following rights: Human Dignity, Freedom of Association, Freedom of Trade, Occupation and Profession, Health Care, Food, Water and Social Security, Education and Access to Information. In recognizing the heroic struggles of generations of the youth to bring about freedom and democracy in South Africa and whereas the government must take reasonable measures, within its available resources to achieve progressive development of South Africa's youth and whereas the interventions of youth development in South Africa must be implemented in a cohesive, seamless and integrated manner, therefore the spirit and form of the National Youth Development Agency.

2. Legislative and policy mandates

Whilst there is no legislation that inhibit youth development, consideration is being advanced for youth-biased policy reforms. The below listed, are legislative instruments, policies and strategic mandates that highlight where the National Youth Development Agency derives and drives its mandate from, with the aim of ensuring that it aligns and falls within the parameters of the legislative frameworks that regulates the affairs of the country.

Table 1: Legislative Framework and Other Mandates

The Agency derives its mandate from the legislative framework, including the NYDA act no 54 of 2008. The NYDA complies with legislation and regulations that affect its environment and has adequately developed policies to ensure proper organization management and regulate staff and youth towards the realization of the organization's mandate.

The below listed legislative instruments and policies highlight the National Youth Development Agency's mandate with the aim of ensuring that it aligns and falls within the parameters of the legislative framework.

Legislation	What it means
The Constitution of the Republic of South Africa (Act 108 of 1996)	The Constitution is the supreme law of the country that entrenches specific rights, responsibilities, and ethos that everyone in South African must uphold. In the Bill of Rights, specific human rights are guaranteed, and these rights and responsibilities guide the inherent rights and responsibilities of everyone, including youth.
The National Development Plan (NDP 2030)	<p>The NDP is a plan to unite South Africans, unleash the energies of its citizens, grow an inclusive economy, build capabilities, enhance the capability of the state and leaders working together to solve complex problems.</p> <p>The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal.</p> <p>As a long-term strategic plan, it serves four broad objectives:</p> <ul style="list-style-type: none"> • Providing overarching goals for what we want to achieve by 2030. • Building consensus on the key obstacles for achieving these goals and what needs to be done to overcome those obstacles. • Providing a shared long-term strategic framework within which more detailed planning can take place to advance the long-term goals set out in the NDP. • Creating a basis for making choices about how best to use limited resources.
Preferential Procurement Policy Framework Act (2000)/Preferential Procurement Regulation (2017)	<p>Preferential procurement in South Africa is not only about proper financial management of public monies, it also presents an opportunity for government to correct the socio-economic imbalances of the past by awarding government work to individuals disadvantaged by historical practices.</p> <p>The purpose of this act is to enhance the participation of Historically Disadvantaged Individuals (HDIs) and the Small, Medium and Micro Enterprises (SMMEs) in the public-sector procurement system.</p> <p>Procurement is regulated in the South African Constitution in the provisions dealing with general financial matters, imposing certain obligations on government entities to ensure the proper and responsible expenditure of public funds.</p>

<p>The New Growth Path (2011)</p>	<p>This emphasises the need for the state to create jobs through:</p> <ul style="list-style-type: none"> • Direct employment schemes. • Targeted subsidies. • Expansionary macro-economic package. • Supporting labour absorption activities. • Generate large-scale employment. • Creation of incentives and support mechanisms to encourage the private sector to invest in new ventures. • Extend existing operations and concentrating resources in areas that yield the most jobs will ensure the greatest impact.
<p>National Youth Policy 2030</p>	<p>The policy aims to enhance the quality of the services rendered, extend coverage and increase impact, attempting to tackle the gaps and stubborn challenges through new approaches. To ensure that youth development programmes are in place to address the challenges faced by the youth of our country, recognise young people as drivers of development initiatives and as key partner for social change and economic expansion. Empower young people to take charge of their future.</p>
<p>Amended National Youth Development Agency (ACT)), Act Number 11 of 2024.</p>	<p>The agency is now classified as a national public entity as listed in Part A of Schedule 3 of the Public Finance Management Act, which will report to the Minister for Women, Youth and Persons with Disabilities. The NYDA is empowered to establish competencies and capabilities in its operations in the following functional areas: national youth service; economic transformation, job creation and entrepreneurial support and management of interventions needed to assist the youth to find employment</p>
<p>Public Finance Management Act, No 1 of 1999 as amended (PFMA)</p>	<p>The Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999) is one of the most important pieces of legislation passed by the first democratic government in South Africa. The Act promotes the objective of good financial management to maximise service delivery through the effective and efficient use of the limited resources. The key objectives of the Act may be summarised as:</p> <ul style="list-style-type: none"> • Modernising the system of financial management in the public sector, • Enabling public sector managers to manage, but at the same time be held more accountable, • Ensuring the timely provision of quality information; and, • Eliminating the waste and corruption in the use of public assets.

<p>Broad Based Black Economic Empowerment Act 53 of 2003 "As Amended"</p>	<p>Promotes achievement of constitutional right to:</p> <ul style="list-style-type: none"> • Equality, • Increase in broad based and effective participation of black people in the economy and, • Promote equal opportunity and equal access to government services.
<p>Skills Development Act of 1998 (as Amended in 2010)</p>	<p>This emphasizes the state to promote the following amongst others:</p> <ul style="list-style-type: none"> • Improving the quality of life of workers, their prospects of work and labour mobility. • Improving productivity in the workplace and the competitiveness of employers. • Establishing the national Skills authority. • Establishing SETAs. • Improving self-empowerment. • Improving the delivery of social services.
<p>Integrated Youth Development Strategy (IYDS 2022/2025)</p>	<p>The IYDS is located within a rich legislative and policy framework, defined by the South African Constitution, (Act 108 of 1996) as the supreme law of the country and guided by an internationally informed rights-based approach to growth and development. Following the adoption of the NYP 2020 government committed to come up with the strategy that will see the recommendations of the policy implemented. The Integrated Youth Development Strategy (IYDS) is that enabler. It is that vehicle through which the NYP objectives will be realised.</p> <p>The National Youth Policy identified the following five priorities:</p> <ul style="list-style-type: none"> • Education and Skills and Second Chances. • Economic participation and transformation. • Health care and combating substance abuse. • Nation Building and Social Cohesion. • Optimizing the youth machinery for effective delivery and response.

3. Institutional Policies and Strategies over the five-year planning period

3.1.1 National Development Plan 2030

South Africa's current National Development Plan 2030 (NDP), is a socioeconomic growth initiative that sets out to eliminate poverty and reduce inequality by 2030 and it does this by drawing on the skills and energies of the nation to, among other things, grow a more inclusive economy, enhance the capacity of the state, build new capabilities, promote leadership and foster partnerships across various fronts. The plan focuses on the critical capabilities needed to transform the economy and society. Achieving these capabilities is not automatic, nor will they emerge if the country continues its present trajectory.

The National Development Plan 2030 also sets targets to intervene in the number of youth that are Not in Employment, Education, and Training (NEET) by setting targets for increased enrolments in Further Education and Training (FET), Higher Education Institutions and provide second chance opportunities for young people to complete Grade 12.



In building the future for the South an African youth, the NDP 2030 outcomes allows us to see young people as heterogenous, with different needs and potential contributors in various ways and the following are salient issues that requires attention:

- South Africa has an urbanising, youthful population.
- Nutrition intervention for pregnant women and young children.
- Universal access to two years of early childhood development.
- Improve the school system,
- Strengthen youth service programmes
- Strengthen and expand the number of FET colleges
- Provide full funding assistance for tertiary students

- Develop community safety centres
- Provide tax incentive to employers to reduce the initial cost of hiring young labour-market entrants.
- A subsidy to the placement sector to identify, prepare and place matric graduates into work. The subsidy will be paid upon successful placement. Expand Learnerships and make training vouchers directly available to job seekers. A formalised graduate recruitment schemes for the public service Expand leadership the role of state-owned enterprises in training artisans

3.1 National Youth Policy (NYP) 2020-2030 Lens

The National Youth Policy (NYP) is developed for all young people in South Africa, with a focus on redressing the wrongs of the past and addressing the specific challenges and immediate needs of the country's youth. The NYP 2020-2030 seeks to create an environment that enables the young people of South Africa to reach their potential. The policies, mindful of the global economic challenges that affect South Africa, identifies the mechanisms and interventions that will act as catalysts to help clear critical blockages and achieve this positive environment. The desired outcome is empowered young people who can realise their full potential and understand their roles and responsibilities in making a meaningful contribution to the development of a non-racial, equal, democratic, and prosperous South Africa.

The NYDA planned performance over the next five years is focused on providing a comprehensive suite of interventions that leads to decent employment, skills development, education, and entrepreneurship for all young people in the age group 14 to 35. These outcome areas focus on fostering a mainstreamed, evidence based, integrated and result oriented youth development approach, through and monitoring and evaluation services, lobby and advocacy to bring on board key stakeholders to implement youth development programmes.

3.2 Integrated Youth Development Strategy (IYDS)

Part of the Mandate of the NYDA as per the Act is to develop the Integrated Youth Development Strategy for South Africa, initiate, design, coordinate, evaluate and monitor all youth programmes across South Africa. The Integrated Youth Development strategy is approved as a strategic framework for coordinating government-wide priorities born from the National Youth Policy 2020-2030. The priorities will be identified from gaps, challenges, and opportunities to ensure effective contribution of the National Development Plan 2030. The government wide priorities will include all youth development interventions.

The Integrated Youth Development Strategy should be understood in the context of the policy and legislative frameworks that have been developed in the country and regarding the youth. This has been further informed by the IYDS process of development, one which has been characterized by research, synthesis, engagement, consultation and finally consolidation championed by the Presidency.

The purpose of the IYDS is to enhance the economic participation of young people through targeted programmes initiated by government, business, and civil society, as well as support for programmes that encourage youth innovation, entrepreneurship development and skills development, including income-generating and wealth-creating activities. The IYDS seeks to create a framework within which all youth-related work in South Africa can be co-ordinated, build relationships, foster information-sharing, avoid duplication and ultimately maximise impact.

3.3 National Youth Development Agency Youth Lens

The NYDA continues to play a leading role in ensuring that all major stakeholders prioritise youth development and contribute towards identifying and implementing lasting solutions which addresses youth development. The Agency realised the importance of a streamlined, relevant and responsive youth development strategy that associates directly with broader South African development objectives, as encapsulated in the NDP 2030.

The outlook reports will be informed by legislative and strategic frameworks as informed by youth development priorities at global, regional, national, provincial and local level. The NYDA is expected to provide status of youth report on a 3-year cycle. The report has been finalised and endorsed of the Minister (DWPYD).

Status of Youth

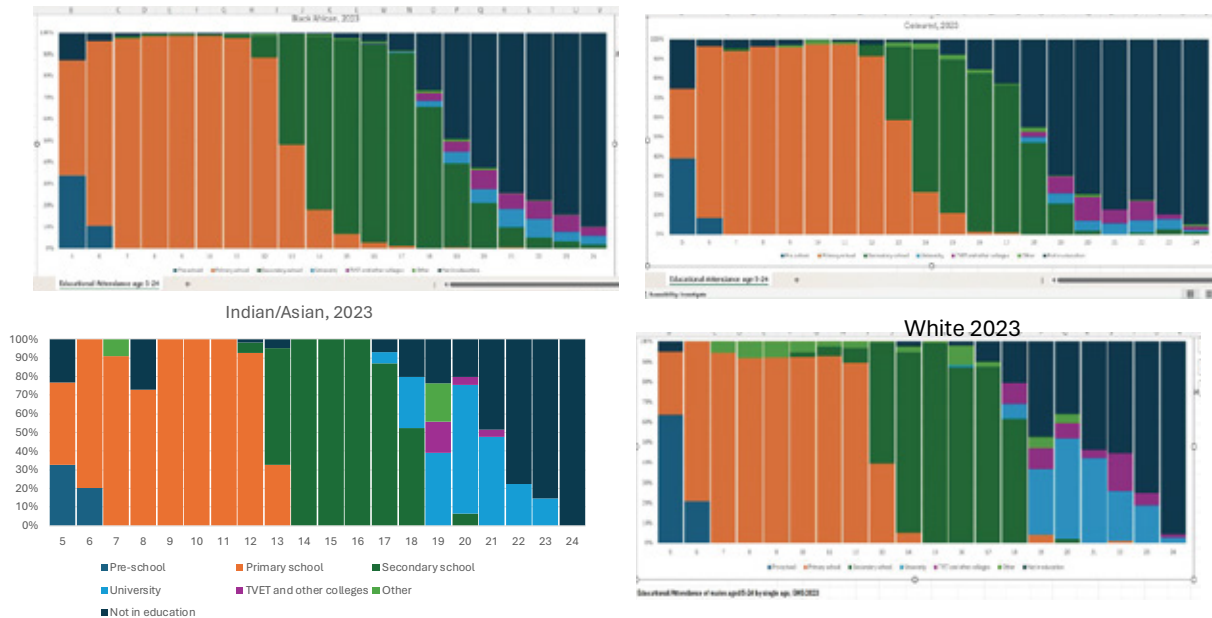
The Status of Youth Report (SYR) is a legislated document that must be produced by the National Youth Development Agency (NYDA) once every two years. It is to be tabled before Parliament by the president of the Republic before it is released to the public. It is mandated by the NYDA Act of 2008, which subsequently was amended as National Youth Development Agency Amendment Act 11 of 2024. This SYR provides an analysis of the youth context and status in South Africa, and it also acts as a background document and basis for future regular assessment of the status of the youth in the country. This report covers economic participation and transformation; education, skills, and second chances; healthcare and combating substance abuse; nation building and social cohesion; and effective and responsive youth development institutions. In addition to these policy imperatives, the document extensively covers youth demographics and vulnerable youth groups such as disabled youths, youths in conflict with the law, and youth-headed households; the National Youth Service (NYS); and youth work.

State of the Youth

Whilst the mandate of the NYDA is prescribed for persons aged 15-34, the NYDA is a beneficiary of those who are not yet born and those aged below 15 years of age. The status of these persons who transit from the age of 14 into 15 is marked by inherent development challenges that are transferred into their young adult lives. The graphic presentation by race illustrates the challenges that are inherited by the NYDA as the recipient of these cohort of younger people. Whilst racial differences in the characterisation of the youth between Whites and Indians on the one hand and Coloureds and African Blacks on the other, it is the magnitude of the disparity that blight the 90% of the population that has to be brought to the fore.

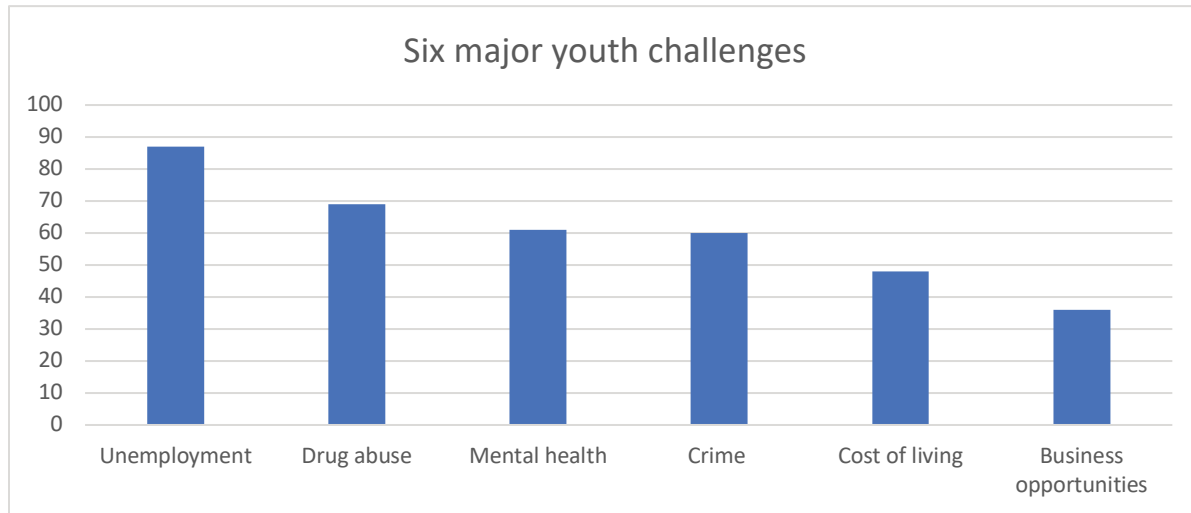
The graph below illustrates the transitions by educational achievement among these racial groups.

Human Resource Development Leaves a lot Desired



The representation graphically defines the crisis of the youth in South Africa. This is especially so among the African Blacks and the Coloured population. Their transition through education phases from Primary into post basic education state is retarded and regressive. At the age of twenty just about 12% of these two population groups transit into post school education compared to Indians where at least 70% and 60% among Whites proceed to post-school education. This under-performance represents the core challenge that faces the NYDA as the institution that has an explicit legal mandate to advocate for youth development. To successfully implement the imperatives of the Act, the NYDA has to take into account the cohort of the age group 0-14 that transit into age 15-34. That makes the NYDA mandate ubiquitous touching on how the NYDA influences determinants and correlates of systems of child-bearing and child rearing as well as challenges germane.

To this end the NYDA conducted a quick survey to excavate their own understanding of their mission critical responsibility. We make an extraction of views from the survey that followed the strategy review that would inform the APPs. Further work is required to address the extent to which the NYDA is or otherwise well equipped to take on this mission challenge and what it needs to do to achieve its mission.

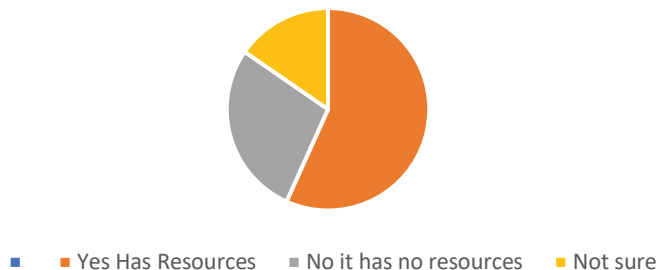


The NYDA staff noted the six major challenges facing South African youth as unemployment, drug abuse, mental health, crime, cost of living and lack of business opportunities. The important point to make is how these top six perceived challenges are addressed in the strategy as it unfolds and what adjustments are made in the course of time.

Given the significance of the task ahead of the NYDA, providing it with the necessary resources to undertake this journey of transformation is an imperative. One of the critical instruments that can and should set the NYDA on its journey is the power of legislating. The promulgation of the Act is a powerful instrument to drive the mission critical responsibility of the NYDA. But the law is not enough as there are other resources required to arrange for maximum impact for the NYDA. Staff were asked whether the resource portfolio for the NYDA is enough for them to execute their mission. The pie chart below reflects that the NYDA at least have fifty nine percent of the staff saying that they have what it takes to deliver. Twenty eight percent say they do not have what it takes whilst fifteen percent say they do not know.



Chart Title



Twenty-seven themes were addressed in the questionnaire, and this ranged from the values, mission, the external environment, strengths and opportunities amongst others. The report briefly highlights these in the relevant chapters of this strategy document.

Secondary data from Statistics South Africa (Stats SA) and other research bodies were used to develop this report. Where published up-to-date data for the identified variables were not available, official statistical data were sourced from Stats SA. Data from various studies and surveys were used to update the variables in the preliminary status report. The inherent limitation of the use of data from different studies is that the studies were designed for different purposes. Consequently, certain youth development questions required for planning, implementation, monitoring, and evaluation of youth interventions might not be addressed. Some of the studies used for this literature review were once-off, which makes it impossible to draw comparisons over a period or to update data as contained in the preliminary report.

South Africa is a youthful country, with an estimated 66,1% of its population aged below 34 years. Youths between the ages of 15 and 34 constitute an estimated 21.6 million out of 62, 027, 503 million total South African population (Census, 2022). Data further show that there was a slight change in the population structure from 2011, where the age categories 20 to 24 and 25 to 29 were higher than other youth age categories to a situation in 2017, where the age categories 25 to 29 and 30 to 34 years were higher than other categories. This change suggests a slight decrease in new labour market entrants. It also suggests that short-term interventions should pay more attention to the age categories 25 to 29 and 30 to 34 years. The age structure of South Africa has not been sufficiently taken advantage of to ensure that the latest human resources of the youth are being harnessed.

More than half (57,5%) of the youth reside in three provinces, namely the Western Cape (11,2%), KwaZulu Natal (20,1%), and Gauteng (26,2%). There are two provinces with a generally large coloured youth population, namely the Western Cape (just over 50%) and the Northern Cape (about 35%). Nationally, black African youths constitute about 83% of the youth population. In the Eastern Cape, Free State, KwaZulu Natal, Mpumalanga, and Limpopo, the proportion of the youth population is higher than the provincial proportions of the total population. In general, the distribution of male and female youths is evenly spread throughout the provinces. Except for Gauteng, KwaZulu-Natal, and Western Cape, the proportion of the youth population to the general population in provinces has increased to date.

The majority of South African youths live in urban areas as opposed to rural areas. More older youths live in urban areas than younger youths. It is therefore important that geographic dynamics are considered when planning for youth development.

3.4 National Youth Service Programme

National Youth Service Programme (NYSP) is a government initiative aimed at engaging South African youth in community service activities to strengthen service delivery, build patriotism, promote nation-building, foster social cohesion and to assist the youth to acquire occupational skills necessary to access sustainable livelihood opportunities. The NYDA provides a secretarial function to the National Youth Service, which is the single largest service programme for young people in the country.

In response to coordination, the NYDA is engaging in partnerships with stakeholders from public, private and civil society to create institutional delivery mechanisms that support the effective coordination and implementation of National Youth Service Programmes across all sectors of society. This will position the NYSP as the single largest Youth Service Programme to coordinate delivery of 250 000 active participants in the next five years.

3.5 Young Women and Persons with Disabilities Lens

Through collaboration, partnerships with public private and civil society sectors, the NYDA will align to the entrepreneurship development programmes designed and act as a catalyst for growing young women, youth with disabilities owned and managed SMMEs and Co-operatives including New Entrants, to unlock full economic participation. To achieve this the NYDA must be the central hub to be the main source of proving disaggregated, evidence-based information, data and statistics.

In response to the priorities of government, greater attention is needed to ensure that young women, youth with disabilities target groups gain direct access to financial and non-financial support, markets and this will be coupled with relevant skills needed to ensure they gain the most effective entrepreneurial applications within and across different areas of economic value chain. The youth sector must be considered as a nodal point to promote the creation jobs and ownership of enterprises that benefit young women and youth with disabilities. This would entail a greater focus on NYDA building its internal capacity to gain traction in driving programmes targeted at young women and persons with disabilities in rural areas and informal sectors. The survey amongst staff notes especially that teenage pregnancy is a problem albeit it does not rank within the top six challenges. Business opportunities ranks sixth amongst the top six that young people identified as priorities for the youth.

3.6 Civil Society Lens

South African Youth Council (SAYC) is a voluntary civil society youth council that represents the interests and aspirations of its various affiliated organizations. It aims to mobilize youth organizations to ensure their participation in the broader societal affairs of the country. Its affiliates are drawn from political youth organizations and issue-based organizations. Its diverse membership gives it a competitive advantage in serving as the "voice of the youth" and unifying divergent views into a common agenda for youth development. South Africa's concept of youth development is influenced by the historical conditions that have shaped the country and its democratic goals. It is based on the principles of social and economic justice, human rights, empowerment, participation, active citizenship, the promotion of public benefit, and distributive and liberal values. Youth development determines South Africa's future and should be at the core of its development agenda.

The NYDA needs to respond to the social and economic forces that shaped an aftermath and challenges facing young people. It must seek to align the development of young people with government's approach in addressing poverty, inequality and unemployment, as diagnosed in the NDP 2030. To contextualize the challenges we look at the responses from staff on the question of values, mission and vision of the NYDA. To this end 68% of the NYDA staff outrightly say that the values of the NYDA are still valid whilst 23% say they no longer hold and 9% say they are

not sure. Regarding the mission of NYDA, 68% of staff consider mission of NYDA as appropriate whilst 19% say it is no longer relevant and the remaining 13% are not sure whether it is relevant or not.

Disadvantaged youth must be empowered through effective institutions and policies to overcome conditions that disadvantage them. In the same manner, marginalized youth and those that have fallen out of the educational, social and economic mainstream must be re-integrated through second-chance measures and other supportive actions. This will require a multi-sectoral approach, involving stakeholders in the public sector, civil society and the private sector, with everyone working together to promote youth development and provide youth services.

3.7 Integration of Pathways

Presidential Youth Employment Intervention is South Africa's most comprehensive effort to address youth unemployment. Its goal is to enable more young people to move from learning to earning. It is not replacing the many ongoing efforts, but seeks to coordinate, accelerate and enhance existing programmes and unblock pathways to employment, training and youth enterprise. Additional resources drive the development of innovative approaches.

The PYEI is coordinated by a Project Management Office (PMO) in the Presidency and combines the know-how of leading experts, government departments, the private sector, social partners and young people themselves. The PMO's direct reporting line to the President adds convening power. Implementation is led by national departments and units best positioned to ensure rapid and effective delivery. The PMO provides oversight, strategic direction and support to implementing departments. This includes unblocking administrative bottlenecks, co-creating interventions, securing funding and sourcing technical support. The PMO also facilitates and strengthens linkages with stakeholders outside Government. Presidential Youth Employment Intervention: National Youth Development Agency's Revitalized National Youth Service Provides 81,000 Community Service Opportunities to Youth Over the Past 3 Years. The Presidential Youth Employment Intervention (PYEI) was launched in South Africa as a direct response to the escalating youth unemployment crisis, which was further exacerbated by the COVID-19 pandemic.

The pandemic not only strained the global economy but also severely impacted the job market, particularly for young people. The PYEI was designed as part of a broader effort to mitigate these impacts and provide immediate and sustainable employment opportunities for youth. The Presidential Youth Employment Intervention (PYEI) is a key element of the Presidential Employment Stimulus Programme, designed to tackle South Africa's persistent youth unemployment crisis. According to the latest figures from Stats SA, the unemployment rate for young people aged 15 to 34 stands at a staggering 45.5%. The situation for NEETs (youth Not in Employment, Education, or Training) within this broader age group is equally concerning. Approximately 9.4 million individuals in this demographic were classified as NEETs, representing around 43.2% of the total youth population. This statistic suggests that nearly half of South Africa's youth are not engaged in any productive activity, highlighting a significant gap in both the education system and the labour market. Those who do find opportunities often face fragmented pathways, moving in and out of education and short-term jobs, limiting their economic participation.

To address these challenges, PYEI has outlined critical interventions for the next five years, including the establishment of a National Pathway Management Network, support for youth self-employment and

township/rural enterprises, strengthening workplace experiences, and implementing the Presidential Youth Service programme.

The National Youth Service (NYS), managed by the National Youth Development Agency (NYDA), aims to engage young people as active citizens while providing income and enhancing employability. This nationwide initiative also strives to improve service delivery and uplift marginalized communities. This makes it the largest youth service program in South Africa's democratic history and one of the largest globally. More importantly, the program has successfully transitioned participants into more sustainable opportunities, demonstrating its ability to move youth from service to sustainable employment, even in a low-growth economy. Rationale for NYS: Many young people are unprepared for job opportunities, often dropping out or struggling to find the next opportunity once one ends. The NYS Programme serves as a crucial bridge, offering mentorship, work experience, and holistic support to prepare young people for employment. Bridging programs like NYS are vital in addressing youth unemployment by building general competencies, offering holistic support, and cultivating a sense of purpose through service and volunteering.

The National Youth Service (NYS), run by the National Youth Development Agency (NYDA), helps young South Africans contribute to their communities through service. It also provides them with income, skills, and opportunities to improve their chances of finding employment. The program aims to support marginalized communities while empowering young people with essential skills, confidence, and leadership training, creating networks to help them grow their careers.

Community service is a powerful tool to boost employability and income generation, making NYS a key step for youth entering the workforce. The program offers holistic support to address unemployment while giving participants a sense of purpose.

Key Goals of NYS:

- Provide essential services to communities.
- Equip young people with skills and confidence.
- Focus on helping marginalized youth through training, leadership skills, and job opportunities.
- Deliver tangible benefits to communities in need.
- Build connections for young people to access future opportunities.

Research shows that young people who take part in community service become more employable and earn better incomes, making NYS crucial for creating sustainable futures. NYS participants contribute to various sectors, including:

- ✓ Surveys, digital mapping Sports and recreation
- ✓ Arts and culture Learner support

- ✓ Social support services
- ✓ Community works and revitalization
- ✓ Early childhood development
- ✓ Food security and child nutrition

Through these efforts, the NYS continues to provide meaningful opportunities for young people, especially in under-served areas, while fostering sustainable livelihoods and measurable community impact.

Programme Outcomes

Phase1&2:

Phase 1 was completed in March 2023, followed by the completion of Phase 2 in April/May 2024. These phases resulted in 70,257 young people being enlisted in community service, with 51,540 successfully completing the program. Additionally, 15,696 youth have successfully transitioned to other programs, with this work still ongoing.

Phase 3 Status Update

Phase 3 of the National Youth Service (NYS) commenced in October 2024 and is set to conclude in March/April 2025. As part of their Grant Agreement extensions, 10 implementing partners—comprising NGOs and NPOs—were mandated to engage 20,000 youth in community service and in the financial year 2025/26 the programme is set to Expand the participant base from 20,000 to 40,000 young people engaged in paid service opportunities across South Africa.

The overwhelming demand for these opportunities was evident, with 207,530 applications received via SAYouth.mobi, highlighting the critical need for such initiatives.

3.8 Nyda Outcomes

Strategic Options

South Africa has an urbanising, youthful population. This presents an opportunity to boost economic growth, increase employment and reduce poverty. The table below illustrate the cross cutting persistent challenges cutting across the NDP 2030, Presidential Initiative for Youth Employment, Integrated youth Development Strategy and the National Youth Development Agency outcomes.

Persistent Challenges	NDP Outcomes	Presidential Initiative for Youth Employment	IYDS Outcomes	NYDA Outcomes
Unemployment	Universal access	Range of support services and work readiness training to three million young people offered	Youth focused programmes across all sectors implemented	Increased access to socio-economic opportunities, formal and informal, viable business opportunities and support for young people.
	Graduate Learnerships and on the job training offered to job-seekers			
	Create a tax incentive for employers for hiring			

	young labour-market entrants			
Skills Development	Strengthened community based youth service programmes life-skills training, entrepreneurship training.	Implementing agile, demand-led skills development programmes	Programmes aimed at job creation and economic security of youth implemented	Universal access to young people for information provision.
Youth Funding /Bursaries/Scholarships	Full funding assistance to students from poor families and develop community safety centres to prevent crime.	A R1 billion fund established.	A monitoring and evaluation framework developed and implemented.	Facilitate and implement skills programmes for young people
Youth Leadership	Further education and training (FET) colleges strengthened and expanded	Workplace experience opportunities created through Youth Employment Service.	Optimised integration and maximised impact of youth development programmes	Implemented NYSP across all sectors of society coordinated by NYDA
Research	A formalised graduate recruitment scheme for the public service implemented	A new National Youth Service created to provide 250 000 young people over five years with publicly-funded opportunities to engage in service	Unlimited opportunities created for development of many young South Africans	Research and evaluations reports produced
			Emerging needs and aspirations for South African young people created	
			Ground breaking interventions and innovations created	
	Schools, community sports and recreation centres capacitated Healthy and active lifestyles encouraged			



NATIONAL YOUTH DEVELOPMENT AGENCY
OUR YOUTH. OUR FUTURE.

PART B OUR STRATEGIC FOCUS

PART B: OUR STRATEGIC FOCUS

Mandate

Creating and promoting coordination in youth development matters.

4. NYDA PERFORMANCE CONSIDERATIONS

4.1 Summary of Key Priorities Informing the Five-Year Plan 2025/2030

The 2025/26 financial year is the first year of implementation of the 2025/26 to 2029/30 planning cycle. The 2024 General Election introduced the Seventh Administration of Government for the 2024-29 period. The new planning cycle (2025/26 to 2029/30) starts a year after the elections as it is informed by the decisions of the new administration. This Five-Year Plan will also be used as the transition plan from Sixth Administration to the Seventh Administration.

The NYDA will continue to plan for the relevant Medium Term Development Plan 2024-2029 MTSF, young people who couldn't be assisted in 2024/25 will be assisted in 2025/26 financial year and onwards. The NYDA will play a critical role towards small businesses (including Co-operatives), which includes increasing their capability to grow their businesses. The NYDA is expected to play a much more critical role in respect of **Priority 1 : Inclusive Growth and Job Creation** of which its expected outcomes are creation of more decent jobs and inclusive economic growth. The SMME's through the Grant and the Jobs Programme are recognised as a critical sector that will contribute significantly to the transformation of the economy, inclusive economic growth and job creation. For the small businesses to be able to deliver on these imperatives, Government has a critical role to play in ensuring that they are properly supported, and a conducive environment is created for them to strive and grow. Special attention is also required for support interventions and initiatives that will broaden opportunity and employment.

Priority 2: Reduce poverty and tackle the high cost of living of which to address these challenges, PYEI has outlined critical interventions for the next five years, including the establishment of a National Pathway Management Network, support for youth self-employment and township/rural enterprises, strengthening workplace experiences, and implementing the Presidential Youth Service programme and this is where the NYDA play a huge role and currently expanding our participant base from 20,000 to 40,000 young people engaged in paid service opportunities across South Africa in the next financial year and onwards. A new National Youth Service created to provide 250 000 young people over five years with publicly funded opportunities to engage in service will be implemented.

Young people face both supply and demand-side barriers to employment. On the demand side, job opportunities are limited by slow economic growth and the concentrated, skill-intensive structure of the economy. In addition, the systems and ecosystems for identifying, training, placing and supporting talent in the jobs that do exist are weak. These challenges are foundational and interrelated. **Many young people are unable to find employment as they do not have strong social networks, are not proximate to opportunities, and cannot afford the costs of work seeking** (e.g., transport).

Seven Administration Priorities

Medium Term Development Plan Process (Priorities Of Government)

Statement of Intent	NDP	MTDP Strategic Priorities
1. Rapid, inclusive and sustainable economic growth, the promotion of fixed capital investment and industrialization, job creation, transformation, livelihood support, land reform, infrastructure development, structural reforms and transformational change, fiscal sustainability, and the sustainable use of our national resources and endowments. Macro-economic management must support national development goals in a sustainable manner.	Ch3. Economy and employment ch4. Economic infrastructure Ch5. Ensuring environmental sustainability and an equitable transition to a low-carbon economy Ch6. An integrated and inclusive rural economy Ch8. Transforming human settlement and the national space economy	Strategic Priority 1: Inclusive growth and job creation
4. Investing in people through education, skills development and affordable quality healthcare.	Ch9. Improving education, training and innovation Ch10. Promoting health Ch11. Social protection	Strategic Priority 2: Reduce Poverty and tackle the high cost of living
2. Creating a more just society by tackling poverty, spatial inequalities, food security and the high cost of living, providing a social safety net, improving access to and the quality of, basic services, and protecting workers' rights. 7. Strengthening social cohesion, nation-building and democratic participation, and undertaking common programmes against racism, sexism, tribalism and other forms of intolerance.	Ch15. Transforming society and uniting the country	Strategic Priority 3: A capable, ethical and developmental state
5. Building state capacity and creating a professional, merit-based, corruption-free and developmental public service. Restructuring and improving state-owned entities to meet national development goals. 3. Stabilising local government, effective cooperative governance, the assignment of appropriate responsibilities to different spheres of government and review of the role of traditional leadership in the governance framework. 6. Strengthening law enforcement agencies to address crime, corruption and gender-based violence, as well as strengthening national security capabilities. 8. Foreign policy based on human rights, constitutionalism, the national interest, solidarity, peaceful resolution of conflicts, to achieve the African Agenda 2063, South-South, North-South and African cooperation, multilateralism and a just, peaceful and equitable world.	Ch13. Building a capable and developmental state Ch12. Building safer communities Ch14. Fighting corruption Ch7. Positioning South Africa in the World	

4.2 NYDA Vision, Mission and Values

Vision Statement:	NYDA Mission Statement:	NYDA Values:	NYDA Impact Statement:
<ul style="list-style-type: none"> A credible, capable, inclusive and activist development agency that is responsive to the plight of South Africa's youth 	<ul style="list-style-type: none"> To mainstream youth issues into society through stakeholder coordination To facilitate and champion youth development with all sectors of society 	<ul style="list-style-type: none"> Integrity Accountable Accessible Respectfully Collaborative Innovation 	<ul style="list-style-type: none"> Improved the sustainable livelihood opportunities, nation building and social cohesion for young people in South Africa.

FIVE OUTCOMES

1. Improved governance and compliance	2. Increased access to socioeconomic opportunities, viable business opportunities and support for young people to participate in the economy.	3. Increased number of young people entering the job market trained	4. Increased coordination and implementation of NYS programmes across all sectors of society	5. Produce research reports which influences change in youth sector and build sustainable relationships
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NYDA OUTPUTS

Programme 1: Administration	Programme 2: Programme Design, Development & Delivery	Programme 3: Integrated Youth Development
<ul style="list-style-type: none"> Produced Quarterly Management Reports Value of funds sourced from the public and private sectors to support the youth development programmes. 2% PWD's representation Partnerships signed with SETA's partnerships Partnerships signed with technology companies Partnerships signed with engineering companies Partnerships signed with agricultural companies Annual Training report produced Awareness campaigns on GBVF Risk Management Maturity Assessment report produced NYDA Percentage preferential procurement spend on enterprises that are Youth-owned ICT service standards met Inter- governmental relations activities facilitated Customer service and culture change Communications Youth month outreach events implemented Youth innovation initiatives facilitated 	<ul style="list-style-type: none"> Youth and youth owned enterprises supported with financial interventions Persons with disabilities supported with financial interventions Young people participating in the Revitalised National Youth Service Young people trained to enter the job market Business Development Support vouchers offered to young people young people trained in short technical skills Persons with disability capacitated with training on jobs and entrepreneurship Government departments implementing NYS programmes in partnership with NYDA Young people securing paid service opportunities Young people who have completed planned service activities Young people transitioning out of the National Youth Service (NYS) into other opportunities Government departments and organisations capacitated to implement NYS programmes 	<ul style="list-style-type: none"> Impact programme evaluations conducted. Annual reports produced on IYDS, Disability and NYS report Youth status outlook reports produced. Develop a Youth Research Report in the country Reviewed and approved disability strategy Rural Strategy on youth empowerment programmes

5. Situational Analysis

5.1 External Environment Analysis

5.1.1 Political, Economic, Social, Technological, Environment, Legal (PESTEL) Analysis

The strategic options mentioned above will need to be implemented within an environment that has challenges affected by external factors. To obtain reasonable comprehension of what these external factors will be in which NYDA operates, a combination of key factors that shape the macro environment were considered. The PESTEL model was used to provide an analysis of the external factors and their impact on the NYDA against the strategic options. These are critical factors considered and factored into the design and development of the NYDA strategy and plan.

The diagram below articulates the PESTEL analysis for the 2025-2030 Five-year Strategic period

Political Factors	Economic Factors
<ul style="list-style-type: none"> Government departments have been reduced and reconfigured to create a more streamlined approach which accommodates multi-party system (GNU) High Unemployment rate now is the focus of government New government priorities confirmed Trust in government is not exceptionally high. South Africa, like other countries also suffers from identity politics. Young people did not vote in high numbers Policies of government not youth centric 	<ul style="list-style-type: none"> Unemployment rate for young people is at 50% New government priorities to focus on growth and expansion of the economy Focus should be on unemployment and entrepreneurship Presidential Job summit has committed to 2 million Jobs for unemployed youth in the next 10 years Smart cities to stimulate economic growth Poor economic growth will have a negative impact on the NYDA's planned commitments Limited resource allocation by public and private sector on youth programmes South Africa has not been growing for a prolonged period. A constrained energy supply and high levels of debt at Eskom do not create a conducive environment for economic growth. State spending is under pressure with government debt approaching 80% of GDP. Many large, listed companies are announcing retrenchments of staff. Resource limitations and multiple challenges show that the state is stretched in achieving its ambitious goals. South African township youth are not responding to the full potential of business opportunities in their own communities Youth not widely active in self-employed activities or informally employed in micro-enterprises.

Social Factors <ul style="list-style-type: none"> Increasing poverty levels and inequalities High drug use among Africans and coloured youth Spatial inequality and injustice have not been addressed South Africa faces many social challenges including high incidences of rape and violence against women, drug and substance abuse, crime and corruption. Racism remains prevalent and violence against and by foreign nationals occurs sporadically. The pace of transformation often remains painfully slow. 	Technological Factors <ul style="list-style-type: none"> Cybersecurity threats from new technologies Lack of integrated digital platforms for youth development programmes in the sector High cost of data and infrastructure limits economic participation of young people Lack of integrated youth development strategy and programmes on the 4IR
Environmental Factors <ul style="list-style-type: none"> Climate change has crippled SA and drought conditions affecting food security Less rainfall year-on year has resulted in lack of water security and increased drought Globally the world is growing, poverty and unemployment are at all-time lows. Inequality is increasing, and this has made capitalism and its model a focus. There also seems to be a shift from the center to the left to counter right wing populism. Climate change has become a huge issue globally. The World Economic Forum has proclaimed us as being in the advent of the Fourth Industrial Revolution. 	Legal Factors <ul style="list-style-type: none"> Changing Government legislation against government wide priorities and plans might take too long The NYDA Act implementation

5.1.2 Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis

The NYDA as an organisation is currently faced with challenges, some of which are beyond its control. These challenges have the potential of restricting its effectiveness, achieving optimal performance in the execution of its mandate and reaching its targeted goals. The SWOT analysis was used to provide an analysis on internal capabilities against strategic options mentioned above. It provides the NYDA with an understanding of its strengths, weaknesses, threats and opportunities that it can leverage on in achieving these strategic options. The weaknesses and threats present the NYDA with a chance to turn these into strategic opportunities. Equally opportunities and weaknesses can be strengthened to impact on NYDA's future performance.

The diagram below articulates the SWOT analysis for the 2025-2030 Five-year Strategic period

Strengths <ul style="list-style-type: none"> NYDA Accessible to the youth Established through an ACT of parliament Youth products and services accessible in all 9 provinces and district municipalities Coordinating and Integrating Youth work in the sector Custodian of Youth Development in the country 7 clean audits in succession 	Weaknesses <ul style="list-style-type: none"> Inadequate digital marketing of products and services Inadequate funding for NYDA programmes Inadequate resource and budget allocation for implementing youth programmes in the sector Implementing programmes that are overlapping with other institutions
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<ul style="list-style-type: none"> • Clear mission and vision, being driven by a young board 	<ul style="list-style-type: none"> • Lack of adequate utilization of technology considering the new technological digital trends (Fourth Industrial Revolution, 4IR) • Inadequate collaboration with the private sector and other relevant organisation
Opportunities <ul style="list-style-type: none"> • Volunteer policy to regulate services components of the NYS • Introduce on-line access to our products and services • Respond to high rate of unemployment by increasing demand for our offerings • Effective use of customer feedback • Increase non-formal education approach through technology • Workspace is changing rapidly for young people millennials opt for an informal approach • Focusing on sectors and capitalize on available funding through private, public partnerships • Strong mining and manufacturing sector that contribute largely to the GDP 	Threats <ul style="list-style-type: none"> • No integrated government business case for increased funding on youth development programs • Lack of coordinated research on youth needs • Slow impact on mainstreaming of youth development • Lack of integrated monitoring and evaluation impact on youth sector progress

5.1.3 Research Insights

5.1.3.1 Global Context

It is important to highlight that the heterogeneity of the NEET population needs to be addressed when designing policies to re-engage NEETs with the labour market or education. The different needs and characteristics of the various subgroups must be considered and the one-size-fits-all approach must be avoided. Only a tailored approach to tackling the needs of the different subgroups will effectively and successfully reintegrate NEETs. (Eurofound, 2012: 25).

The United Nations Inter-Agency Network on Youth Development (IANYD) is a network consisting of UN entities, the aim of the Network is to increase the effectiveness of UN work in youth development by strengthening collaboration and exchange among all relevant UN entities, while respecting and harnessing the benefits of their individual strengths and unique approaches and mandates.

It promotes the development of similar inter-agency networks on youth development at the regional and country levels. The relevant entities need to ensure global and cross-regional coordination of collaborative initiatives. As a step to strengthen and support cooperation to promote youth development, members of the UN Inter-Agency Network on Youth Development have jointly undertaken various activities, preparations for international conferences addressing youth development, as well as joint research initiatives and publications.

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. The new Global Goals result from a process that has been more inclusive than ever, with Governments involving business, civil society and citizens from the outset. Fulfilling these ambitions will take an unprecedented effort by all sectors in society — and NYDA must play a very important role in the process.

There is room for us all to hack and innovate across every SDG, at large or small scales. Five Ways to Help Reach the Sustainable Development Goals:

- Educate our workers
- Promote volunteering and capacity building within NYS
- Use our networks connections to empower changemakers

NYDA can play a greater critical role in fulfilling SDG goals as an organisations in promoting volunteerism as well as advancing access to education for all, therefore reducing poverty and inequality. The NYDA will continue to strive for mobilization of more resources by engaging in order to:

- Lobby and advocate for integration and mainstreaming of youth development programmes in all spheres of government, the private sector and civil society
- Initiate, implement, facilitate and coordinate youth development programmes; and
- Monitor and evaluate youth development interventions across the board and mobilize youth to actively participate in civil society engagements.

5.1.3.2 The Regional Context

SADC Status of African Union Youth Report

The roadmap was developed to ensure the sustained implementation of the 2017 theme "Harnessing the Demographic Dividend through investments in Youth". It is informed by interconnected pillars that are critical in facilitating the increase in youth investments and these are as follows:

- Employment and Entrepreneurship:** to promote descent jobs for youth.
- Education and Skills Development:** effective transition rate from primary to secondary and public expenditure on education key
- Health and Wellbeing:** high risk sex remains prevalent and HIV/ AIDS amongst youth in the SADC region and need to continue making investments in youth health and wellbeing
- Rights, Governance and Youth Empowerment:** to promote access to development initiatives and opportunities. Continued promotion on policy coherence and coordination across the continent remains key

The NYDA research insights reports recommend developing the innovation and entrepreneurship programme that will encompass policy alignment and harmonization, which must include strengthening coordinating mechanism and creating networking information exchange and experience sharing. Strengthening human capital is key to development in the boosting innovation by expanding on Research and Development (R&D) capability. Regional integration, standardization, benchmarking, monitoring and evaluation are all key in developing a programme for the organisation.

Recommendations for developing minimum standards for youth Leadership and Participation will include:

- Policy alignment and harmonization
- Adopt definition of youth in the region
- Create a regional basket fund
- Establish youth leadership structures (regional/national/provincial and local levels)
- Integrate youth leadership into policy.

- Create SADC database for all the 3 sectors of entrepreneurship, employability leadership, participation, Science, Technology and Innovation.

5.1.3.3 National Context

Unemployment

Youth unemployment in South Africa has become a "national crisis", President Cyril Ramaphosa said on Sunday at an event commemorating youth activism during the apartheid era. Unemployment in Africa's most advanced economy has remained stubbornly high since white minority rule ended 25 years ago, and creating jobs. Per Stats SA, the burden of unemployment is concentrated among the 15-34 age group who account for almost two-thirds of the jobless. Around four out of 10 young people do not have a job.

South Africa's level of youth unemployment almost equates to the growing youth population in the continent. Unemployment amongst the youth is very high, the major contributors being poverty, inequality, lack of skills, low level of educational attainment, intergenerational poverty, which is a function of race, gender and class issues amongst the youth.

Per Stats SA, 35.7% of South Africa's population are young people between the ages of 15 to 34 years. In the fourth quarter of 2024, 45.5% of the young people aged between 15-34 years were not in employment, education or Training (NEET).

The NYDA must seek to continuously innovate youth programmes in terms of design, development, planning, implementation, monitoring and evaluation by facilitating mainstreaming of youth development in the public, private sector and civil society to create sustainable livelihoods. This will enable NYDA to achieve collaboration by promoting co-ordination of youth development matters in South Africa.

5.1.3.4 Key Sector Reforms

South Africa's economy has been traditionally rooted in the primary sectors because of wealth of mineral resources and favourable agricultural conditions. Recent decades, however, have seen a structural shift in output. Since the early 1990s, economic growth has been driven mainly by the tertiary sector, which includes wholesale and retail trade, tourism and communications.

Now South Africa is moving towards becoming a knowledge-based economy, with a greater focus on technology, e-commerce, financial and other services. Among the key sectors that contribute to the gross domestic product and keep the economic engine running are manufacturing, wholesale, retail trade, financial services, transport, mining, agriculture and tourism. Among the key sectors that contribute to the gross domestic product and keep the economic engine running are manufacturing, wholesale and retail trade, financial services, transport, mining, agriculture and tourism. An important aspect of the economic recovery plan is the acceleration of key economic reforms to secure confidence in sectors affected by regulatory uncertainty and unlock greater investment in growth sectors.

The following are key sectors that contribute significantly to the GDP of South Africa:

i. Financial Sector

The South African banking system is well developed and effectively regulated, comprising of a Central Bank, a few large, financially strong banks, investment institutions, and several smaller banks. This sector provides opportunities to create public-private partnerships. It is one of the largest employers in the private sector and has capacity to absorb young people with no experience but qualifications will still be required

ii. Manufacturing Sector

South Africa has developed a diversified manufacturing base that has shown its resilience and potential to compete in the global economy. The manufacturing sector provides an opportunity to significantly accelerate the country's growth and development. For every R1 invested in manufacturing, there is R1.13 of value addition to the South African economy.

Manufacturing is dominated by industries such as automotive, chemicals, information and communication technology, electronics, metals, textiles, clothing and footwear. There is an opportunity to create private partnerships for technical skills pipeline across manufacturing industries. Entrepreneurs can benefit set-aside in industry value chains materials.

iii. Tourism Sector

The President of South Africa highlighted that the review of visa regime will unlock greater investment in important growth sectors. "Within the next few months, amendments will be made to regulations on the travel of minors, the list of countries requiring visas to enter South Africa will be reviewed, an e-visas pilot will be implemented, and the visa requirements for highly skilled foreigners will be revised," President Ramaphosa said while unveiling an economic stimulus package. These measures have the potential to boost tourism and make business travel a lot more conducive. Tourism continues to be a great job creator for young people and through these measures we are confident that many more tourists will visit South Africa.

iv. Mining Sector

There is little or no youth entrepreneurship being undertaken in mining communities, mostly in rural areas. Young people can often be found leading protests in mining communities, as mines only offer viable job opportunities for them. The mining sector will be boosted through the finalisation and implementation of the sector's reforms, such as the mining sector charter. The offset against the procurement budget on mining goods has been increased from 10% in the draft 2018 Mining Charter to 30%. A mining right holder is therefore expected to invest a minimum 5% of leviable amount (excluding the statutory skills development levy) on essential skills development. This presents an opportunity for the NYDA to tap into the skills development fund.

v. Agriculture Sector

Farming remains vitally important to the economy. It is estimated that some 8.5 million people are directly or indirectly dependent on agriculture for their employment and income. South Africa has both well-developed commercial farming and more subsistence-based production in the deep rural areas. The government is working to develop small-scale farming in efforts to boost job creation. Inadequate implementation of initiatives from the department of Agriculture to support youth. Young people are facing challenges in accessing start-up funding, especially in the private sector. Currently the youth views the agricultural sector as "not cool enough" to be involved in.

vi. Information Communication & Technology Sector

Technological advances along with socio-economic and demographic developments will continue to impact society in the next decade. These will result to changes in business models, teaching strategies and workplace arrangements. New jobs will require new skills that are technologically driven and continuously reassessed for relevance. The drivers of change in future jobs and skills have shifted towards technology where mobile internet, cloud technology, processing power, big data, new energy suppliers, crowd sourcing, robotic, 3D printing and bio-technology. NYDA Programme for entrepreneurship development must be aligned with new future skills.

vii. Township & Rural Economy Sector

Government is committed to ensure that township economy contributes at least 30% of the Gauteng GDP by 2030. The strategy sets out a programme of action for the next five years and beyond, illustrating how government together with key stakeholders will take a lead in revitalising the township enterprise activities. Key partners in the delivery of the strategy will include national government and its support agencies, provincial government, local government, the corporate sector, representative and support organisations for different types and forms of enterprises.

viii. Energy Sector

Energy reform at this level requires large scale infrastructure projects and these projects should directly benefit the people and particularly the youth of South Africa. A balanced and representative mix of South Africa's energy resources is very important for the sake of diversification will have the largest multiplier effect on job creation when it comes to economic development, social development and will be key in addressing our country's National Development Plan 2030 objectives.

The energy sector expansion will foster a much-needed opportunity in areas such as supplier development pipeline and will encourage a wider development of artisanal skills such as coded welders, boilermakers, plant operators, carpenters, electricians and pipefitters, which are all skills currently lacking in the country. Not to mention the development of high-level skills such as scientists, engineers and project managers – thus helping address the youth unemployment crisis and help create broader small-to-medium enterprises and services, in both the private and public sector.

The NYDA should forge partnerships with the sectors undergoing major reforms to unlock opportunities within their value chains for young people for young people to access their commodities, products and services. The sectors should treat the young people as a heterogeneous group who are continuously transitioning from childhood to adulthood and they must offer young people with opportunities that equally align to these transitions.

NYDA has an opportunity to introduce on-line access to our products and Respond to high rate of unemployment by increasing demand for our offerings Effective use of customer feedback Increase non-formal education approach through technology. The workspace is changing rapidly for young people millennials opt for an informal approach. Focusing on sectors and capitalize on available funding through private, public partnerships.

IX. Retail Sector

The South African economy is the largest economy in Africa; it has the most established retail market and the highest consumer spending in Africa. Despite volatile economic conditions, retail sales continue to grow driven by low inflation and low interest rates. Retail sales in South Africa witnessed a drastic decline in 2009, as the country was directly impacted by recession and financial crisis in Europe, the chief export destination of South Africa.

Most of the South African population now lives in cities, which have fuelled a growing middle class. In addition to real growth in retail trade sales, the changing purchasing patterns of consumers affected the market shares of retailer outlets. There is an increased demand for private label brands as consumers see these products are providing good value during economic difficulties. E-commerce is picking up as the online shopping sector continues to experience growth and is expected to grow due to the competition in internet service providers. Most young people are highly excluded from participating in this sector as opportunities are not availed to them and opportunities should be availed equally for young people to participate in the economy of South Africa.

Soft Skills

Creativity will be another sought after skill where employees can use technologies or fuse technologies to apply them creatively to areas where they have not been applied before. Some of the soft skills required will be based on people management, effective interaction and communication at workplace and the ability to work as Organizations have already started to harvest data from all possible sources. In future, it will be important for employees to make meaningful information from the harvested data. As we go into the future we should have enough cognitive flexibility to learn and pick up new knowledge on the go as and when required. The future is going to be a lifelong learning experience (M. Curtin, 2017).

Entrepreneurship Skills

Some of the rapidly growing technologies of the fourth industrial revolution are artificial intelligence (AI), machine learning (ML), robotics, quantum computing, biotechnology, additive or 3D printing, nanotechnology, internet of things (IoT), cyber physical systems (CPS), blockchain, driverless vehicles, Machine to Machine (M2M) communication etc. Moreover, as these individual technologies are evolving at an exponential pace, they are also being fused together to form new technologies. These technologies will affect companies, industries, small and big businesses, government, societies, countries and the world at large. We as the NYDA must focus on building capacity for entrepreneurs to create awareness for them in key areas of programme, design and development and outline opportunities for young business owners.

Technical Skills

Generating an enabling environment through policy and regulatory approaches that opens the ICT sector and markets to new innovative start-ups and SMMEs. This will practically mean that youth owned SMMEs should be encouraged through policy enabling environment and at the core of the policy should be funding that facilitates new entry SMME.

The fourth industrial revolution is expected to impact various sectors of the economy in different ways. These impacts need to be carefully considered to evaluate the potential opportunities and risks. To qualitatively assess some of the major impacts of the fourth industrial revolution on South Africa, some of the key sectors are considered. These sectors include manufacturing, transport, health, finance, mining and services sectors. High level overviews of the various sectors - in relation to the fourth industrial revolution - are given. It should be highlighted that detailed and comprehensive analysis of the strengths, weaknesses, opportunities and threats for each sector in the fourth industrial revolution is required in the short, medium and long terms.

5.2 Internal Environment Analysis

5.2.1 Problem Tree Analysis

The problem tree aims to address challenges faced by young people by implementing the NYDA mandate, of a coordinating body on youth development matters. The targets have been set through the MTSF indicators relate to entrepreneurship, job placement and National Youth Service. The related interventions aim to respond to various challenges that hinder young people from participating in the mainstream economy.

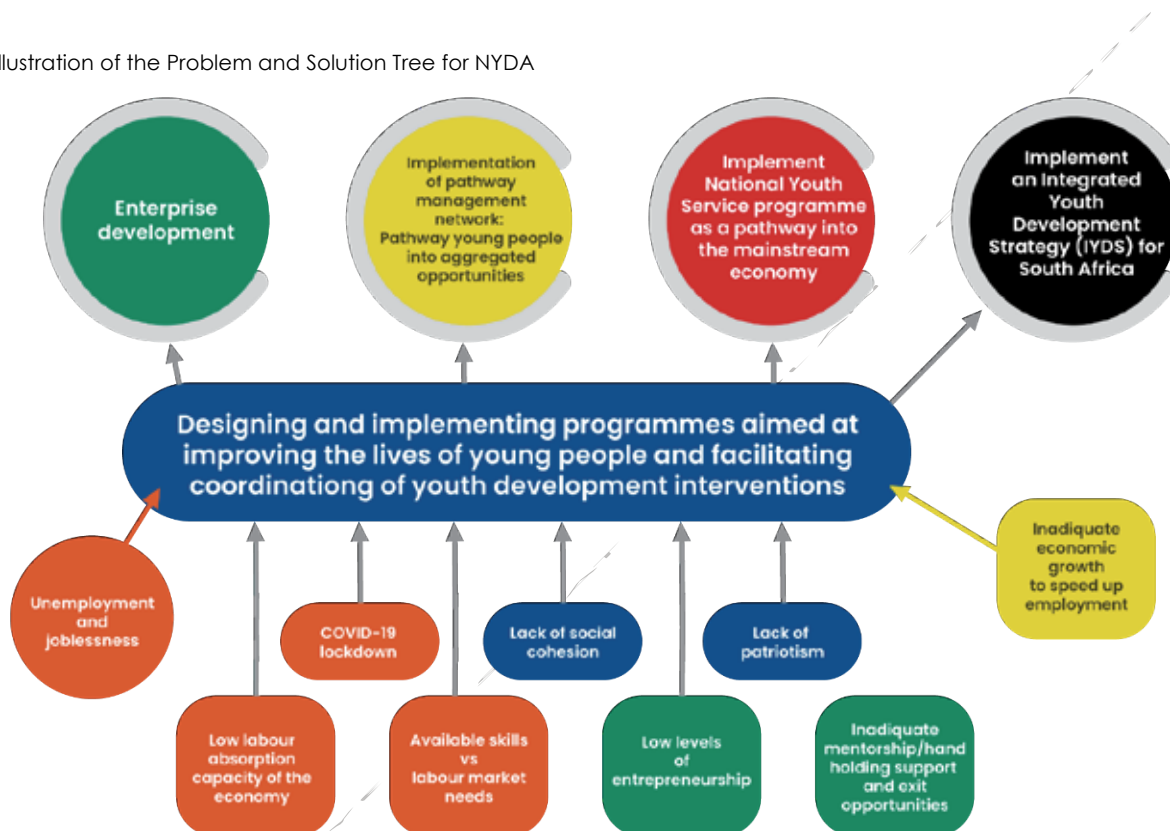
The problems that NYDA must resolve are informed by both external and internal factors. The NYDA must therefore work towards interventions that can address the following challenges:

- High unemployment rate.
- Low absorption of young people in the job market.
- Available skills vs labour market needs.
- Low entrepreneurship levels and access to information and opportunities
- Inadequate mentorship/hand holding support and exit strategy.
- Inadequate economic growth

- Substance abuse among young people

The Problem tree's analysis helps stakeholders to establish a realist overview and awareness of the challenges by identifying causes and effects of the problem they are trying to solve. The Problem Tree as illustrated below provides the hierarchy of these cause and effects of problems and challenges that the NYDA needs to address.

Below is an illustration of the Problem and Solution Tree for NYDA



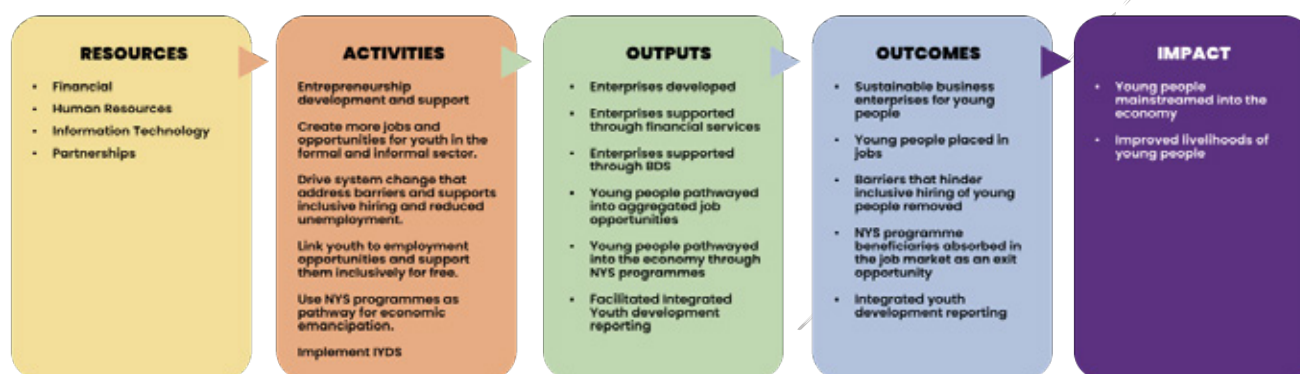
The diagram above indicates that the NYDA as a coordinating body can influence mainstreaming of youth development into the economy to improve their livelihoods. This can be achieved through the following possible solutions:

- Enterprise development which is aimed to improve competitiveness of registered enterprises.
- Implementation of pathway management network which seeks to pathway young people into aggregated opportunities by:
 - Creating more jobs and opportunities for youth in the formal, informal and social economy o Driving system change that address barriers and supports inclusive hiring and reduced unemployment.
 - Link youth to opportunities and to support them inclusively and for free.
 - Implement National Youth Service Programmes as a pathway into the mainstream economy.
 - Implement Integrated Youth Development Strategy for South Africa.

5.2.2 Results Chain

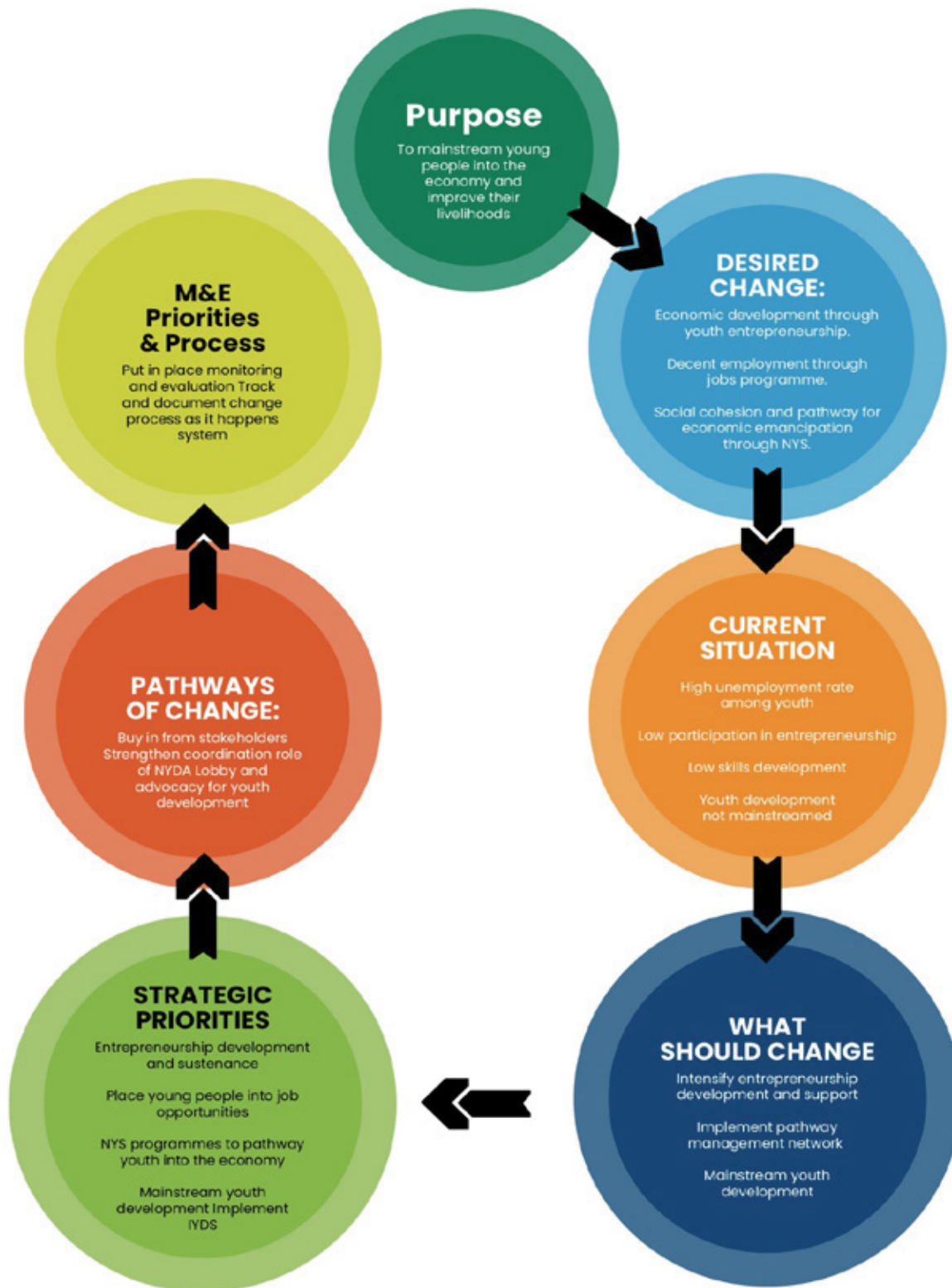
The log frame approach is used in monitoring and evaluation which must be applied at all levels of the NYDA business processes. This will help to address the inter-related measures of input, process, output, outcome and impact. The results chain of the NYDA as illustrated in the picture below shows the logic framework that defines the process, which is a five-year view of the impact statement. This implies that in the next five years the NYDA must implement programmes that mainstream young people in the economy and improve their livelihoods. On an annual basis, the NYDA will achieve outputs that will build up to outcomes in three years' time, as reflected below:

Below is the Proposed Results Chain for the NYDA



5.2.3 Theory of Change

The theory of change defines what the NYDA must do to bring change that will impact livelihoods of young people and mainstream youth development. The process of engaging how the change must look like requires NYDA to re-define its purpose of existence, the desired or envisaged change against the current situation of young people, focusing on what needs to be improved to define strategic priorities which will inform the pathways of change and how these should be monitored and evaluated after implementation. To move from the current situation to meet NYDA's mandate and outcomes, the following theory of change is proposed.



The theory of change illustrated above provides a possible way forward given the emerging developments and changes in the youth sector. The process helps us to navigate unpredictable and complex process when implementing the emerging changes. Applying the Theory of Change will lead NYDA to a solution-based thinking in overcoming new developments.

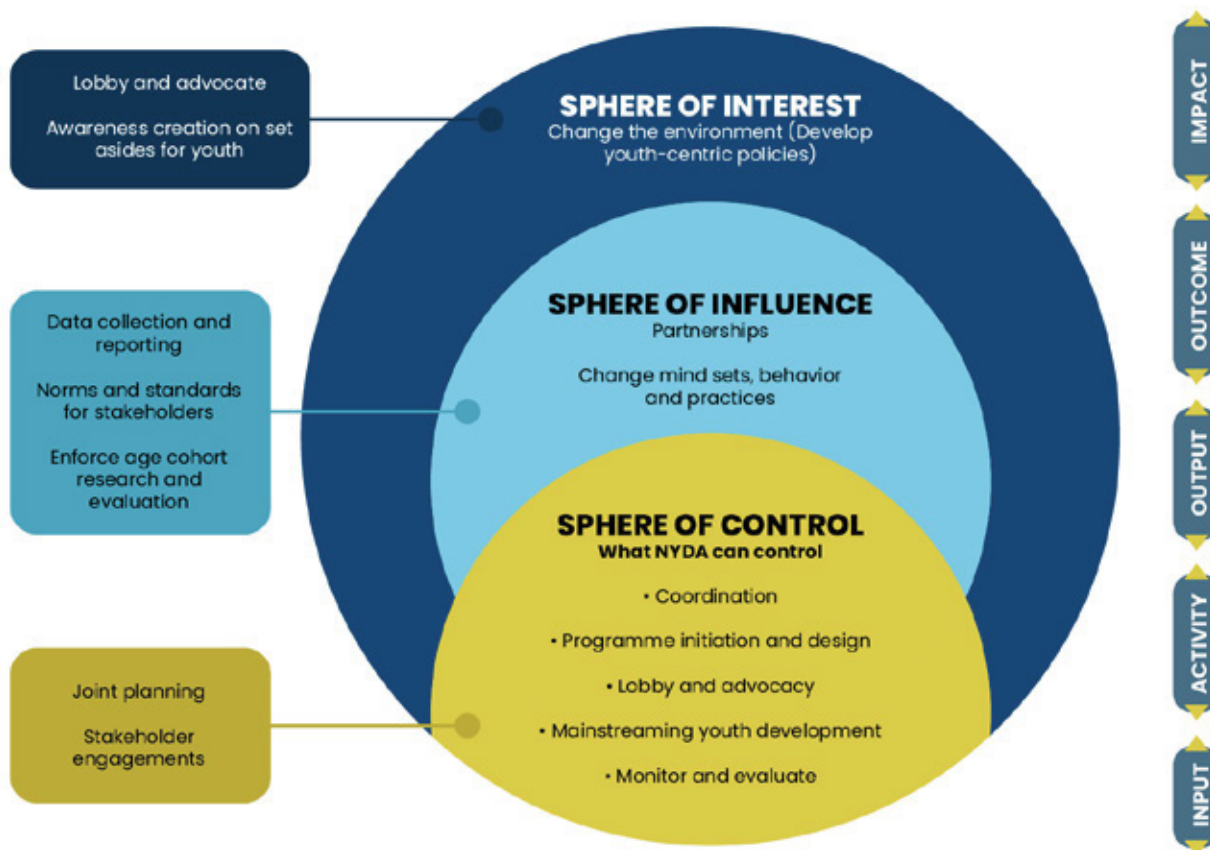
5.2.4 Spheres of influence on the desired change

The spheres of influence determine what it is that the NYDA can control to achieve the desired change. The NYDA will operate within different spheres of influence which includes:

- **Sphere of Control:** Where the NYDA has full control of what it desires to change, it can influence joint planning through stakeholder engagements. It must establish outcome indicators within the sphere of control.
- **Sphere of Influence:** Is out of NYDA's control but can influence the desired changes through standardization of youth work in the sector, promote better collaboration, develop norms, standards and a segmented youth cohort approach to increase access of products and services
- **Sphere of Interest:** Is out of the NYDA's control but can influence development of content for legislation, create awareness, lobby and advocate for youth development.

The picture depicted below provides a description of the spheres and its relationship to the results chain.

Develop KPIs using three Spheres



5.2.5 Monitoring and Evaluation

The Monitoring and Evaluation framework provides an over-arching guide on all monitoring and evaluation process as guided by the NYDA mandate. It aims to knit together areas that are key in creating an enabling environment for effective and efficient monitoring and evaluation of NYDA and its partners' efforts, in relation to:

- Planning:** NYDA strategy development, Programmes and Services planning and formulation, target setting and defining expected outputs, outcomes and impact.
- Implementation:** Business processes used in the delivery of services, these include project management, continuous quality improvements, efficient and effective approaches, adherence to guidelines and procedures, risk assessments and mitigation and supportive supervision.

- iii) **Reporting:** Systematic reporting on inputs, outputs, outcomes and impact and providing continuous feedback for improvements and lessons learnt on products and services.
- iv) **Knowledge Management:** The strategies and processes of identifying, capturing, and leveraging knowledge to enhance competitiveness. Knowledge Management comprises a range of practices used by the NYDA to identify, create, represent, and distribute knowledge for reuse, awareness and learning. Knowledge Management at NYDA seeks to tie organisational objectives and achieved specific outcomes to shared intelligence, improved performance, competitive advantage, or higher levels of innovation within the NYDA's programmes. The framework allows the NYDA to align all its interventions to outcomes and impact as well as to track organisational performance against these. In this way, the M&E framework provides a multilevel, organisational mechanism to answer a bottom-line question: Is the organisation making a difference in the following areas?
- i. Achieving improved livelihoods for young people in South Africa.
 - ii. Promoting self-reliance for targeted youth.
 - iii. Enhancing economic and social growth in targeted communities.

5.2.6 Balance Score Card

The Balanced Scorecard (BSC) is a strategic planning and management system that organizations use to:

- Communicate what they are trying to accomplish.
- Align the day-to-day work that everyone is doing with strategy.
- Prioritize projects, products, and services.
- Measure and monitor progress towards the achievement of the strategic targets.

The system connects the dots between big picture strategy elements such as mission, vision, core values, strategic focus areas and the more operational elements such as objectives, measures or outcome indicators and output indicators which track strategic performance, targets which are the desired level of performance and initiatives. The signed off and approved Strategic Plan and Annual Performance Plan of the NYDA forms the basis of the MoU between the National Youth Development Agency and its Executive Authority, the Department of Women, Youth and Persons with Disabilities. Each of the NYDA kPI's are linked to the mandate and outcomes as set in the Annual Performance Plan.

Below is a graphic that illustrates the NYDA Balance Score Card perspectives



The above model reflects the approach that the NYDA will adopt in institutionalising Performance Management System.

It will reflect the following perspectives:

- **Finance:** Cost savings and efficiencies.
- **Customer:** Customer service, satisfaction and brand awareness.
- **Internal Business process:** Process improvements and technology utilization
- **Learning and Growth:** Human capital, skills, talent and knowledge

PART C: MEASURING OUR PERFORMANCE

6. Institutional Performance Information

6.1.1 Measuring the Impact

IMPACT STATEMENT	Improved the sustainable livelihood opportunities, nation building and social cohesion for young people in South Africa.
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Measuring Outcomes

OUTCOME	OUTPUT INDICATOR	BASELINE	FIVE-YEARS TARGETS
Improved governance and compliance	Number of NYDA Quarterly Management Reports Produced	4 NYDA Quarterly Management Reports Produced	20 NYDA Quarterly Management Reports Produced
	Value of funds sourced from the public and private sectors to support the youth development programmes.	R350 million	R 2 250 billion
	≥% Representation of PWD's	≥1.2%	≥7%
	Number of SETA partnerships established	8 SETA partnerships established	50 SETA partnerships established
	Number of partnerships signed with technology companies	5 partnerships signed with technology companies	35 partnerships signed with technology companies
	Number of partnerships signed with engineering companies	New Target	35 partnerships signed with engineering companies
	Number partnerships signed with agricultural companies	New Target	35 partnerships signed with agricultural companies
	Percentage spend of training and development budget	New target	100 Percentage spend of training and development budget
	Number of awareness campaigns on GBVF for young people by the NYDA in collaboration with partners	New target	20
	Risk Management Maturity Assessment report produced	New target	Level 5 Achieved
	Percentage preferential procurement spend on enterprises that are: youth,	Percentage preferential procurement spend on	Percentage preferential procurement spend on

	young women and youth with disability owned.	enterprises that are Youth owned: (40% youth owned, 45% women-owned and 5% persons with disability)	enterprises that are Youth owned: (40% youth owned, 45% women-owned and 5% persons with disability)
	Percentage of ICT service delivery standards	70 Percentage of ICT service delivery standards met	100 Percentage of ICT service delivery standards met
	Number of Inter-governmental relations activities facilitated	12	94
	Number of Youth month outreach events implemented	15	125
	Number of Youth Innovation initiatives facilitated	5	35
	Implement Organizational Culture strategy	Implement 50% of the organizational culture strategy	Implement 100% of the organizational culture strategy
	Implement Customer Service Plan.	Implement customer service plan indicating 50% achievement	Implement customer service plan indicating 100% achievement
	Implement Integrated Communication and marketing strategy	Review and implement Integrated Communication and Marketing Strategy	Implement 100% Integrated Communication and Marketing Strategy
Increased access to socioeconomic opportunities viable business opportunities and support for young people to participate in the economy.	Number of youth and youth owned enterprises supported with financial interventions	2400	16 700
	Number of youth supported with non-financial business development interventions	23 000	138 000
	Number of persons with disabilities supported with financial interventions	New target	3500
	Number of jobs created and sustained through supporting entrepreneurs and enterprises	8 000	50 000
	Number of Business Development Support vouchers offered to Young People	1 650	9250
Increased number of young people entering the job market trained	Number of young people capacitated with skills to enter the job market	45 000	27 5000
	Number of young people placed in jobs	25 000	175 000
	Number of young people trained in short technical skills	200	2000
	Number of persons with disability capacitated with training on entrepreneurship	New Target	10 000
Increased coordination and implementation of NYS programmes across all sectors of society	Number of government departments implementing NYS programmes in partnership with NYDA	7	60
	Number of young people securing paid service opportunities.	20 000	25 0000

	Number of young people who have completed planned service activities	25 000	17 5000
	Number of young people transitioning out of the National Youth Service (NYS) into other opportunities	10 000	75 000
	Number of government departments and organisations capacitated to implement NYS programmes	60	100
	Number of NYS outreach activities coordinated to promote NYS in communities	New Target	93
Produce research reports which influences change in youth sector and build sustainable relationships	Number of impact programme evaluations conducted.	7	51
	Annual reports produced on IYDS, Disability and NYS report	Produced Annual report on Integrated Youth Development Strategy and National Youth Service Programme	5
	Number of youth status outlook reports produced.	10 Youth status outlook reports produced.	67 Youth status outlook reports produced.
	Develop a Youth Research Report in the country	Produce a Youth research report in the country	5
	Reviewed and approved disability strategy	Reviewed and approved disability strategy	Reviewed and approved disability strategy
	Developed and approved Rural Strategy on youth empowerment programmes	New Target	Developed and approved Rural Strategy on youth empowerment programmes

7. Key Risks

Strategic Outcomes	Risk Name & Risk Description	Risk Mitigation
1. Improved governance and compliance	Absence of an Integrated Financial Management System <ul style="list-style-type: none"> Unavailability of a financial system leading to inefficient financial management and non-compliance risks 	<ul style="list-style-type: none"> Audit Steerco in place monitoring progress under the finance unit. Outsourced finance consultants to capture financial transactions and address previous AG findings. Comprehensive data migration and testing plan in place through Internal Audit. Integration of ERP system and GP/(New system) during transition. Dedicated ICT support personnel in finance unit to address ERP system issues that finance unit is currently facing. Process in place to procure a new finance system - Phased deployment of the system to ensure functionality before full transition. Interim financial system (GP) in place to mitigate risks until the finance system is procured.
2. Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy	Inadequate customer service <ul style="list-style-type: none"> Inefficient operational processes and suboptimal customer service across the Agency's service points (front desk, call centre, and all operational touchpoints), resulting in non-adherence to the Batho Pele service delivery standards. This could lead to increased customer dissatisfaction, potentially damaging the Agency's reputation. 	<ul style="list-style-type: none"> NYDA client service manual in place. Cultural Change programme Implementation - Fostering a customer centric culture by encouraging employees at all levels to prioritise customer satisfaction, actively seeking customer feedback and incorporating into continuous improvement (Ensure uniformity in service delivery across all branches through regular compliance reviews). Approved Code of Conduct and Ethics Policy in place. NYDA brand positioning across all centres and district offices. All NYDA information updates on service delivery channels at all Centres and district offices e.g. kiosks positioned at the Centres and use of digital screens. Internal Briefing Document adopted to ensure flow of communication and information sharing. Agency fosters customer feedback by conducting after service surveys. NYDA follows up on all social media complaints on an hourly basis. Policies and standard operating procedures in place outlining set response and processing timelines. Automation of processes using ERP to improve efficiencies. Quality monitoring assurance implemented to improve first call/query resolution and to reduce repeat callers/queries and call duration. Offering continuous training and developmental programs that focuses on the organisation's products and services, enhancing employees customer service skills, and knowledge of relevant policies in order to improve on service delivery. Implement a customer service certification program for frontline employees. Use data analytics to predict service demand and allocate resources effectively. Educate stakeholders about NYDA's services, processes, and timelines to manage expectations and reduce misunderstandings. Use data analytics to predict service demand and allocate resources effective.

<p>3. Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy</p>	<p>Service demands on NYDA exceeding available supply</p> <ul style="list-style-type: none"> The demand for youth support and applications for financial assistance surpass the Agency's available funding for specific youth development programs. This funding shortfall may result in unmet expectations, leading to reputational damage for the Agency. 	<ul style="list-style-type: none"> Coordination and Implementation of the Fund-raising Strategy. Continuous establishment of partnerships with Public and Private Sectors (MOUs in place) to ensure diversification. Presidency sees NYDA as a key partner in delivery of the Presidential Youth Employment Intervention. Additional funds being allocated to the NYDA for youth employment programs. Database of key Stakeholders updated and maintained. Stakeholder Management Strategy and Plan in place. Stakeholder engagement sessions planned and hosted. Partnerships for JOBS and Market Linkages programmes established. Alignment of partnerships to the relevant youth development programmes initiated and activated through consultations. Able to adequate Forecast in order to anticipate demand trends and adjust capacity accordingly.
<p>4.</p> <p>I. Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy</p> <p>II. Increased number of young people entering the job market trained</p> <p>III. Increased co-ordination and implementation of NYS programmes across all sectors of society</p>	<p>Organizational Limitations in Enhancing Youth Employability and Entrepreneurship</p> <ul style="list-style-type: none"> Organizational challenges in effectively enhancing youth employability and entrepreneurship, particularly in areas of skills development, practical experience, and education. These limitations may result in the Agency's inability to make a meaningful impact on reducing national youth unemployment: <p>i) The Presidential Youth Employment Intervention (PYEI) lacks dedicated funding within the Medium-Term Development Plan (MTDP), hindering its implementation and limiting its potential impact.</p>	<ul style="list-style-type: none"> Presidential Youth Employment Intervention in place to reduce unemployment - bringing in the creativity and innovation of the private sector and civil society. National Pathway Management Network - seeks to pathway young people into aggregated opportunities. NYDA JOBS and Grant program and end-to-end support to young entrepreneurs, all in place to assist with job readiness, job placements, mentorship, job matching, developing and financing entrepreneurs. Technical skills programmes. Business Advisory/Consultancy programme. Training officers hosts outreach programmes in rural areas to assist young people in such areas enrol for training programmes. Prioritisation of spending on youth owned businesses instilled throughout the Agency. Work experience opportunities through Youth Employment Service and Harambee Youth Employment Accelerator. Thusano Fund which provides financial support for those still in the formal academic programmes. Structured Volunteerism Service linked to a particular program (municipality/ private sector/ department) to create placement opportunities. Established partnerships with the SETA's (SEFA / SEDA). Aggressive implementation of the Fund-raising Strategy. Expanding Presidential Youth Service to provide young people with publicly funded opportunities to engage in service. Presidential Employment Stimulus. Increased advocacy for funding for NYDA Programmes focused on skills development, entrepreneurial support, access to finance and mentorship programs. Implement a customer service certification program for frontline employment,

<p>5.</p> <p>I. Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy</p> <p>II. Increased number of young people entering the job market trained</p>	<p>Inability to attract private sector partners or sponsors to secure additional funding for youth development programs, resulting in a reliance on limited internal resources and reduced program reach.</p>	<ul style="list-style-type: none"> • NYDA JOBS and Grant program and end-to-end support to young entrepreneurs, all in place to assist with job readiness, job placements, mentorship, job matching, developing and financing entrepreneurs. • Technical skills programmes. • Business Advisory/Consultancy programme. • Training officers hosts outreach programmes in rural areas to assist young people in such areas enrol for training programmes. • Prioritisation of spending on youth owned businesses instilled throughout the Agency. • Work experience opportunities through Youth Employment Service and Harambee Youth Employment Accelerator. • Thusano Fund which provides financial support for those still in the formal academic programmes. • Structured Volunteerism Service linked to a particular program (municipality/ private sector/ department) to create placement opportunities. • Aggressive implementation of the Fund-raising Strategy.
<p>6. Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy</p>	<p>Lack of implementation of a coherent strategy to respond to young people living with disabilities</p> <ul style="list-style-type: none"> • The absence of a cohesive strategy to eliminate barriers preventing young people with disabilities from accessing and participating in youth programs and business opportunities. This shortfall may create the perception that the NYDA is deliberately excluding individuals with disabilities, negatively impacting the Agency's reputation. 	<ul style="list-style-type: none"> • Co-funded models on projects for youth with disabilities. • 2% quota requirements for all programs, e.g. CWP, EVP. • Opportunities advertised in the NYDA Portal are favourable to youth with disabilities. • Consultations with persons living with disabilities focus groups. • Adoption of the continental Plan of Action for Persons living with disabilities. • Adoption of the norms and standards for the removal of discriminatory /accessibility barriers. • Implement Disability Strategy. • Implement advocacy and awareness campaigns that raise public awareness about the rights and needs of young people with disabilities, this is used to pilot programmes aimed at addressing specific needs of young people with disabilities as a way of demonstrating successful approaches that could be scaled up or used as models for future policy development. • Through the Strategy unit - Quarterly Committee Meeting are convened to monitor progress on projects across units, Supply chain process and overall prioritisation of people with disabilities.
<p>7. Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy</p>	<p>Failure to Re-evaluate the relevance of the current products and services offering in addressing future skills gap in the jobs market - embracing technological advancements</p> <ul style="list-style-type: none"> • Inability to continuously review and adapt the Agency's products and services in response to rapid technological 	<ul style="list-style-type: none"> • National Pathway Management Network. • Established partnerships with the SETA's (SEFA / SEDA). • Partnership with the UJ 4IR focused department. • Presidential Youth Employment Intervention - jobs fund. • Introduction of E-Learning Trainings and Research work. • Funding Raising Strategy. • Use of mobile outreach vehicles for trainers to reach youth in rural areas. • Service delivery Innovation: offering new types of services or innovative delivery methods that reaches a larger audience with limited resources through online training programmes, self-help tools available on ERP,

	<p>advancements may limit the ability of young people to access relevant job opportunities and programs, both within and outside the Agency. This could result in missed opportunities for youth development and hinder the effectiveness of the Agency's interventions.</p>	<p>as well as community partnerships to expand reach and serve more clients.</p> <ul style="list-style-type: none"> • Continuous evaluation of the effectiveness of existing programs, identifying opportunities for streamlining processes. • Development and Implementation of the Artificial Intelligence (AI) Strategy.
<p>8. Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy</p>	<p>Poor implementation of the Integrated Youth Development Strategy (IYDS)</p> <ul style="list-style-type: none"> • Ineffective implementation of the Integrated Youth Development Strategy (IYDS) in coordinating, monitoring, and evaluating efforts across government, the private sector, and non-governmental organizations on youth employment and skills development initiatives. This may undermine the Agency's ability to fulfil its mandate as outlined in the NYDA Act, resulting in fragmented efforts and missed opportunities for holistic youth development. 	<ul style="list-style-type: none"> • Integrated Youth Development Strategy in place to create a working ecosystem of support for youth. • IYDS Implementation Plan. • IYDS Monitoring and Evaluation Framework. • Multiple Stakeholder engagements held to obtain buy-in and outline relationship structures and implementation. • Partnerships through Local Youth Development Forums. • The Presidency and Department of National Treasury expressed a view that NYDA must coordinate youth development programmes. This is also outlined in the MTSF.
<p>9. Improved governance and compliance</p>	<p>Negative impact posed by Coalition governance on the NYDA continued operation</p> <ul style="list-style-type: none"> • As South Africa may move to an era of coalition governments, the rationalisation and restructuring of government may pose an existential threat, shifts in political priorities, governance instability, and competing interests may challenge the Agency's mandate and long-term viability. 	<ul style="list-style-type: none"> • Continue publishing synopsis of APP and quarterly performance reports on the website. • Continue publishing beneficiary stories on all platforms - website, internal bulletin and social media platforms (Facebook, Twitter, YouTube and Instagram). • Prepare a presentation for inducting older persons participating on the programme on where they can be assisted to access similar products and services offered by NYDA to other private and public institutions such as Small Enterprise Finance Agency (SEFA)- Small Enterprise Development Agency (SEDA), etc. • Though the Board build strong, non-partisan relationships with key decision-makers across all coalition parties to ensure ongoing support for NYDA's mission. • Regularly present NYDA's impact reports to parliamentary committees and other stakeholders to maintain visibility and relevance. • Strengthen partnerships with the private sector, civil society, and international donors to reduce dependency on government funding.

		<ul style="list-style-type: none"> Position NYDA as a neutral, service-oriented agency committed to the welfare of South African youth, regardless of political leadership. Leverage relationships with provincial and municipal youth development offices to ensure alignment of priorities despite coalition challenges.
10.1 Improved governance and compliance	<p>Increased vulnerability to cyber-attacks due to digital transformation</p> <p>i) As the Agency continues to expand the digitisation of its internal processes, products, and services, it faces heightened exposure to cybersecurity threats. This increased vulnerability may lead to potential data breaches, compromising sensitive information, disrupting operations, and undermining the Agency's trustworthiness and reputation if robust security measures are not consistently implemented and updated.</p>	<ul style="list-style-type: none"> Agency's system security and firewalls are continuously measured against best practice to address continuous change in technologies and threats. A multi-layered security that safeguards against malicious malwares and Cyber-attack from internal and online intrusions. ICT invests time and money to educate end users using different strategies available and to also continuously upskill ICT officials on industry threats and new developments. ICT environment, Industrial Control Systems(ICS) have been established, policies and procedures have been developed to safeguard the Agency Data and ICT Assets. <ul style="list-style-type: none"> a) IT Governance - Framework b) Data and Information security policy in place and adhered to c) ICT backup and recovery Policy in place and adhered to ensuring that backups are automatically created d) IT Disaster recovery plan in place e) Anti-Virus Policy in place f) Anti-Virus / Endpoint Protection in place g) Patch Management Policy in place h) User access Management Policy in place i) Internal and external firewall in place j) ICT security Awareness conducted continuously k) Mimecast Cloud Cybersecurity Services programme (to provide encryptions of data in transit) in place l) Multifactor authentication (Combination of username, Password and One time Pin (OTP)) is in place m) Cyber-Security Policy developed n) Security Certificate for the NYDA Website, ERP etc (all online platforms) has been configured SSL certificate for external access(ERP) o) User access right set-up within ERP in line with SoP and Delegation of Authority p) NYDA Virtual Private Network (VPN) Access

		<p>q) Security Training for ICT officials</p> <p>r) Additional security has been provided through Distributed key manager (DKIM) that encrypt customer data at rest and in transit</p> <p>s) Cyber security insurance in place through Risk Management Unit.</p> <p>t) insurance conducts vulnerability tests as and when required.</p> <p>u) Specialist: IT Governance and Information Security – Recruitment process has been now been completed, and the position has been filled.</p>
<p>10.2 Improved governance and compliance</p>	<p>i) Lack of business continuity preparedness to recover critical operations in the event of unforeseen business disruptions resulting in failure to meet youth development strategic outcomes.</p> <p>ii) Inadequate electricity / power supply concentration due to decapitated infrastructure, and collapse of the public service delivery need.</p> <p>iii) Impact of the ongoing water crisis: The current water shortages and infrastructure challenges related to water supply in various regions could severely disrupt the operations of NYDA offices, limiting access to basic utilities required for functioning offices, and negatively impacting staff productivity and service delivery to the youth.</p> <p>iii) Loss of key management personnel due to Leadership Transitioning (CEO/Board) end of contracts, resignations, and terminations leading to loss of institutional memory and knowledge management.</p>	<p><u>Business Continuity:</u></p> <ul style="list-style-type: none"> Approved Disaster Recovery Plan in place (RC1) - Implement a detailed BCP, including specific protocols for office closure or remote work during extended outages Approved Communication Strategy in place. Critical Agency products and services available online (ERP) to ensure continuity of service delivery. Code of Conduct and Ethics Policy in place and signed by all officials. Employees in critical functions have been capacitated with relevant tools of trade to work from home. Continuous communication from management is maintained during times of crises through various lines of communication to internal officials and external stakeholders. <p><u>Electricity Crisis / Shortage:</u></p> <ul style="list-style-type: none"> Uninterruptible Power Supply (UPS) - Use of Generators and Inventors at Head Office, District and Centre offices. - All newly leased NYDA buildings are equipped with backup generators to maintain uninterrupted electricity supply during power outage. <p><u>Water Supply Challenges</u></p> <ul style="list-style-type: none"> Require installation of JoJo tanks in new leases to ensure water availability during supply disruptions. -lease agreement/contracts have a clauses mandating backup utilities (generators and water tanks) as part of building compliance for future leases. <p><u>Succession plan:</u></p> <ul style="list-style-type: none"> Development of a succession plan for senior positions. Lobby for Managers & Senior Managers position to be permanent. Development and Implementation of hand-over manual procedure. Implementation of the mentorship programme via Culture Change Programme will address the loss of Institutional Memory.

<p>10.3 Improved governance and compliance</p>	<p>Inadequate Controls Against Impersonation and Fraudulent Representation of the NYDA.</p> <p>i) Public impersonation of the NYDA and its employees: The Agency faces a significant risk of fraudulent activities stemming from individuals or groups falsely claiming to represent the NYDA or posing as its employees. These impersonators may exploit vulnerable young people by soliciting money in exchange for promises of fast-tracking applications, unlocking funding opportunities, or providing preferential access to NYDA services.</p> <p>ii) Fraudulent schemes targeting young applicants: Impersonators of the Agency may deceive young people by falsely claiming association with the NYDA, leading to financial loss and reputational damage to the Agency. Such fraudulent activities can undermine public trust in the NYDA, negatively affecting its credibility and its ability to fulfil its mandate effectively. Namely, Unauthorised use of Agency collateral material such as logo, etc, by the public</p>	<ul style="list-style-type: none"> • Implemented multi-factor authentication. • Public awareness campaigns and educations are implemented and disseminated on social media platform and Government Departments, such Department of Education in Provinces, etc. • Strengthen identity verification process:-robust procedures to identify the identity and credentials of individuals accessing NYDA systems. • Implemented segregation of duties by assigning different responsibilities to different employees, this ensures that no single person has unchecked authority over critical functions where impersonation could occur. • Cyber Security Insurance in place through Risk Management Unit. • Ongoing ICT and Cyber awareness training for employees.
<p>11. Improved governance and compliance</p>	<p>Non-compliance with relevant legislation, regulations, policies, and procedures, compromising the Agency's governance structure and accountability.</p> <ul style="list-style-type: none"> • i) Non-compliance with the NYDA Act and associated governance, financial, and operational mandates, leading to a failure in fulfilling the Agency's statutory obligations. This may 	<ul style="list-style-type: none"> • Disciplinary policy, processes and procedures are in place and executed throughout the Agency. • Approved Code of Conduct and Ethics Policy in place. • Code of Conduct is signed by all employees. • Key Standard Operating Procedures in place and implemented. • Adherence to SCM policies and standard operating procedures enforced. • Implementation of on-going monitoring tools to ensure adherence to set processes and procedures. • Quarterly monitoring of compliance management plans / checklists. • Monitoring of the PFMA checklist and GRAP compliance checklist.

	<p>result in reputational damage, loss of stakeholder confidence, inadequate youth representation, and ineffective program delivery. Additionally, poor alignment with the Act's directives could compromise the Agency's ability to achieve its objectives, attract funding, and maintain proper governance and oversight</p>	<ul style="list-style-type: none"> • Keeping abreast with emerging legislation and monitoring implementation thereof via Risk Unit. • Fraud and Corruption Prevention Policy in place. • Fraud and Corruption Prevention Strategy and Plan in place. • Whistleblowing Manual implemented. • Whistleblowing Hotline functional. • Ethics, Fraud and Corruption awareness and education conducted. • Delegation of Authority frameworks to ensure that there is no overlap and that decisions are made at the appropriate level. • Full implementation of Segregation of Duties and Delegations of Authority. • The Agency Conducts regular training sessions and workshops on the NYDA Act, governance policies, and relevant regulations, ensuring all staff and board members have access to legislative updates and compliance manuals.
12. Improved governance and compliance	<p>Ineffective Implementation of the Grant Program</p> <ul style="list-style-type: none"> • Gaps in the Control Framework and Service Delivery Processes for the Grant Programme: The Grant Programme's current service delivery value chain may have significant control gaps and inefficiencies. These gaps can hinder the Agency's ability to effectively manage grant disbursements, track performance, and ensure equitable access for all youth applicants. Inadequate oversight, monitoring, and evaluation may lead to misallocation of funds, delays in service delivery, and reduced impact, ultimately undermining the Agency's mandate of driving youth development agenda. 	<ul style="list-style-type: none"> • a: Vetting of Suppliers - in terms of registering with National Treasury (NT) Central System Database (CSD for small / medium businesses, etc) • b: Post-disbursement reports and cases handed over to the Legal Unit to institute the process of debt recovery (Section 345 is instituted - Letter of demand is issued to the Supplier instructing him/her to repay if delivery of item is still not made). • a: Continuous Performance Evaluation of Grants awarded to Clients and mentoring thereof. • b: Debt recovery process through Legal Unit instructing the client to repay the collected money or sold items to the Agency as the grant agreement is bridged in respect of above Control. • Contingency Plan in place to address emergencies or unexpected increases in grant applications. • Launching of the Grant Window. • Good Corporate Governance Process and Effective Controls in place.

8. PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

Indicator Title	Title of the indicator verbatim as given in the Programme Plan
Definition	Meaning of the indicator Explanation of technical terms used in the indicator
Source of Data	Where the information is collected from
Method of calculation or assessment	How the performance is calculated (quantitative) How the performance is assessed (qualitative)
Assumptions	Factors accepted as true and certain to happen without proof
Disaggregation of beneficiaries	Target for women Target for youth Target for people with disabilities
Spatial Transformation	Contribution to spatial transformation priorities Description of spatial impact
Calculation type	Cumulative (year-end), cumulative (year-to-date) or non-cumulative
Reporting Cycle	Quarterly, bi-annual or annual
Desired Performance	Information about whether actual performance that is higher or lower than targeted performance is desirable
Indicator Responsibility	Who is responsible for managing or reporting on the indicator

PROGRAMME 1: ADMINISTRATION

Indicator Title	1. Number of NYDA Quarterly Management Reports Produced
Definition	<p>The indicator seeks to measure the NYDA Quarterly Management reports produced and submitted. This report is produced every 3 months. A quarterly Management report includes the following sub reports:</p> <p>NYDA Financial Management Reports</p> <p>NYDA Performance Information Report</p> <p>NYDA Internal Audit Report</p>
Source of Data	<p>Finance Division</p> <p>CEO's Office</p>
Method of calculation or assessment	Simple Count
Assumptions	Report produced on time may not to hinder the submission/reporting to Ops Exco, Executive Authority and Treasury against the approved Annual Performance Plan and National Treasury NYDA Budget allocation.
Disaggregation of beneficiaries	None
Spatial Transformation	None
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	NYDA quarterly Management report issued every three months.
Indicator Responsibility	<p>Senior Manager, Finance Senior Manager and</p> <p>Corporate Strategy Senior Manager</p>

Indicator Title	2. Value of funds sourced from the public and private sectors to support the youth development programmes.
Definition	

	This indicator seeks to measure the total amount of money committed by partners to the NYDA to support youth development programmes.
Source of Data	Corporate Investments
Method of calculation or assessment	Simple Count
Assumptions	Enough funds generated from private and public partnerships to support development of youth programme.
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Funds sourced to support youth development programmes implemented by the NYDA or partners.
Indicator Responsibility	Manager- Corporate Investment
Indicator Title	3. ≥% Representation of PWD's
Definition	This indicator seeks to measure percentage of young PWD's to be included in the employment equity plan. The organization remains committed to fostering an inclusive and diverse work environment, ensuring equal opportunities for all employees, regardless of their background or abilities. We continue to promote a workplace culture that values diversity and strives to enhance accessibility for individuals living with disabilities.
Source of Data	Human Resources

Method of calculation or assessment	Simple Count
Assumptions	Fostering an inclusive and diverse work environment
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Ensuring equal opportunities,PWD's
Indicator Responsibility	Manager Human Resources

Indicator Title	4. Number of SETA partnerships established
Definition	This indicator seeks to measure the number SETA partnerships established that benefit the youth.
Source of Data	Corporate Investments Unit
Method of calculation or assessment	Simple Count
Assumptions	Buy-in and participation by relevant stakeholders.
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)

Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Supported youth development programmes by partnerships established with SETAs.
Indicator Responsibility	Manager Corporate Investment

Indicator Title	5. Number of partnerships signed with technology companies.
Definition	The indicator seeks to measure the number of partnerships signed with technology companies to support youth development programmes.
Source of Data	Corporate Investment Unit
Method of calculation or assessment	Simple Count
Assumptions	Buy-in and participation by relevant stakeholders
Disaggregation of beneficiaries	None
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Supported youth development programmes by partnerships established with technology companies.
Indicator Responsibility	Manager Corporate Investment

Indicator Title	6. Number of awareness campaigns on GBVF for young people by the NYDA in collaboration with partners
Definition	The indicator seeks to count the number of Gender Based Violence and Femicide (GBVF) awareness campaigns that NYDA in collaboration with its partners conducted to young people.

Source of Data	Communications Department
Method of calculation or assessment	Verify document submitted
Assumptions	The NYDA participates in GBVF awareness campaigns where young people are invited
Disaggregation of beneficiaries	None
Spatial Transformation	None
Calculation type	Simple count
Reporting Cycle	Quarterly
Desired Performance	NYDA attendance and/or participation to GBVF awareness campaigns
Indicator Responsibility	Manager - Communications Department

Indicator Title	7. Risk Management Maturity Assessment report produced
Definition	A Risk Management Maturity Assessment evaluates various aspects of an organisation's risk management framework, measuring its effectiveness in aligning with industry best practices. It provides insights into the organisation's current maturity level, identifies strengths and gaps, and offers a roadmap for continuous improvement in managing risks proactively and strategically.
Source of Data	Risk Unit
Method of calculation or assessment	Verify document submitted
Assumptions	The NYDA produced a risk management maturity report
Disaggregation of beneficiaries	None
Spatial Transformation	None
Calculation type	Simple count
Reporting Cycle	Annually
Desired Performance	Risk Management Maturity report produced

Indicator Responsibility	Manager - Risk Unit
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Indicator Title	8. Percentage preferential procurement spend on enterprises that are: youth, young women and youth with disability owned.
Definition	This indicator seeks to measure the percentage of preferential procurement spend targeted for Youth-owned enterprises to create employment opportunities, alleviate poverty and redress the imbalances of the past. i.e. enterprises that are: youth, young women and youth with disability owned.
Source of data	NYDA data on payments made to supplier's monthly
Method of Calculation / Assessment	Simple count
Assumptions	Classification and ownership details of enterprises are registered and captured correctly on Central Supplier Database
Disaggregation of Beneficiaries (where applicable)	30% youth owned, 40% women owned and 5% persons with disability
Spatial Transformation (where applicable)	All the 9 Provinces
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly progress report against the annual target
Desired Performance	Meeting and potentially exceeding, the target of 10% preferential procurement spend on enterprises that are: Youth-owned
Indicator Responsibility	Manager : Supply Chain Management

Indicator Title	9. Number of Inter-governmental relations activities facilitated
Definition	This indicator seeks to measure the number of Inter-governmental departments facilitated based on the principle of cooperation between

	the three spheres of government – local, provincial and national to support youth development programmes.
Source of Data	Office of the CEO
Method of calculation or assessment	Simple Count
Assumptions	Buy-in and participation by relevant stakeholders.
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Supported youth development programmes by partnerships facilitated with inter-governmental departments
Indicator Responsibility	Senior Manager – Corporate Investment

Indicator Title	10. Number of Youth month outreach events implemented
Definition	The indicator seeks to measure the number of Youth month outreach events implemented to support youth development programmes.
Source of Data	Corporate services division
Method of calculation or assessment	Simple Count
Assumptions	Buy-in and participation by relevant stakeholders
Disaggregation of beneficiaries	100 % youth Gender

	<p>Race</p> <p>Disability status</p> <p>Business sector</p> <p>Geographic location (Rural/ Peri-urban/urban)</p>
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Youth month calendar of events achieved
Indicator Responsibility	Manager: Communications
Indicator Title	11. Number of Youth Innovation initiatives facilitated
Definition	The indicator seeks to measure the number of Youth innovation initiatives that bring together researchers, creators and innovators to nurture ideas into industry changing products and services.
Source of Data	CEO'S Office
Method of calculation or assessment	Simple Count
Assumptions	Buy-in and participation by relevant stakeholders
Disaggregation of beneficiaries	<p>100 % youth</p> <p>Gender</p> <p>Race</p> <p>Disability status</p> <p>Business sector</p> <p>Geographic location (Rural/ Peri-urban/urban)</p>
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Youth innovation initiatives established
Indicator Responsibility	Senior Manage: Corporate Investment

Indicator Title	12. Percentage of ICT service delivery standard met
Definition	This indicator measures the percentage of ICT service requests and performance metrics that meet predefined service delivery standards within the organization.
Source of Data	ICT Department
Method of calculation or assessment	Simple count of ICT service requests resolved within the agreed service levels, divided by the total number of requests received, multiplied by 100.
Assumptions	Adequate resources and tools are available for ICT service delivery Buy-in and participation from relevant stakeholders Timely logging of ICT issues and requests
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	94%
Indicator Responsibility	Manager: ICT
Indicator Title	13. Percentage spend of training and development budget
Definition	This indicator seeks to measures the proportion of the total allocated budget for staff training and development that has been utilized. It ensures that financial resources are effectively spent on upskilling employees in alignment with organizational objectives.

Source of Data	Human Resources Development
Method of calculation or assessment	Simple Count
Assumptions	Buy-in and participation by relevant stakeholders
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Youth innovation initiatives established
Indicator Responsibility	Manager: Human Resources

Indicator Title	14. Number of partnerships signed with Engineering companies
Definition	The indicator seeks to measure the number of partnerships signed with engineering companies to support youth development programmes.
Source of Data	Corporate Investment Unit
Method of calculation or assessment	Simple Count
Assumptions	Buy-in and participation by relevant stakeholders
Disaggregation of beneficiaries	None
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly

Desired Performance	Supported youth development programmes by partnerships established with engineering companies.
Indicator Responsibility	Senior Manager Corporate Investment
Indicator Title	15. Number of partnerships signed with Agricultural companies
Definition	The indicator seeks to measure the number of partnerships signed with agricultural companies to support youth development programmes.
Source of Data	Corporate Investment Unit
Method of calculation or assessment	Simple Count
Assumptions	Buy-in and participation by relevant stakeholders
Disaggregation of beneficiaries	None
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Supported youth development programmes by partnerships established with agricultural companies.
Indicator Responsibility	Senior Manager Corporate Investment

Indicator Title	16. Implement organizational culture strategy.
Definition	This indicator seeks to measure the implementation organisational culture Strategy on the NYDA Organizational Culture which equips all staff with a clear set of priorities to transform team culture and drive people-centered outcomes.
Source of Data	Human Resources
Method of calculation or assessment	Verify documents submitted
Assumptions	The assumption is that all staff will live upon the values of the NYDA
Disaggregation of beneficiaries	None
Spatial Transformation	None
Calculation type	Non- Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	An Approved implementation report

Indicator Responsibility	Manager- Human Resources
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Indicator Title	17. Implement customer service plan.
Definition	This indicator seeks to measure the implementation of NYDA Customer service plan. A customer service plan is a thorough strategy that the Agency will implement to handle customer interactions, it provides guidelines that help team members provide a consistent customer experience throughout every stage of the customer journey.
Source of Data	Customer service unit
Method of calculation or assessment	Verify documents submitted
Assumptions	The assumption is that the Customer service plan is approved by Executive Director
Disaggregation of beneficiaries	None
Spatial Transformation	None
Calculation type	Non- Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	An approved Customer Service Plan
Indicator Responsibility	Manager- Customer service

Indicator Title	18. Implement Integrated Communications and Marketing Strategy
Definition	The indicator seeks to measure implementation of the revised Integrated Communications and Marketing Strategy
Source of Data	Communications Division
Method of calculation or assessment	Verify the submitted reports
Assumptions	There is budget allocated for the implementation of the Integrated Communications and Marketing Strategy
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Annually
Desired Performance	Integrated Communications and Marketing Strategy implemented
Indicator Responsibility	Manager- Communications

PROGRAMME 2: OPERATIONS

SUB-PROGRAMME 1: ECONOMIC DEVELOPMENT THROUGH YOUTH ENTREPRENEURSHIP

Indicator Title	1. Number of youth and youth owned enterprises supported with financial interventions.
Definition	<p>This indicator seeks to measure the number of youth and youth owned enterprises assisted with enterprise finance.</p> <p>A total of 100 Financial Interventions is set aside for youth with disabilities</p>
Source of Data	Grant Programme
Method of calculation or assessment	<p>Simple Count</p> <p>Verify each document submitted</p> <p>Each youth owned enterprise or youth supported with grant funding will be counted once per grant intervention.</p>
Assumptions	<p>Sufficient support (financial) provided to youth owned enterprises.</p> <p>Budget Availability</p>
Disaggregation of beneficiaries	<p>100 % youth</p> <p>Gender</p> <p>Race</p> <p>Disability status</p> <p>Provincial</p>
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increase in youth participating in the mainstream economy through enterprise development or entrepreneurship.
Indicator Responsibility	Senior Manager- Quality Management & Customer Services

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Indicator Title	2. Number of persons with disability supported with financial interventions.
Definition	<p>This indicator seeks to measure the number of persons with disability assisted with enterprise finance.</p> <p>A total of 500 Financial Interventions is set aside for youth with disabilities</p>
Source of Data	Grant Programme
Method of calculation or assessment	<p>Simple Count</p> <p>Verify each document submitted</p> <p>Each youth owned person living with disability supported with grant funding will be counted once per grant intervention.</p>
Assumptions	<p>Sufficient support (financial) provided to person living with disability.</p> <p>Budget Availability</p>
Disaggregation of beneficiaries	<p>100 % youth</p> <p>Gender</p> <p>Race</p> <p>Disability status</p> <p>Provincial</p>
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increase in youth participating in the mainstream economy through enterprise development for young persons living with disability
Indicator Responsibility	Senior Manager- Quality Management & Customer Services

Indicator Title	3. Number of Business Development Support Vouchers offered to Young People.
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Definition	<p>This indicator seeks to measure the number of Business Development Support Vouchers offered to young people.</p> <p>Young people receive vouchers that give them access to business development support services offered by the NYDA.</p>
Source of Data	Voucher Programme
Method of calculation or assessment	Each intervention is counted cumulatively - beneficiaries of the entity listed on the VP40 for each intervention
Assumptions	Budget Availability
Disaggregation of beneficiaries	<ul style="list-style-type: none"> • 100 % youth • Gender • Race • Disability status • Business sector • Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (rural/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	To increase the number of jobs created and sustained by entrepreneurs or enterprises supported through business development services.
Indicator Responsibility	Senior Manager- Quality Management & Customer Services

Indicator Title	4. Number of youth and youth owned enterprises supported with non-financial business development interventions.
Definition	<p>This indicator seeks to measure the number of youth that are supported through NYDA non-financial support interventions by the business development support services function.</p> <p>The key fundamentals for success comprised of the following Non financial Business Development Support services interventions:</p>

	<ol style="list-style-type: none"> 1. Entrepreneurship Development Training Business Management Training - ILO-SIYB Generate, Start or Improve Your Business/SYB Co-ops 2. Sales Pitch and BBBEE Training 3. Co-operative Governance Training 4. Market Linkages 5. Mentorship Programme
Source of Data	Business Development Services
Method of calculation or assessment	<p>Simple count</p> <p>Each young person or beneficiary will be counted once per intervention/programme.</p>
Assumptions	<p>Sufficient support to beneficiaries with business development support services.</p> <p>Budget availability.</p>
Disaggregation of beneficiaries	<p>100 % youth</p> <p>Gender</p> <p>Race</p> <p>Disability status</p> <p>Business sector</p> <p>Geographic location (Rural/ Peri-urban/urban)</p>
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increase youth owned enterprises and youth that are accessing economic opportunities.
Indicator Responsibility	Senior Manager- Quality Management & Customer Services

Indicator Title	5. Number of jobs created and sustained through supporting entrepreneurs and enterprises.
Definition	<p>This indicator seeks to measure the number of jobs created and sustained through supporting entrepreneurs and enterprises through the following Business Development Services:</p> <p>Voucher</p> <p>Market Linkages</p> <p>Grant Funding</p> <p>Jobs created – are new opportunities for paid employment, created through entrepreneurship development interventions</p> <p>Jobs sustained – existing jobs prior receiving the NYDA service</p>
Source of Data	<p>Voucher</p> <p>Market Linkages Programme</p> <p>Grant Funding Programme</p>
Method of calculation or assessment	<p>Simple count</p> <p>Each job created and sustained will be counted as one in each contributing Business Development Service.</p>
Assumptions	Budget Availability
Disaggregation of beneficiaries	<p>100% Youth</p> <p>Gender</p> <p>Race</p> <p>Disability status</p> <p>Business sector</p> <p>Geographic location (Rural/ Peri-urban/urban)</p>
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly

Desired Performance	To increase the number of jobs created and sustained by entrepreneurs or enterprises supported through business development services.
Indicator Responsibility	Senior Manager- Quality Management & Customer Services

SUB-PROGRAMME 2: DECENT EMPLOYMENT THROUGH JOBS PROGRAMME

Indicator Title	1. Number of young people capacitated with skills to enter the job market.
Definition	<p>The indicator seeks to measure the number of young people capacitated with soft skills to enter the job market by receiving one or more of the following NYDA training interventions:</p> <ul style="list-style-type: none"> - Life skills - Job preparedness training
Source of Data	Operations Division
Method of calculation or assessment	<p>Simple count</p> <p>Youth trained to enter the job market by receiving one or more of the following NYDA training interventions:</p> <p>Life skills</p> <p>Job preparedness training</p>
Assumptions	<p>Adequate training provided (Training that is aligned to current jobs and youth needs).</p> <p>Sufficient participation by young people on jobs training</p> <p>Budget availability.</p>
Disaggregation of beneficiaries	<p>100 % youth</p> <p>Gender</p> <p>Race</p> <p>Disability status</p> <p>Business sector</p> <p>Geographic location (Rural/ Peri-urban/urban)</p>

Spatial Transformation	Geographic location (rural/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increase in the number of young people trained through vocational, technical, job preparedness, Skills programmes and Learnerships training interventions leading to increased employability and self-employment.
Indicator Responsibility	Manager; PDDD - Economic Development

Indicator Title	2. Number of young people trained on short technical skills programs to access job opportunities
Definition	Technical skills training is provided to young people in a form of skills transfer; namely accredited trainings such as skills programmes, learnerships, apprenticeship and other skills transfer that are not accredited such as internships. Most trainings are accredited by the Sector Education and Training Authorities (SETAs) or Quality Council for Trades and Occupations (QCTO) training. The programme focuses on skills and knowledge that are relevant to industry needs, making learners, apprentices and interns more employable and self employed.
Source of Data	Operations Division
Method of calculation or assessment	Simple count Youth trained on technical skills
Assumptions	Adequate training provided Sufficient participation by young people on jobs training Budget availability.
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)

Spatial Transformation	Geographic location (rural/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increase in the number of young people trained through technical training interventions leading to increased employability and self-employment.
Indicator Responsibility	Manager - PDDD Economic Development

Indicator Title	3. Number of Young people placed in jobs
Definition	This indicator seeks to measure the participation of NYDA on the national pathway management network for the benefit of South African youth. It is also to measure that number of young people that will access job opportunities through all platforms from NYDA
Source of Data	Jobs Placement programme
Method of calculation or assessment	SA Mobi network platform
Assumptions	Budget Availability
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (rural/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly

Desired Performance	To increase the number of young people benefiting from the national pathway management platform
Indicator Responsibility	Manager- Pathway Management Networks

Indicator Title	4. Number of persons with disability capacitated with training on jobs and entrepreneurship
Definition	This indicator seeks to measure the participation of persons with disability through the entrepreneurship programme and be capacitated with training and be empowered on how to grow their business and sustainability and also be capacitated with jobs skills
Source of Data	Training programme
Method of calculation or assessment	Simple count
Assumptions	Budget Availability
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (rural/urban)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	To increase the number of young people benefiting from the national pathway management platform
Indicator Responsibility	Manager- Pathway Management Networks

SUB- PROGRAMME 3: NATIONAL YOUTH SERVICES

Indicator Title	1. Number of government departments implementing NYS programmes in partnership with the NYDA
Definition	The indicator seeks to measure number of government Departments in partnership with the NYDA to implement NYS.
Source of Data	National Youth Services Unit
Method of calculation or assessment	Simple count
Assumptions	There is enough capacity and budget to Lobby the number of Departments to implement NYS
Disaggregation of beneficiaries	100 % youth Gender Race Disability status
Spatial Transformation	Geographic location (urban/rural)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Up scaled implementation of NYS
Indicator Responsibility	Senior Manager-National Youth Service

Indicator Title	2. Number of government departments and organisations capacitated to implement NYS programme.
Definition	The indicator seeks to measure number of government departments, NGO's and organisations to be capacitated to implement NYS programmes

Source of Data	National Youth Services Unit
Method of calculation or assessment	Simple count
Assumptions	There is enough capacity and budget to Lobby the number of Departments to implement NYS
Disaggregation of beneficiaries	100 % youth Gender Race Disability status
Spatial Transformation	Geographic location (urban/rural)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Up-scaled implementation of NYS
Indicator Responsibility	Senior Manager-National Youth Service

Indicator Title	3. Number of young people securing paid service opportunities.
Definition	<p>This indicator tracks the number of individual young people who have participated in the paid service activities and have received stipends for their community service work. Each individual is only to be counted once under this indicator.</p> <p>Service work activities will fall under one or more of the broad service work categories which includes: <i>Surveys & Digital Mapping, Sports & Recreation, Arts, Culture & Entertainment, Learner Support, Social Support Services, Solidarity & Care, Early childhood development/Early Learning, Food security & Child nutrition, and Community Works, Revitalisation & Greening programmes.</i></p>
Source of Data	<ul style="list-style-type: none"> • Timesheets for Each individual and/or • electronic payroll reports and biometric databases and/or • any other suitable sources as agreed to in the signed Grant Agreement for the project
Method of calculation or assessment	<p>Simple count</p> <p>The Unit of Measure for this indicator is a person (participant). The reported number of participants will be disaggregated in terms of gender, age,</p>

	disability, race, geographic location, number and type of programme/support services participated in, , value of stipends received,
Assumptions	There is sufficient capacity and budget to coordinate the NYS
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (urban/rural)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increase in the number of young people participated in the programme
Indicator Responsibility	Senior Manager- National Youth Service.

Indicator Title	4. Number of young people who have completed planned service activities.
Definition	<p>These are young people who successfully complete service activities they have been enrolled into. Each young person will be signed up to serve in a specific capacity over a period of time using Individual Service Plans.</p> <p>These plans will form the basis of the measurement of the young person's successful completion of their service activities over the measurement period (typically 6-months). Completion is measured over the stipulated period for each young person. That means a young person is deemed to have successfully completed their service tenure when their successfully completed service activities add up to the stipulated period. A young person may complete more than one service activity over the measurement period, but completion is fulfilled once all these service activities add up to the stipulated period (typically 6-months).</p> <p>Each Service Plan will be categorised and reported under a priority service area, which include Surveys & Digital Mapping, Sports & Recreation, Arts, Culture & Entertainment, Learner Support, Social Support Services, Solidarity & Care, Early childhood development/Early Learning, Food</p>

	security & Child nutrition, and Community Works, Revitalisation & Greening programmes.
Source of Data	<ul style="list-style-type: none"> National Youth service programme Service Completion Certificates Beneficiary Database Consolidated Timesheets Signed Attestation by NGO/Partner with data list Annexure
Method of calculation or assessment	<p>Simple count</p> <p>The Unit of Measure for this indicator is a young person (participant). The reported number of young people will be disaggregated in terms of gender, age, disability, race, geographic location, number and type of programme/support services participated in, priority service area, number and type of opportunities secured, value of stipends secured, and movement within and between PYEI interventions.</p>
Assumptions	There is sufficient capacity and budget to coordinate the NYS
Disaggregation of beneficiaries	<p>100 % youth</p> <p>Gender</p> <p>Race</p> <p>Disability status</p> <p>Business sector</p> <p>Geographic location (Rural/ Peri-urban/urban)</p>
Spatial Transformation	Geographic location (urban/rural)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increase in the number of young people participated in the programme
Indicator Responsibility	Senior Manager- National Youth Service.

Indicator Title	5. Number of young people transitioning out of the National Youth Service (NYS) into other opportunities.
Definition	<p>These are young people who migrate out of the National Youth Service. These young people can transfer out of the NYS in the course of serving out an Individual Service Plan or upon completion of one (typically 6-months). They also may migrate to another intervention or opportunity for</p>

	ostensibly better, more applicable or different opportunities (for example: young people take up further education & training opportunities; employment opportunities; or entrepreneurial opportunities outside of the NYS).
Source of Data	<ul style="list-style-type: none"> Beneficiary Database Signed Attestation
Method of calculation or assessment	<p>Simple count</p> <p>Each young person will be counted once.</p>
Assumptions	There is sufficient capacity and budget to coordinate the NYS
Disaggregation of beneficiaries	<p>100 % youth</p> <p>Gender</p> <p>Race</p> <p>Disability status</p> <p>Business sector</p> <p>Geographic location (Rural/ Peri-urban/urban)</p>
Spatial Transformation	Geographic location (urban/rural)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Increase in the number of young people participated in the programme
Indicator Responsibility	Senior Manager- National Youth Service.

Indicator Title	6. Number of NYS outreach activities coordinated to promote NYS communities
Definition	This indicator measures the number of people within NYS , across the country who will be provided with information regarding services available within NYS

Source of Data	NYS
Method of calculation or assessment	Simple count
Assumptions	There is sufficient capacity and budget
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (urban/rural)
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Outreach activities coordinated to promote NYS communities
Indicator Responsibility	NYS - Senior Manager

PROGRAMME 3: Integrated Youth Development

Indicator Title	1. Annual reports produced on IYDS, NYS programme and Disability strategy
Definition	This indicator seeks to measure the implementation of the Integrated Youth Development Strategy, National Youth Service programme and Disability
Source of Data	CEO'S Office -Corporate Strategy and Planning and National Youth Service
Method of calculation or assessment	Simple Count
Assumptions	Buy-in and sufficient cooperation by all stakeholders. Budget availability

Disaggregation of beneficiaries	Indicator will be disaggregated in the following manner: Annual breakdown
Spatial Transformation	None
Calculation type	Non-Cumulative for the year
Reporting Cycle	Annually
Desired Performance	An implemented integrated youth development strategy, National youth service programme and Disability Strategy by NYDA
Indicator Responsibility	Snr Manager NYS and Manager- Corporate Investment

Indicator Title	2. Number of Impact programme evaluations conducted
Definition	This indicator seeks to measure the number of impact programme evaluations to be conducted on NYDA programmes. This will reflect how the NYDA has implemented its programmes looking at the impact and results. It will also assist management to make informed decisions when implementing programmes.
Source of Data	Monitoring and Evaluation Unit
Method of calculation or assessment	Simple count Verify data submitted and benchmarks
Assumptions	Limited number of impact programme evaluation conducted Budget availability
Disaggregation of beneficiaries	Indicator will be disaggregated in the following manner: Quarterly breakdown
Spatial Transformation	None
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	To produce impact assessment that give input to the NYDA's Programmes.
Indicator Responsibility	Senior Manager- Corporate Strategy and Planning

Indicator Title	3. Develop a youth research report in the country
Definition	This target will focus on conducting youth related research across the country in partnerships with other organisations e.g. Universities or NGOs. This will cover all the statistics and content focusing on specific key indicators for young people. We will continue the path of ongoing evaluation of products and services, status of the youth annual barometer and pursue research and innovation programs with at least five public universities in South Africa.
Source of Data	Integrated Youth Development Programme
Method of calculation or assessment	Verify documents available
Assumptions	Participation of all stakeholders and engagement with all relevant stakeholders especially institutions of higher learning.
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Increased support of young people on youth development programmes
Indicator Responsibility	Manager- Integrated Youth Development

Indicator Title	4. Number of Youth Status Outlook reports produced
Definition	This indicator seeks to measure the in-depth analysis of the trends in youth reports produced and to seek guide for better planning and understanding youth needs. This will also look at issues of gender-based violence, young women and other related youth programmes.
Source of Data	Integrated youth Development

Method of calculation or assessment	Simple count
Assumptions	Quality assured youth reports submitted Budget availability
Disaggregation of beneficiaries	Quarterly breakdown
Spatial Transformation	None
Calculation type	Cumulative for the year
Reporting Cycle	Quarterly
Desired Performance	Proper analyses of Youth needs, trends and well-informed youth reports
Indicator Responsibility	Manager- Integrated Youth Development

Indicator Title	5. Reviewed and approved disability strategy
Definition	This indicator seeks to measure the review of the disability strategy which is meant to fostering an inclusive and diverse work environment, ensuring equal opportunities for all employees, regardless of their background or abilities.
Source of Data	CSP
Method of calculation or assessment	100 % youth Gender Race Disability status Business sector
Assumptions	There is availability of resources and budget
Disaggregation of beneficiaries	100 % youth Gender Race Disability status

	Business sector
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Workplace culture that values diversity and strives to enhance accessibility for individuals living with disabilities.
Indicator Responsibility	Senior Manager - CSP

Indicator Title	6. Developed and approved Rural Strategy on youth empowerment programmes
Definition	This indicator seeks to measure access of products and services of NYDA by the rural youth. The Nyda want to support more rural youth as most of them are disadvantaged, services are not accessible to them and also access to data is a challenge and through the outreach programmes from branches these young people will be assisted
Source of Data	PDDD
Method of calculation or assessment	Simple count
Assumptions	Capacity and budget available
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector
Spatial Transformation	Geographic location (Rural)
Calculation type	Non-cumulative

Reporting Cycle	Annually
Desired Performance	Inclusive programmes of the NYDA towards rural youth
Indicator Responsibility	Senior Manager - CSP