



APP



nyda

NATIONAL YOUTH DEVELOPMENT AGENCY
OUR YOUTH. OUR FUTURE.

Annual Performance Plan

2025/26





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EXECUTIVE AUTHORITY STATEMENT

The Annual Performance Plan (APP) of the National Youth Development Agency (NYDA) was developed with the support of the NYDA Board and the Department of Women, Youth and Persons with Disabilities (DWYPD). It identifies the performance indicators and targets which the agency seeks to achieve during the period - 2025/26 financial year. It is important that these performance indicators and targets are aligned to the national priorities, given that the NYDA is a national public entity established for socio-economic empowerment of young people. South Africa, like many countries globally, grapples with the challenge of youth unemployment. Youth unemployment has a direct and detrimental impact on economic growth. When a large segment of the population is unemployed, the economy loses out on potential productivity. This is particularly concerning in countries with a youthful demographic, where most of the population is under 30. In the fourth quarter of 2024, South Africa's youth unemployment rate (15-24 years) was at 59.6%, while the rate for those aged 25-34 was at 39.4%.

This 2025/26 APP, continuously expresses, the need to accelerate service delivery impact and improvement. The aim is to reach out to and improve the quality of lives of many young people, particularly, the marginalised groups like: girls and young women and men; youth with disabilities; and youth residing in deep rural areas and townships. Hence, the agency refocused its mandate to ensure its attainment through continued collaboration with all state and non-state actors in the youth development sector. This is crucial, in the context of sluggish economic growth, resources constraints, and poor socio-economic outlook. Therefore, the NYDA needs to forge meaningful partnerships with government, civil society, and business sectors as well as development partners, in the quest to achieve common objectives.

The NYDA has rationalized its work and will, through its 2025/26 APP, have a renewed focus towards youth entrepreneurship, job creation as well as coordination and implementation of the National Youth Service Programme by all sectors of society.

I am confident that the NYDA will continue to support young people across the country, so that they can in turn make a meaningful contribution towards development of their communities and society.

Hon. Sindisiwe Chikunga, MP

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



FOREWORD BY THE DEPUTY MINISTER

According to the World Youth Report (2020), there are 1,2 billion young people aged 15 to 24 years, accounting for 16 per cent of the global population. With almost 60% of its people under 25, Africa has the youngest population in the world. It is clear that, young people represent a significant and dynamic demographic globally, embodying potential for driving socio-economic development and future of their respective societies. Hence, it is crucial now more than before, to address the many issues that young people face, such as: gender inequality, economic inequality, high levels of unemployment, physical ill-health and poor mental health, poor quality education, high crime rates, substance abuse, and violence, to name a few. In addition, the economic fallout associated with COVID-19, persistent electricity outages, high inflation, food insecurity, high oil prices and growing inequality, have all hit young people hard. Throughout all of these crises, young people got exposed to job losses and negatively affected, particularly since many were not covered by social protections such as the Unemployment Insurance Fund. Young women, face additional burdens of household duties and unpaid care work that exacerbated economic poverty with time-poverty, and severely impacting on their ability to look for work.

The Presidential Employment Stimulus (PES) created meaningful employment and strengthened livelihoods. It was initiated as part of the economic recovery from the effect of COVID-19. However, this initiative continues to respond to the ongoing crisis of unemployment. PES provides funding to several Presidential Youth Employment Initiative (PYEI) components and directly delivers employment opportunities for youth. In turn, the PYEI's National Pathway Management Network supports the implementation of PES programmes. Operation Vulindlela addresses the structural barriers that hinder businesses in creating more jobs for young people. In summary, the PYEI coordinates, accelerates, and enhances existing programmes, while driving innovation and creating pathways to earning for young people at scale.

The 2025/2026 Financial Year agency's strategy focuses on expanding support to youth-owned enterprises, since our five - wave evaluation revealed entrepreneurship as one of the working interventions. In skills development area, the Agency will grow its partnerships with the Sectors Education and Training Authorities (SETA's), focussing on high impact as well as pay-for-performance skills development. The agency's focus will be on training young people in areas that are in demand led and have capacity to absorb youth as employees or enable them to create sustainable businesses.

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

The youth demographic, both nationally and across the continent, represents a significant potential advantage while also presenting distinct challenges. When effectively managed with a strategic and informed approach, young people can drive innovation, enhance digital literacy, and contribute creativity, adaptability, and fresh perspectives to societal challenges. Additionally, their high energy levels and learning capacity, coupled with their substantial workforce potential, can play a crucial role in fostering economic growth through increased labour force participation.

These opportunities are currently being obscured and differed by our country's existing challenges, chief among them the triple threat of poverty, unemployment and inequalities – which are among the highest in the world. Directly and indirectly, the youth of our country are the most affected by these.

More specifically, our nation's youth challenges include access to quality education and skills development, economic inequality, high levels of crime, substance abuse, lack of basic services and housing, early sexual debut and teenage pregnancies.

The 4th Board of Directors were appointed by President Cyril Matamela Ramaphosa in November 2021 and assumed its duties in December 2021. The Board entered its term with several challenges that were facing our youth and nation.

This is the reason why we will continue and tirelessly implement youth development programmes to address these and relate them to outcomes which ensure an efficient, effective and development-orientated public service in support of the young people of South Africa.

Our efforts are underpinned by the recently amended National Youth Development Agency Amendment Act 11 of 2024, which was signed into law by President Ramaphosa in August last year. We remain steadfast in our vision of building "a credible, capable, inclusive, and activist development agency that is responsive to the plight of South Africa's youth."

This vision work is broadly guided by the National Development Plan (NDP) 2030 and supported by the National Youth Policy (NYP) 2030. These youth aspirations are further concretised into an implementable and measurable instrument called the Integrated Youth Development Strategy (IYDS) 2022 – 2025.

The NYDA has rationalised its work and will, through its Annual Performance Plan for 2025/26, have a renewed focus towards youth entrepreneurship and the creation and facilitation of jobs. Moreover, the coordination of the National Youth Services Programme across all sectors of government and society will be reinforced and expanded. The Agency recognizes that its success is ultimately measured by the impact it has on the lives of young people. Accordingly, the Annual Performance Plan has been strengthened to maximise its effectiveness while realigning functions that are better suited for implementation by other government entities.

The nation's most comprehensive effort to address youth unemployment to date, the Presidential Youth Employment Intervention (PYEI), which focuses on transitioning young people along multiple pathways into the economy has had a significant impact and should be expanded.

Given the realities, youth development initiatives should be strategically aligned with approaches that address poverty, skills shortages, and unemployment while catalysing socio-economic development. This can be achieved through integrated and sector-specific programmes designed to bring about meaningful and measurable improvements in the quality of young people's lives.

By systematically monitoring the priorities of young people and the challenges they face, the Agency remains committed to engaging with them in a targeted and responsive manner. Accordingly, the Annual Performance Plan reaffirms the Agency's dedication to addressing youth underdevelopment, strengthening its efforts to achieve a meaningful and sustainable impact on the lives of young people nationwide.



Asanda Luwaca

Executive Chairperson of NYDA Board



ACTING CHIEF EXECUTIVE OFFICER STATEMENT

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. The NYDA will continue to focus in this Annual Performance Plan 2025 / 2026 on addressing the high levels of youth unemployment.

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"***.

The NYDA's new core strategy focuses on the following four pillars:

- Economic development through youth entrepreneurship
- Sustainable and decent employment through the jobs program
- Revitalisation of service through the National Youth Service
- Monitoring and Evaluation of the Integrated Youth Development Strategy

The Presidential Youth Employment Intervention (PYEI) is South Africa's most comprehensive effort aimed at addressing challenges of unemployment facing young people and it is yet to address this crisis. Its goal is to transition young people successfully from learning to earning. To this end, the intervention brings together the strengths of numerous government institutions and social partners to deliver more opportunities for young people. The PYEI integrates with other interventions coordinated by the Project Management Office in the Presidency to drive structural reforms and enable job creation. The Presidential Employment Stimulus (PES) creates meaningful employment and strengthens livelihoods. It was initiated as part of the economic recovery from the effect of COVID-19, but continues to respond to the ongoing crisis of unemployment.

On the operational side, the NYDA will have the following focus areas for 2025/26:

- Expand our participant base from 20,000 to 40,000 young people engaged in paid service opportunities across South Africa.
- Support 2 500 youth-owned enterprises, township, youth with disability and rural enterprises
- Implement a Culture Change process that seeks to develop an engaged, agile workforce that is responsive to the developmental needs of young people.

- Stabilising the Enterprise Resource Planning system and ensuring the Agency is a modern technology-based institution.
- Communicating effectively with stakeholders, youth, partners, government and the media.
- Implement the Revitalised National Youth service and create jobs for young people
- Skilling and linkages of young people to match their skills through training and mentorship programme
- Support the unemployed youth to access job opportunities.
- Implement the preferential procurement spend on enterprises that are Youth owned

In all this work, we will ensure representation of designated groups (women, youth and persons with disabilities, referred to as (WYPWD), and focus on rural and township areas. 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.

Key to all of these endeavours is the National Youth Development Agency team whose dedication and diligence allows us to execute these focus areas in the best interests of young people as a whole. The year 2025/26 will be a year of transition – the institutional work that has been built to address youth unemployment and youth development must however continue at pace to sustain the gains that have been made both pre and post pandemic. Let us continue to endeavour in all our work to leave no young person behind.



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
DWYPD	Department Women, Youth and Persons with Disabilities
EIP	Enterprise Investment Programme
HDI	Human Development Index
IYDS	Integrated Youth Development Strategy
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MTDP	Medium-Term Development Plan
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
NSDS	National Skills Development Strategy
NYDA	National Youth Development Agency
NYP	National Youth Policy
NYS	National Youth Service
NYSPP	National Youth Service Policy Framework
PDDD	Program Design, Development and Delivery
PGDS	Provincial Growth and Development Strategy
PWD	Persons with Disabilities
IYDS	Integrated Youth Development Strategy
SAYWA	South Africa Youth Workers Association
SDA	Skills Development Act
SDF	Skills Development Fund

Official Sign-off

It is hereby certified that this is the NYDA Annual Performance Plan 2025-2026:

- 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 2025-2026

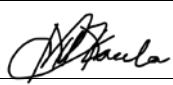

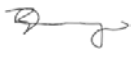




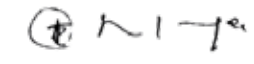
Name of Programme Owner	Designation	Signature
Ms. Nontsikelelo Makaula	Executive Director: PDDD	
Ms. Dimakatso Masiteng	Chief Information Officer: ICT & Acting Executive Director Corporate Services and Legal	
Mr. Walter Bango	Head of Planning	
Ms. Okuhle Sidumane	Chief Financial Officer	
Ms. Mafiki Duma	Acting Chief Executive Officer	
Ms. Asanda Luwaca	Executive Chairperson of the Board	
Mmapaseka Steve Emily Letsike, Ms. MP	Deputy Minister: Department of Women, Youth and Persons with Disabilities	
Sindisiwe Chikunga, Ms. MP	Minister: Department of Women, Youth and Persons with Disabilities	

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PART A OUR MANDATE



NATIONAL YOUTH DEVELOPMENT AGENCY



1. 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.

1.1 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.

1.2 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>

The New Growth Path (2011)	<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.
National Youth Policy 2030	<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>
Amended National Youth Development Agency (NYDA), Act Number 11 of 2024.	<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>
Public Finance Management Act, No 1 of 1999 as amended (PFMA)	<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.
Broad Based Black Economic Empowerment Act 53 of 2003 "As Amended"	<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.

Skills Development Act of 1998 (as Amended in 2010)	<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.
Integrated Youth Development Strategy (IYDS 2022/2025)	<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.

PART B

OUR STRATEGIC FOCUS



NATIONAL YOUTH DEVELOPMENT AGENCY



2. PART B: OUR STRATEGIC FOCUS

2.1 NYDA Mandate, Vision, Mission and Values



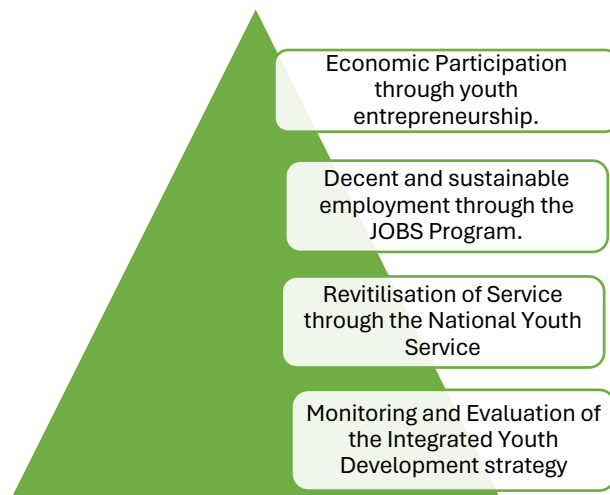
2.1.2 NYDA Performance Considerations

Summary of Key Priorities Informing the 2025/26 Annual Performance Plan

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 2025/26 APP 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. The 204-29 MTDP is a critical tool role to 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 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 supporting interventions and initiatives that will broaden opportunity and employment. Support 2 500 youth-owned enterprises, township, youth with disability and rural enterprises during 2025/26 financial year.

Priority 2 : Reduce poverty and tackle the high cost of living: 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. Those young people who do manage to access opportunities tend to zigzag 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. As a result, the unemployment crisis continues to deepen. Expand our participant base from 20,000 to 40,000 young people engaged in paid service opportunities across South Africa. A new National Youth Service created to provide 250 000 young people over five years with publicly-funded opportunities to engage in service.



In fulfilling its mandate and vision, the NYDA has identified 34 performance indicators which it seeks to achieve in the MTEF. This Annual Performance Plan for 2025/6 comprises three sections: Part A: Our mandate, which deals with the mandate of the

entity as per the NYDA Act and all other applicable legislation and policies, Part B: Our strategic focus- this section provides an analysis of developments in the external and internal operating environment, providing context to the conditions in which the strategy has been developed; Part C: Measuring our performance - this section deals with the work program which the entity has set for the next three years, along with the budget.

Our strategic outcomes are illustrated below:

NYDA FIVE STRATEGIC 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

2.1.2 Presidential Youth Employment Intervention

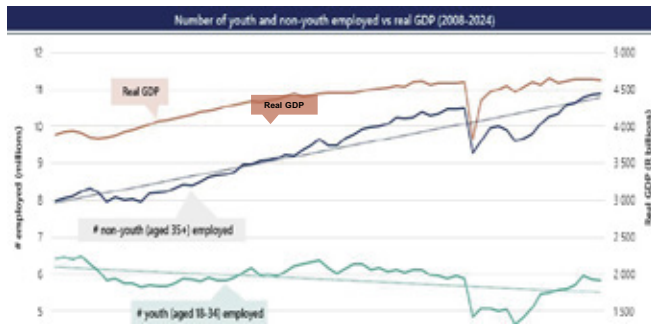


**PRESIDENTIAL
YOUTH
EMPLOYMENT
INTERVENTION**

Presidential Youth Employment Intervention



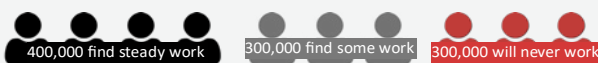
Young people have been disproportionately affected: Growth alone will not be sufficient



Causes of youth unemployment:

1. **Skills:** Poor education outcomes and mismatch between skills supply and demand
2. **Pathways:** Young people struggle to access the labour market and lack work experience
3. **Sectors:** Low growth in labour-absorbing sectors
4. **SMEs:** Limited opportunities for self-employment

About 1 million people enter the labour market each year



Only 40% of those who enter the labour market each year find steady employment – the rest join the backlog of the long-term unemployed

2

The PYEI 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 and 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 underserved 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.

2.1.3 National Youth Policy (NYP 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 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. The NYDA must implement, and coordinate interventions aligned to the MTDP Priorities and reviewed Policy 2020-2025.

2.1.4 Integrated Youth Development Strategy Lens

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 a strategic framework for coordinating government wide priorities born from the National Youth Policy 2030. Priorities will be identified from gaps, challenges, and opportunities to ensure effective contribution of the National Development Plan 2030. 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.

2.1.5 Revitalised National Youth Service Lens



The National Youth Service (NYS) programme has received a substantial budget increase for the 2025/26 financial year, with funding rising from R250 million to R549 million. This increase allows us to expand our participant base from 20,000 to 40,000 young people engaged in paid service opportunities across South Africa.

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.

One of the core deliverables of the Presidential Youth Employment Intervention which is a signature programme of the sixth administration was the revitalisation of the National Youth Service programme implemented as a collaboration of the Presidency, NYDA and the Jobs Fund.

On Youth Day 2022 President Ramaphosa announced the launch of the revitalised National Youth Service in South Africa. The young people recruited through the programme will have an opportunity to serve their communities for 16 hours per week, earning at the National Minimum Wage for them to pursue other prospects post the programme while learning new skills. Through the National Youth Service (NYS) programme, young people will be engaged in Community Service activities while learning and earning. This program is considered a structured NYS program as we measure the number of young people that transition to other opportunities as they are empowered with soft skills to hustle or access further education and employment.

2.1.6 National Pathway Management Network



What problems are we trying to address. Systemic problems include unequal access to quality education, and insufficient opportunities for training that correspond to actual market needs. There are also very practical constraints, such as the high cost of job seeking, a lack of awareness of support services and difficulty in accessing labour market entry points. Despite great effort to address these barriers, interventions exist in silos leading to fragmentation. Many interventions do

not reach the required scale. Thus, young people cannot easily navigate and use the many existing services and platforms that have been established to support them in moving from learning to earning. National Youth Service has the potential to contribute to future social cohesion of this country through building a generation with a common experience of service in their communities

2.1.7 National Youth service Theory of change

General Theory of change for all NYS Projects posits:

IF a young person is provided with meaningful work experience

THEN the young person will experience an increase in confidence, job specific skills/competencies and civic commitment

IF a young person is provided with personal and professional development training and mentorship

THEN the young person will possess more work readiness skills/competencies, resilience, self-agency and confidence.

IF a young person is given pathway support,

THEN the young person will spend less time looking for their next opportunity, have expanded economic networks, and improved personal agency and decision-making regarding post programme opportunities

IF these components of support are combined such that young people become more confident, work-ready, skilled and connected to opportunity,

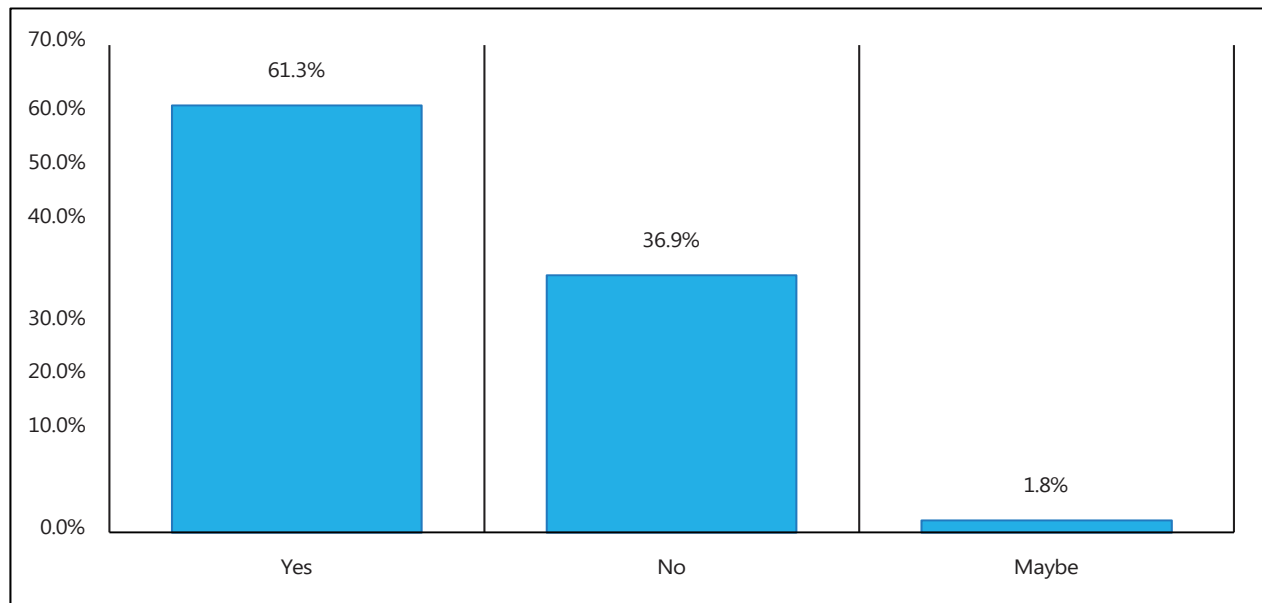


THEN more young people will successfully progress into work and/ studies, there will be an increase in community involvement amongst young people, and a lower share of young people will be not in employment, education or training.



2.1.8 Status of Youth Lens

Impact of the SRDG on Youth



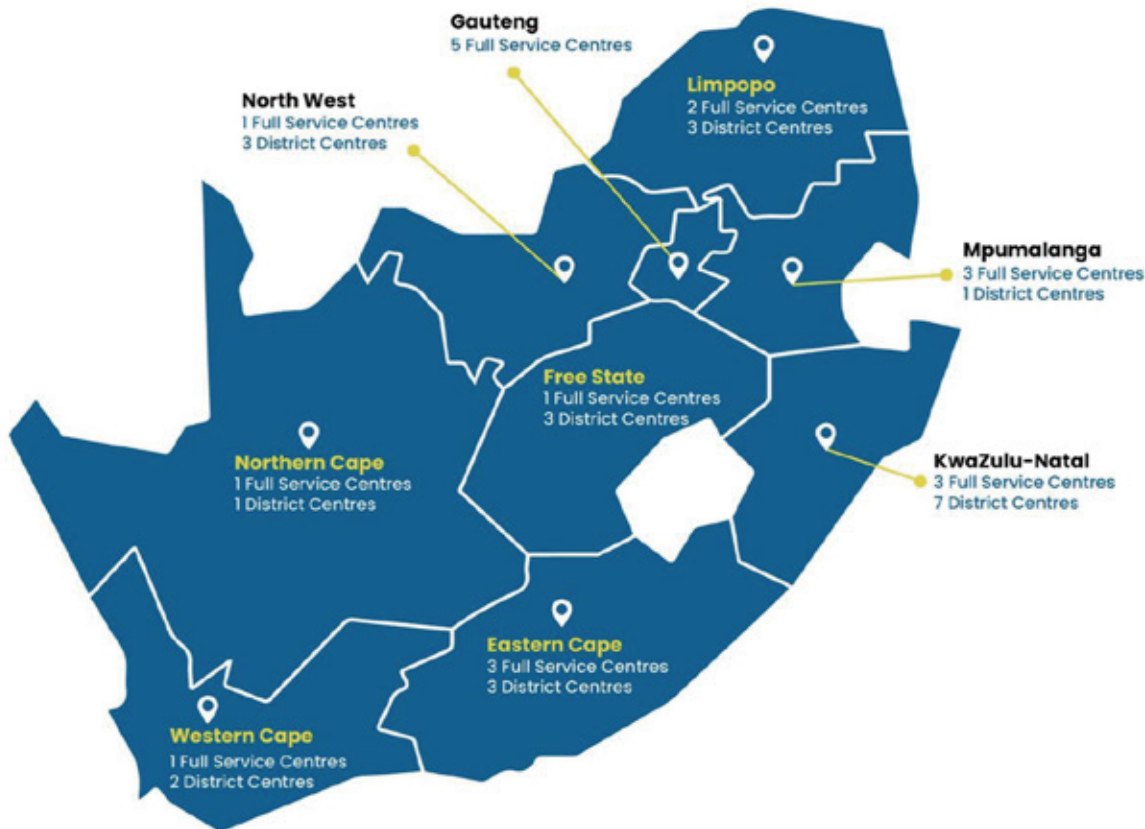
Source: Adapted from NYDA, Rapid Evaluation of the Social Relief of Distress Grant, 2022

The study results showed that of youth beneficiaries, 61,3% indicated that the SRDG had made a positive impact, 36,9% stated that the grant had no impact, whilst 1,8% felt that the grant might have had an impact. The study found that the most impact was created around consumer goods and services – namely food (53,0%), utility bills (16,0%), clothing (12,0%), education (8,0%), PPE (3,0%), and transport (4,0%) and rent (4,0%)²⁵. In terms of those youth who indicated that the SRDG did not make an impact, this was mainly due to the perception that the R350 grant was insufficient to meet their needs.

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 NYDA Amendment Act 11 of 2024, which was promulgated by the South African Parliament as Act 54 of 2008. The critical success factor for the implementation of youth development programmes, of which the Status of Youth Report (SYR) 2024 is central, is effective and responsive youth development institutions. The SYR 2024 is an important instrument that informs youth development initiatives, and the implementation of policy imperatives recommended in the National Youth Policy (2020-30).

2.2 OVERVIEW OF THE PUBLIC ENTITY PERFORMANCE

2.2.1 SERVICE DELIVERY ENVIRONMENT



The NYDA is a South African-based agency established primarily to address challenges faced by the nation's youth. The Agency was established by an Act of Parliament (Act 54 of 2008) now amended to ACT 11 2024. The institution was established to be a single, unitary structure addressing youth development issues at National, Provincial and Local Government level. The Agency should be seen within the broad context of South Africa's development dynamics. The Agency assumed and improved the operational platform developed by the merger of the National Youth Commission and the Umsobomvu Youth Fund, which rendered the Agency operational with immediate effect. 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.

The NYDA Act further mandates the NYDA to develop an Integrated Youth Development Strategy (IYDS) for South Africa and initiate, design, coordinate, evaluate and monitor all programmes that aim to integrate the youth into the economy and society in general. These initiated programmes aim to alleviate poverty, urban and rural development, combating of crime and substance abuse as well as social decay amongst youth. The NYDA lobbied other organs of state to consider national priorities in respect of youth development when planning their activities regarding their implementation of youth development priorities. The NYDA will continue to lobby organs of state, the private sector and civil society organisations

towards implementation of the national youth development priorities, monitor and evaluate youth development interventions across the board and mobilize youth for active participation in civil society engagements.

2.2.2 Organizational Environment

The NYDA's suite of products and services reaches some young people and enables them access to education and skills opportunities that promote their growth and allow them to become active members of their community. However, due to the limited resources as opposed to the high youth unemployment rate, much more needs to be done to reach a wider pool of young people that are in need of the services. The National Youth Development Agency linked its programmes to the Medium-Term Strategic Framework outcomes of decent employment through inclusive economic growth, as well as nation building and social cohesion. The Economic Development and Jobs Program are aligned towards employment creation while the National Youth Service programme has both a skills development as well as nation building alignment.

The NYDA continuously expresses, the need to accelerate service delivery impact and improvement. The aim is to reach out to and improve the quality of lives of many young people, particularly, the marginalised groups like: girls and young women; youth with disabilities; and youth residing in deep rural areas and townships. It is on that basis that, the NYDA linked its programmes to the following Medium-Term Development Plans outcomes:

2.2.3 Overview of the structural nature of the challenge Facing Young People in South Africa

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. Those young people who do manage to access opportunities tend to zigzag 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. As a result, the unemployment crisis continues to deepen.

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). The figure below¹ shows that despite significant barriers, a large proportion of young people continue to actively seek employment, as illustrated in the numbers included in the 'job seeker' category (defined as formally unemployed). This indicates a need for interventions that support young people to move into and between employment opportunities.

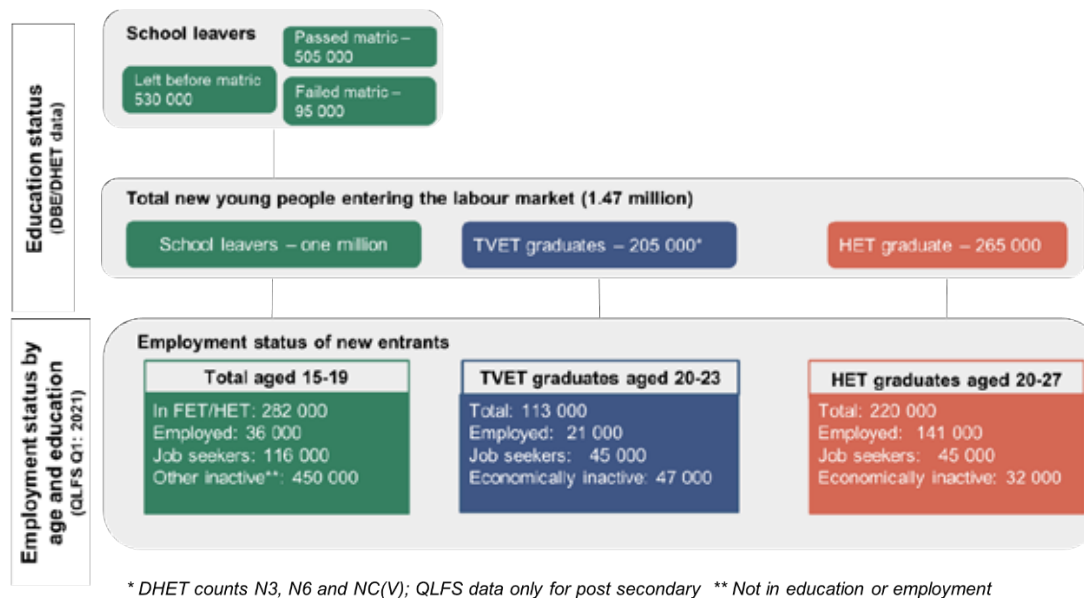


Figure 1: Entry of young people into labour market

An education system of uneven quality has left many young people with work readiness gaps. Basic education in South Africa faces quality deficiencies that lead to a lack of foundational skills in critical competencies such as mathematics and literacy. Many young people who do find opportunities land up in dead ends and do not gain a foothold in the economy. This includes young people who have completed public employment programmes, education and training interventions, or workplace experience, and is a feature of the ways in which young people transition through the formal economy.

In the instance that youth turn to self-employment, they face limited avenues for support and a challenging competitive environment. While numerous government programmes support enterprise development, few are geared towards supporting young people's early-stage entrepreneurship efforts. Additionally, the South African competitive economic environment places pressure on young entrepreneurs as industries with a low barrier to entry are typically saturated.

2.2.4 Youth Enterprise Development

This intervention is aimed at improving competitiveness of registered and non-registered youth enterprises in their scale-up phase (between one and three years in operation).

- It is bias towards micro enterprises in townships and rural areas.
- This intervention seeks an innovative approach in providing competitive grant funding to youth-led start-up enterprises and those who have already registered a business and are at the crucial stage of innovation, scaling-up and expansion, as well as potential employment creation (the so-called 'valley of death' due to the notorious difficulty of accessing funding at this stage of business growth).
- It is designed to enhance synergies with other public and private stakeholders' activities (e.g. SEFDA, TIA) and leverage other resources and services necessary for youth-owned businesses at the scale-up phase, thus improving interactions and multiplication effects throughout the entrepreneurial ecosystem.
- Complementary technical assistance, mentorship and relevant BDS will be provided to the grantees through SEDAs existing network and resources.

- For innovation-driven business, additional support expertise will be drawn from the relevant regional TIA technology stations.

3. Updated Situational Analysis

3.1 External Environment Analysis

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

In order to undertake a new mandate or a review of the existing mandate, it is prudent for an organisation to undertake an assessment of the Political, Economic, Social, Technological, Environmental and Legislative arrangements in the organisation and the country. A sanity test is very necessary. Whilst a PESTEL already exists in the NYDA as reflected below, there is need for a revision given the rapid changes that have taken place more recently. But to inform the new PESTEL, and assessment of the existing environment has had to be undertaken in order to see how the current and rapidly fluid situation accords with the time when the strategy was crafted. A few guiding questions were posed in order to understand the order of magnitude of the change that could have taken place.

To this end we shall use the inputs from a survey that was undertaken during the strategy session of NYDA, that took place towards the end of February this year. The strategy session was arranged for purposes that lead to the preparation, approval and signing of Annual Performance Plans.

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 annual performance plan.

It is the view of the NYDA staff that the external environment is operating under high funding constraints. That being the case, makes partnerships not only a wise choice but leaves it as probably the only choice. Thus, NYDA has to establish partnerships with other stakeholders to bring services to young people including through public-private-partnerships, which should include non-governmental organizations (NGOs). This would allow NYDA to augment its resources through grants and sponsorships. Co-funded initiatives aimed at youth development can provide more opportunities without relying solely on government funds. A youth development tax should be considered for investing for impact. This should assist the NYDA to improve its delivery of products and service. Using mobile applications to reach clients will be one of the ways to improve reach and through eco-friendly services of the NYDA and have wider audience. To this end data driven decision making becomes crucial.

The assignment sought to understand where the NYDA stood both with its strategy and APPs, given the inauguration of the Seventh Administration, but one that emerges with a Government of National Unity (GNU), which is a new configuration at the national level.

The NYDA staff was asked to fill in a survey that asked about their perceptions, knowledge and understanding of the strengths and weaknesses of their entity -the NYDA. Out of the 450 or so staff, a hundred and sixteen members responded.

The diagram below articulates the PESTEL analysis

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 • Political buy-in from 	<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 Employment laws and regulations The NYDA Act implementation

The diagram below articulates the SWOT analysis

NYDA Strengths	<ul style="list-style-type: none"> NYDA has access to its clients and can use the feedback to shape its policies Custodianship and Stewardship responsibility over Youth Development Diverse Funding Sources and Access to grant funding There is power in numbers National presence of young people and Strong Community Connections Youth Engagement Technology and Digital Platforms Networks and strategic partnerships Experience in youth development to influence policymaking at a national level In-house business management training Policy Advocacy NYDA legal framework Strong and clean governance
NYDA Weaknesses	<ul style="list-style-type: none"> Funding businesses that have high mortality rate

	<ul style="list-style-type: none"> • Lack of funds • Inadequate research on impact of youth and development programs • Limited documentation of programs, outcomes and impact • Poor coordination among providers • No university/adequate training for workers supporting the youth development programs • Underutilization of corporate social responsibility • Training courses are not market focused and are focused more on academics- with less rural outreach • Weak technological infrastructure which hinders the delivery of services, especially in the digital age
NYDA Threats	<ul style="list-style-type: none"> • Poor Leadership • Weak governance • Poor Communication • Late payment of Grants and its service providers • Budget cuts from government and private sector • Limited engagement and participation • Lack of strong partnerships and networks • Policy and regulatory challenges • Bad reputation and credibility risks • Environmental and social challenges -pandemics climate change and conflicts • Incompetency of staff • Outdated products and services • Limited funding/funding model • Financial Dependency • Economic Downturns
NYDA opportunities	<ul style="list-style-type: none"> • Hire skilled managers and the general staff • Secure a strong partnerships with stakeholders • Bringing the services to the people • Involve employees who are doing the actual job • Taking care of its human resource • Using strategic management tools • Listen to its employees • Ensuring that culture change is being implemented and adhere top NYDA Values by all staff • Adopt a performance-based management system with measurable targets • Use data-driven decision-making to adjust strategies based on real-time feedback • Conduct annual impact assessments to evaluate progress and make necessary adjustments • Ensure a clear understanding of its strategy and objectives • Track progress and make adjustments where necessary

3.1.2 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 should be deployed to address the weaknesses so that the impact of the NYDA's

4. Internal Environment Analysis

4.1 NYDA Organisational Structure

The organizational structure of any organization is vital to ensuring its smooth operation and alignment with strategic objectives. Over time, as an organization grows, adapts to new challenges, and diversifies its activities, it becomes necessary to review and adjust the structure to meet these evolving demands. For the NYDA, a comprehensive review of the organizational structure was essential for several reasons:

- As the NYDA continues to expand its scope of operations, the complexity of managing various functions and departments has increased. A clear, updated organizational structure will ensure roles and responsibilities are clearly defined and the Agency will be more efficient.
- Staff shortages and heavy workloads may lead to inefficiencies and increased risk. These positions will help balance workloads, ensuring that employees are not overwhelmed and that tasks are handled by specialists in the respective fields.
- The changing external environment, including evolving industry standards and the introduction of new projects, required a realignment of staff to better suit the organizational needs. This structural review ensures that NYDA is agile and responsive to these challenges.

By addressing these challenges, the reviewed structure positions NYDA to continue delivering on its mission while improving organizational effectiveness and service delivery.

The NYDA currently employs 7 individuals living with disabilities, representing 1.2% of the total workforce. This includes 2 unskilled employees and 6 semi-skilled employees. 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.

Below diagram illustrates the NYDA Organisational Structure



Ms Sindisiwe Chikunga MP
Minister in The Presidency for Women,
Youth and Persons with Disabilities



Ms Mmapaseka Steve Letsike
Deputy Minister in The Presidency for
Women, Youth and Persons with Disabilities



Ms Asanda Luwaca
Executive Chairperson



Ms Karabo Mohale
Executive Deputy Chairperson



Ms Mafiki Duma
Acting Chief Executive Officer
• Strategy Execution & Implementation
• Managing overall Operations



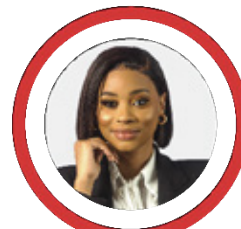
Ms Okuhle Sidumane
Chief Financial Officer
• Financial Services
• Supply Chain Management
• Facilities Management



Ms Dimakatso Masiteng
Chief Information Officer & Acting
Executive Director of HR & Legal
• IT Strategy & Governance
• Infrastructure & Security
• Applications support
• Human Resources & Legal Services
• Communications & Customer Services



Ms Nontsikelelo Makaula
Executive Director: Operations
Programme Design and Development
• Programme Design
• Business Performance



Ms Ikanyeng Masinamela
Senior Manager: Corporate Investment
• Public and Private Partnerships
• International Relations
• Stakeholder Relations



Ms Jabulile Mkhwanazi
Senior Manager: National Youth Service
• NYS Coordination
• NYS Structures in Government



Ms Nelisiwe Nzimande
Senior Manager: QMS
• Project Design & Review
• Quality Assurance



Mr Monray Hardnick
Senior Manager: Revitalised NYS
• PYEI
• Project Management



Mr Walter Bango
Senior Manager: Strategy, Monitoring
and Evaluation
• Strategy & Planning
• Monitoring & Evaluation
• Research and Policy



Mr Tshepo Manyama
Senior Manager: Operations
• Business Performance
• Facilities at Branch level



Mr Abbey Nkabinde
Senior Manager: Internal Audit
• Risk Management
• Internal Audit Support



Amanda Ndlovu
Senior Finance Manager
• Payroll Management
• Finance Operations

4.2 Problem Tree Analysis

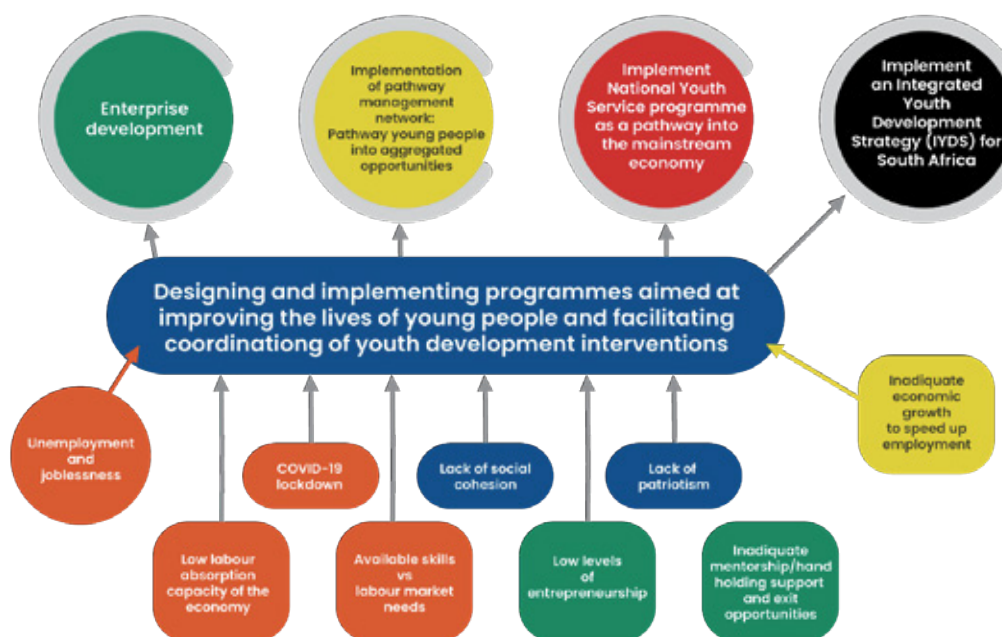
The problem tree aims to address challenges faced by young people. By implementing the NYDA mandate, of a coordinating body on youth development matters it will be able to action the possible solutions. The targets have been set through the MTSF indicators relate to entrepreneurship, job placement and 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.
- Vulnerable youth cannot access youth development interventions.
- Lack of universal access to business support services.
- Enterprises for young people are not sustainable.
- Lack of or minimal exposure to practical professional training.

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:

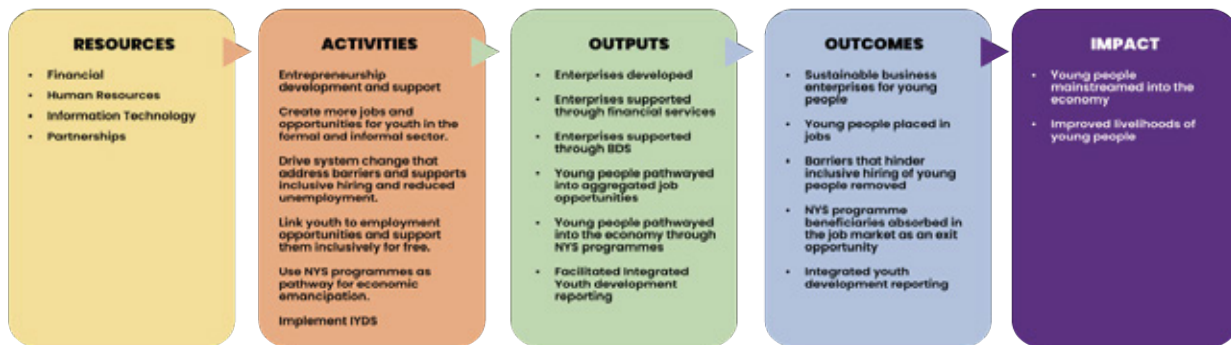
- Enterprise development which is aimed to improve competitiveness of registered enterprises.
- Implementation of pathway management network which seeks to pathway young people into aggregated opportunities by:

- 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.

4.3. Results Chain

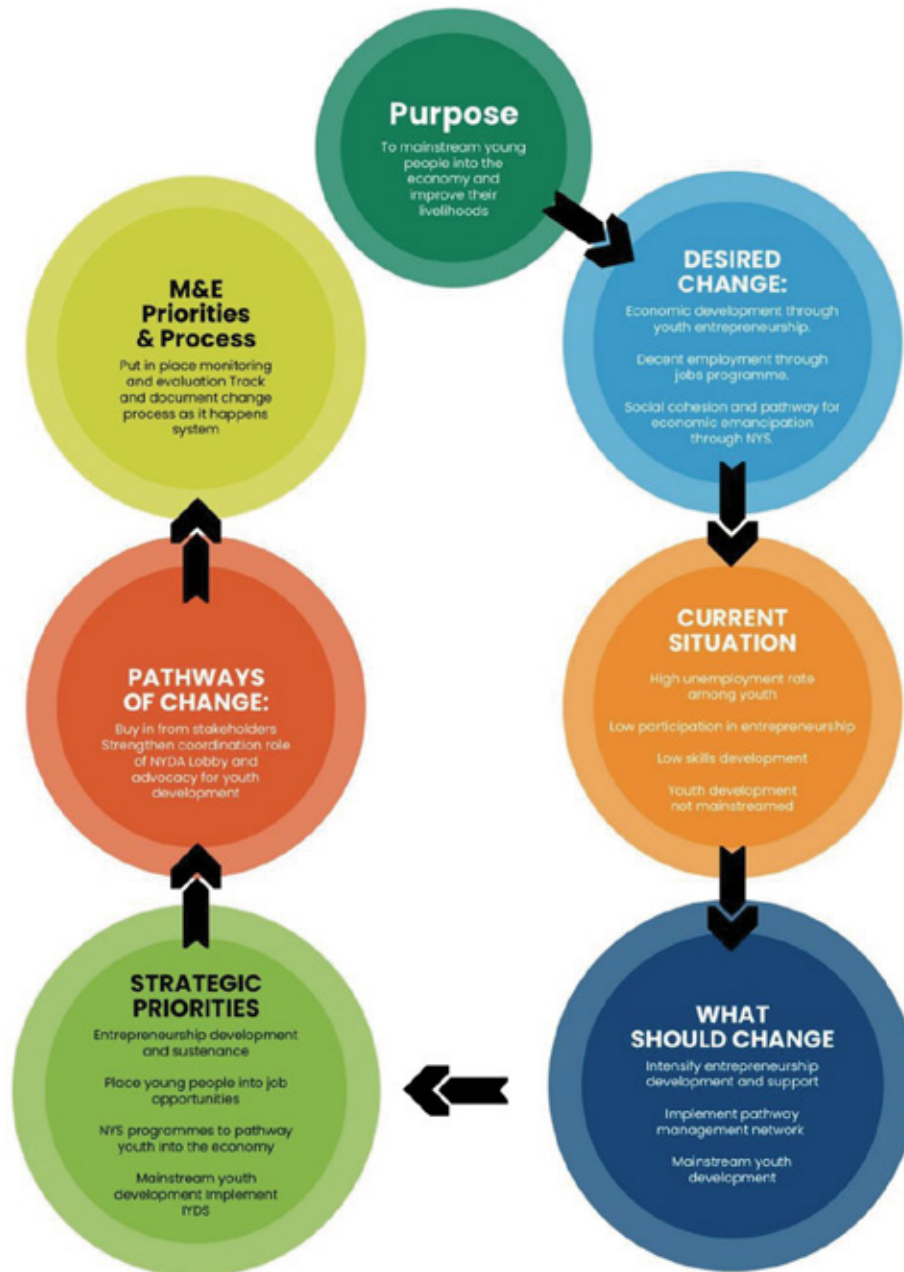
The log frame approach is used in monitoring and evaluation which must be applied at all levels of the NYDA business processes. This will help to address the inter-related measures of input, process, output, outcome and impact. The results chain of the NYDA as illustrated in the picture below shows the 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



4.4 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.

4.5 Spheres of influence on the desired change

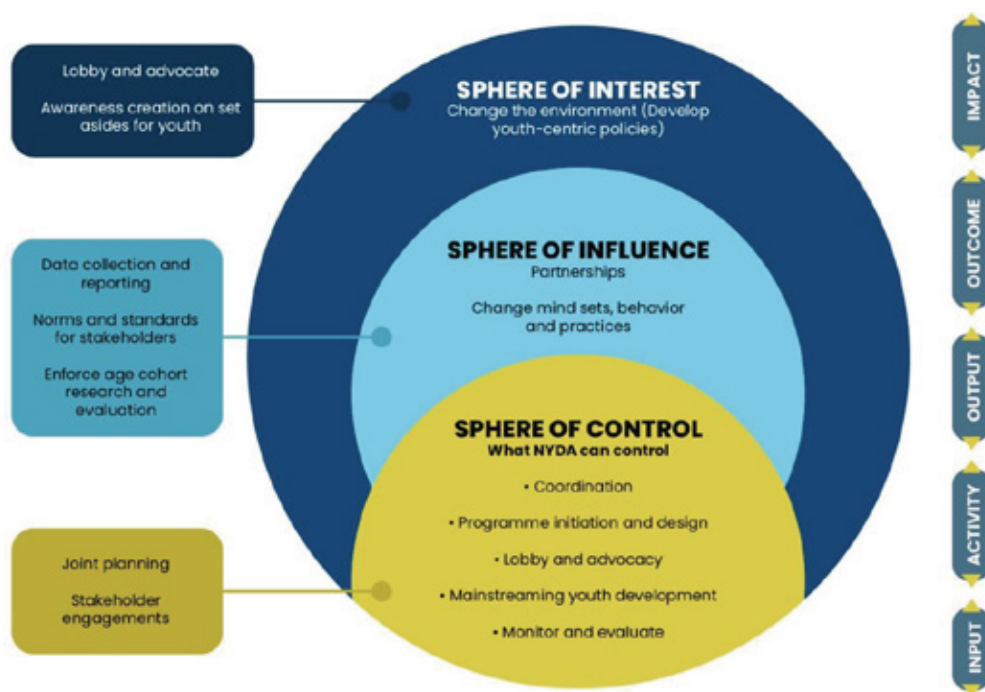
The spheres of influence determine what it is that the NYDA can control to achieve the desired change. The NYDA will operate within different spheres of influence which includes:

- **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



4.6 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.
- 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.

4.7 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

4.8 Activity Based Costing

The Annual Performance Plan will reflect funded service-delivery targets or projections per Strategic Output. The budget indicates the resource envelope for the 5-year ahead and sets indicative future budgets over the MTEF period. The budget covers the current financial year and the following two years. The accounting authority of the agency may revise the budget whenever necessary.

The Strategic budget is developed within the framework of the Strategic Plan and must inform its Annual Performance Plan. In-year implementation and monitoring of the budget is conducted through the monthly financial reports, while end-year reporting is made through annual financial statements, which are included in the annual report.

5. Budget Overview of 2025/26 and MTEF estimates

5.1 Expenditure analysis

The National Youth Development Agency planned performance over the MTEF period 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.

The NYDA will implement, and coordinate interventions aligned to the MTDP Priorities and reviewed Policy 2030. This will enable NYDA to achieve collaboration by promoting co-ordination of youth development matters in South Africa.

5.2 Programme Resource Considerations

Administration

The administration programme houses the NYDA Financial Services, Human Resources, Information Communication and Technology units, Internal Audit and Risk, the CEO support staff. The cost of the administration programme has been projected at R116 million in 2025/26, which represent 16 percent of the total budgeted expenditure. The costs will decrease by 8.6 percent on average over the MTEF period. Over the MTEF period, the focus area is to achieve efficient and effective utilisation of resources, provision of functions, governance, human capital, produce annual report on partnerships established with Disability organisations to promote youth development and establishing stakeholder relations with our partners which is key for the entity to achieve its mandate. The strategy incorporates formal training on the job training and skills development of employees to ensure highly skilled and efficient employees. These interventions are targeted at youth which aligns to the achievement of priorities of women and people with disabilities. While the entity does not intend to establish any new access points, the cost of annual maintenance and investment in technology and innovation has been considered primarily to ensure that business continue operate efficiently while embracing digitalisation.

5.3 Explanation of planned performance over the medium-term period

The planned performance over the medium-term period for Administration Programme will focus on implementing internal and operational programmes to address the MTSF outcome related to an efficient and effective Agency characterized by good corporate governance and ethical leadership. The Agency will develop and implement customer service plan, communications strategy, Percentage preferential procurement spend on enterprises that are Youth-owned (**40% youth owned, 45% women owned and 5% persons with disability**) that will promote youth development delivery. Review and implement ICT strategy. This is also in line with the Agency to ensure that officials are well capacitated and use available technology platforms by developing the ICT Plan which will support business to operate efficiently. The NYDA currently employs **7 individuals living with disabilities, representing 1.2% of the total workforce**. This includes 2 unskilled employees and 6 semi-skilled employees. We are targeting 2% of persons with disability to be employed in the next financial year. The organization remains committed to fostering an inclusive and diverse work environment, ensuring equal opportunities for all employees, regardless of their background or abilities. Forging partnerships with the public and private sector is quite

important for the NYDA given the budget allocation and this will assist in upscaling support towards young people for jobs and business support. We continue to promote a workplace culture that values diversity and strives to enhance accessibility for individuals living with disabilities.

The main goal of the outcomes in this focus area is to achieve efficient and effective utilisation of resources, provision of functions, governance, human capital, establishing stakeholder relations with our partners which is key for the NYDA to achieve its mandate. The strategy incorporates formal training on the job training and skills development of employees to ensure highly skilled and efficient employees. These interventions are targeted at youth which aligns to the achievement of priorities of women and people with disabilities.



PART C

PROGRAMME AND SUB-PROGRAMME PLANS



NATIONAL YOUTH DEVELOPMENT AGENCY



PART C: PROGRAMME AND SUB-PROGRAMME PLANS

6.1 Programme 1: Administration

6.2 Programme Purpose:

- The purpose of this programme is to enable effective and efficient capabilities for service delivery and supporting functions

6.3 Outcomes, outputs, output indicators and targets

Item No.	Outcome	Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	Medium Term Targets		
				2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
1.	Improved Governance and Compliance	NYDA Quarterly Management Reports Produced	Number of NYDA Quarterly Management Reports Produced	4 NYDA Quarterly Management Reports Produced	4 NYDA Quarterly Management Reports Produced	4 NYDA Quarterly Management Reports	4 NYDA Quarterly Management Reports Produced	4 NYDA Quarterly Management Reports Produced	4 NYDA Quarterly Management Reports Produced	4 NYDA Quarterly Management Reports Produced

2.	Value of funds sourced from the public and private sectors	Value of funds sourced from the public and private sectors to support the youth development programmes.	R683 million	R219 818 061,48 million	R250 million	R300 million	R350 million	R400 million	R450 million
3.	Ensure representation of PWD's	≥% Representation of PWD's	New indicator	New indicator	New indicator	New indicator	≥2%	≥3%	≥4%
4.	SETA partnerships established	Number of SETA partnerships established	6	7 SETA Partnerships established.	6 SETA partnerships established	5 SETA partnerships established	8 SETA partnerships established	9 SETA partnerships established	10 SETA partnerships established
5.	Partnerships signed with technology companies	Number of partnerships signed with technology companies	2	3 partnerships signed with technology companies	3 partnerships signed with technology companies	4 partnerships signed with technology companies	5 partnerships signed with technology companies	6 partnerships signed with technology companies	7 partnerships signed with technology companies
6.	Partnerships signed with Engineering companies	Number of partnerships signed with engineering companies	New indicator	New indicator	New indicator	New indicator	5	10	10
7.	Partnerships signed with Agricultural companies	Number of partnerships signed with Agricultural companies	New indicator	New indicator	New indicator	New indicator	5	10	10

8.	Annual Training report	Percentage spend of training and development budget	New indicator	New indicator	New indicator	New indicator	70 Percentage spend of training and development budget	80 Percentage spend of training and development budget	85 Percentage spend of training and development budget
9.	Awareness campaigns on GBVF	Number of awareness campaigns on GBVF for young people by the NYDA in collaboration with partners	New indicator	New indicator	New indicator	New indicator	2	3	4
10.	Risk Management Maturity Assessment report	Risk Management Maturity Assessment report produced	New indicator	New indicator	New indicator	New indicator	Risk Management Maturity Assessment report produced indicating Level 5 Achievement	Risk Management Maturity Assessment report produced indicating Level 5 Achievement	Risk Management Maturity Assessment report produced indicating Level 5 Achievement
11.	NYDA Percentage preferential procurement spend on enterprises that are Youth-owned	Percentage preferential procurement spend on enterprises that are: youth, young women and youth with disability owned.	New Indicator	New indicator	Percentage preferential procurement spend on enterprises that are Youth-owned: (30% youth owned, 40% women owned and 5% persons with disability)	Percentage preferential procurement spend on enterprises that are Youth-owned: (35% youth owned, 45% women owned and 5% persons with disability)	Percentage preferential procurement spend on enterprises that are Youth-owned: (40% youth owned, 45% women-owned and 5% persons with disability)	Percentage preferential procurement spend on enterprises that are Youth-owned: (45% youth owned, 45% women-owned and 5% persons with disability)	Percentage preferential procurement spend on enterprises that are Youth-owned: (45% youth owned, 45% women-owned and 5% persons with disability)

12.	Report on ICT service standards met	Percentage of ICT service delivery standards met	New indicator	New indicator	New indicator	New indicator	94 Percentage of ICT service delivery standards met	95 Percentage of ICT service delivery standards met	97 Percentage of ICT service delivery standards met
13.	Inter-governmental relations activities facilitated	Number of Inter-governmental relations activities facilitated	New indicator	New indicator	New indicator	10	12	15	20
14.	Youth month outreach events implemented	Number of Youth month outreach events implemented	New indicator	New indicator	New indicator	15	15	20	25
15.	Youth innovation initiatives facilitated	Number of Youth Innovation initiatives facilitated	New indicator	New Indicator	New indicator	2	5	6	8
16.	Develop and implement organizational culture strategy	Implement organizational culture strategy	New indicator	New indicator	New Indicator	Implement 50% of the organizational culture strategy	Implement 100% of the organizational culture strategy	Implement 100% of the organizational culture strategy	Review of the organizational culture strategy
17.	Develop and implement customer service plan.	Implement customer service plan.	New indicator	New indicator	New Indicator	Implement customer service plan indicating 50% achievement	Implement customer service plan indicating 100% achievement	Implement customer service plan indicating 100% achievement	Review of the customer service plan strategy

18.	Implement the Integrated Communication and Marketing Strategy	Implement Integrated. Communication and Marketing Strategy	Review and implement Integrated Communication and Marketing Strategy	Review and implement Integrated Communication and Marketing Strategy	Reviewed and implemented Integrated Communication and Marketing Strategy	Review and implement Integrated Communication and Marketing Strategy	Implement 100% Integrated Communication and Marketing Strategy	Review and implement Integrated Communications and Marketing Strategy	Produce a communication plan
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6.4 Output indicators: annual and quarterly targets

Item No.	Output Indicator	Reporting period	Annual target 2025/2026	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.	Number of NYDA Quarterly Management Reports Produced	Quarterly	4	1	1	1	1
2.	Value of funds sourced from the public and private sectors to support the youth development programmes.	Quarterly	R350 million	-	R50 Million	R100 Million	R200 Million
3.	≥% Representation of PWD's	Annually	≥2% Representation of PWD's	-	-	-	2%
4.	Number of SETA partnerships established	Quarterly	8 SETA partnerships established	-	-	5	3
5.	Number of partnerships signed with technology companies	Quarterly	5 partnerships	-	-	2	3

			signed with technology companies				
6.	Number of partnerships signed with engineering companies	Quarterly	5 partnerships signed with Engineering companies	-	-	2	3
7.	Number of partnerships signed with Agricultural companies	Quarterly	5 companies signed with Agricultural companies	-	-	2	3
8.	Percentage preferential procurement spend on enterprises that are Youth-owned	Quarterly	Percentage preferential procurement spend on enterprises that are Youth-owned: (40% youth owned, 45% women owned and 5% persons with disability)	Percentage preferential procurement spend on enterprises that are Youth-owned: (10% youth owned, 10% women owned and 1% persons with disability)	Percentage preferential procurement spend on enterprises that are Youth-owned: 20% youth owned, 15% women owned and 1% persons with disability)	Percentage preferential procurement spend on enterprises that are Youth-owned: (10% youth owned, 15% women owned and 1% persons with disability)	Percentage preferential procurement spend on enterprises that are Youth-owned: (10% youth owned, 5% women owned and 2% persons with disability)

9.	Percentage of ICT service delivery standards met	Annually	94 Percentage of ICT service delivery standards met	-	-	-	94%
10.	Number of Inter-governmental relations activities facilitated	Quarterly	15	3	2	5	5
11.	Number of Youth month outreach events implemented	Quarterly	15	15	-	-	-
12.	Percentage spend of training and development budget	Annually	70%	-	-	-	Report on Percentage spend of training and development budget
13.	Number of awareness campaigns on GBVF for young people by the NYDA in collaboration with partners	Quarterly	2	1	-	-	1
14.	Risk Management Maturity Assessment report produced	Annually	Risk Management Maturity Assessment report produced indicating Level 5 Achievement	-	-	-	Risk Management Maturity Assessment report produced indicating Level 5 Achievement
15.	Number of Youth Innovation initiatives facilitated	Quarterly	5	-	-	1	4

16.	Implement organizational culture strategy	Quarterly	Implement 100% of the organizational culture strategy	20%	20%	20%	40%
17.	Implement customer service plan.	Quarterly	Implement customer service plan indicating 100% achievement	20%	20%	20%	40%
18.	Implement Integrated communication and marketing strategy	Quarterly	Implement 100% Integrated Communication and Marketing Strategy	20%	20%	20%	40%

6.5. Expenditure trends and estimates by programme

	2021/22	2022/23	2023/24		2024/25			2025/26			2026/27			2027/28
Expenses	Audited outcome	Audited outcome	Budget	Audited outcome	Budget estimate	Approved budget	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget	Planning budget estimate
Rand thousand														
Objective/Activity														
Administration	154,084	195,289	139,923	139,923	120,366	120,366	-	116,385	116,385	-	117,313	111,466	(5,847)	116,260
Economic classification														
Current payments	154,084	195,289	139,923	139,923	120,366	120,366	-	116,385	116,385	(0)	117,313	111,466	(5,847)	116,260
Compensation of employees	63,045	68,628	54,061	54,061	58,804	58,804	-	61,176	61,176	(0)	69,806	63,959	(5,847)	66,850
Salaries and wages	63,045	68,628	54,061	54,061	58,804	58,804	-	61,176	61,176	(0)	69,806	63,959	(5,847)	66,850
Social contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Goods and services	78,716	111,651	85,862	85,862	61,562	61,562	-	55,209	55,209	-	47,507	47,507	-	49,409
Of which ¹														
Administrative fees	7,942	12,259	4,046	4,046	3,345	3,345	-	4,846	4,846	-	2,362	2,362	-	2,469
Advertising	1,108	1,797	2,750	2,750	5,492	5,492	-	5,550	5,550	-	3,095	3,095	-	3,235
Audit costs: External	6,765	6,266	7,482	7,482	6,346	6,346	-	6,471	6,471	-	4,052	4,052	-	4,235
Communication (G&S)	9,916	6,641	5,870	5,870	14,479	14,479	-	15,657	15,657	-	13,605	13,605	-	14,220
Computer services	24,664	25,723	19,307	19,307	6,740	6,740	-	-	-	-	-	-	-	-
Legal services (G&S)	2,137	3,638	1,550	1,550	1,487	1,487	-	1,410	1,410	-	1,466	1,466	-	1,532
Operating leases	10,084	9,925	10,140	10,140	14,941	14,941	-	16,254	16,254	-	16,904	16,904	-	17,423
Travel and subsistence	5,723	25,641	13,384	13,384	2,162	2,162	-	1,197	1,197	-	1,244	1,244	-	1,300
Training and development	5,547	4,293	5,400	5,400	1,627	1,627	-	-	-	-	-	-	-	-
Operating payments	1,633	8,348	8,348	8,348	3,296	3,296	-	3,824	3,824	-	4,779	4,779	-	4,995
Venues and facilities	3,197	7,120	7,585	7,585	1,647	1,647	-	-	-	-	-	-	-	-
Depreciation	9,538	13,966	-	-	-	-	-	-	-	-	-	-	-	-
Losses from	2,704	981	-	-	-	-	-	-	-	-	-	-	-	-
Impairments and adjustments to fair value	2,704	981	-	-	-	-	-	-	-	-	-	-	-	-
Impairments to assets	2,704	981	-	-	-	-	-	-	-	-	-	-	-	-
Interest, dividends and rent on land	81	63	-	-	-	-	-	-	-	-	-	-	-	-
Interest	81	63	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	154,084	195,289	139,923	139,923	120,366	120,366	-	116,385	116,385	(0)	117,313	111,466	(5,847)	116,260
Objective less Expenditure	-	-		-	-	-	-	-	-	-	-	-	-	-

Programme 2: Operations

7.1. Purpose of the Programme:

- The purpose of the programme is to enhance the participation of young people in the economy through targeted and integrated economic programmes, including skills and education programmes, and national youth services.

7.1.1. Sub-Programme 1: Economic Development through Youth Entrepreneurship

7.1.2. Purpose of the Sub-Programme

- Facilitating and providing business development services to young people and to enhance their socio-economic well-being

7.1.3 Outcomes, outputs, output indicators and targets

Item No.	Outcome	Output	Output indicator	Audited Actual Performance			Estimated Actual Performance	Medium Term Targets		
				2021/2022	2022/2023	2023/2024		2024/2025	2025/2026	2026/2027
1.	Increased access to socioeconomic opportunities viable business opportunities and support for young people to participate in the economy.	Enterprises developed and supported through financial and non-financial business development support services offered by the NYDA	Number of youth and youth owned enterprises supported with financial interventions	2005	2320	2200	2050	2000	3000	3500
2.			Number of persons with disabilities supported with financial interventions	New indicator	New indicator	New indicator	13	500	600	700

2.		Number of youth supported with non-financial business development interventions	23 267	34209	28 000	22 500	23000	25 000	27 000
4.		Number of jobs created and sustained through supporting entrepreneurs and enterprises	7652	6796	7000	7000	8000	9000	10000
5.		Number of Business Development Support vouchers offered to young people	0	1010	1200	1500	1 650	1 750	1 850

7.1.4 Output indicators: Annual and quarterly targets

Item No. y	Output Indicator	Reporting period	Annual target 2025/2026	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.	Number of youth and youth owned enterprises supported with financial interventions	Quarterly	2000	500	700	700	500
2.	Number of youth supported with non-financial business development interventions	Quarterly	23 000	3 000	5 000	5 000	10 000
3.	Number of persons with disabilities supported with financial interventions	Quarterly	500	50	50	200	200
4.	Number of jobs created and sustained through supporting entrepreneurs and enterprises	Quarterly	8 000	1 000	2 000	2 000	3 000
5.	Number of Business Development Support vouchers offered to Young People	Quarterly	1 650	400	400	400	450

7.1.5. Sub-Programme Resource Considerations

Through the economic participation programme, the Agency continues to provide support services to ensure that youth gain direct access to financial and nonfinancial support, markets access, and this relevant skill needed to ensure they gain the most effective entrepreneurial applications within and across different areas of economic value chains. Support to be provided include accounting, website development, business plan writing and marketing to enterprises run by youth. NYDA financial support is provided through micro grants to township and rural enterprises. Demand far exceeds supply for the programme; however, it is one of the only government programs where township and rural youth can access financial support. The NYDA also rely on donor funding from public and private partnerships, Provincial Government and National Departments e.g. Department of Labour through the Unemployment Insurance Fund, SETA's and the Presidential Youth Employment Intervention to scale up particularly the grant program. Depending on the budget availability and funding from our partners the target for grants will therefore increase and will be reported as such. The operations budget has significantly decreased over the years.

In the current financial 2024/25 we have experienced budget cuts firstly at the start of the year and further at half year. The grants budget was at 60 million inclusive of donor funding being UIF at 30 million. we have learned from this process such that in order for us to maximise on the allocated budget the NYDA would need to set the target according to what is practically possible budget wise. We further need to allocate budget and to lower thresholds allowing us to stretch the funding e.g having more grants under threshold 1 followed by 2 as the second highest. Lastly partnerships will assist the agency to over archive its targets.

7.1.6 Expenditure trends and estimates by Sub-Programme

	2021/22	2022/23	2023/24		2024/25			2025/26			2026/27			2027/28
Expenses	Audited outcome	Audited outcome	Budget	Audited outcome	Budget estimate	Approved budget	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Planning budget estimate
Rand thousand														
<u>Objective/Activity</u>														
Economic development through youth entrepreneurship	304,436	401,181	371,603	356,408	354,403	354,403	-	347,988	347,988	-	366,758	372,605	5,847	389,294
<u>Economic classification</u>														
Current payments	304,436	401,181	371,603	356,408	354,403	354,403	-	347,988	347,988	-	366,758	372,605	5,847	389,294
Compensation of employees	116,711	123,753	145,312	145,312	145,775	160,142	14,367	151,881	151,881	-	151,892	157,739	5,847	164,869
Salaries and wages	116,711	123,753	145,312	145,312	145,775	160,142	14,367	151,881	151,881	-	151,892	157,739	5,847	164,869
Social contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Goods and services	182,464	269,156	226,291	211,096	208,628	194,261	(14,367)	196,107	196,107	-	214,866	214,866	-	224,425
Of which ¹														
Administrative fees	13,733	16,339	11,545	11,545	12,309	12,309	-	12,550	12,550	-	13,052	13,052	-	13,642
Advertising	0	-	-	-	2,763	2,763	-	-	-	-	-	-	-	-
Communication (G&S)	2,526	768	-	-	2,817	2,817	-	2,872	2,872	-	2,986	2,986	-	3,121
Contractors	6,061	-	-	-	7,485	7,485	-	6,866	6,866	-	8,911	8,911	-	9,314
Operating leases	15,818	15,275	14,976	14,976	15,402	15,402	-	16,480	16,480	-	17,139	17,139	-	17,914
Travel and subsistence	7,516	15,841	10,243	10,243	10,280	10,280	-	8,361	8,361	-	12,239	12,239	-	12,639
Training and development	27,950	102,070	52,532	25,672	10,984	10,984	-	9,167	9,167	-	13,078	13,078	-	13,669
Operating payments	108,860	112,579	127,276	138,941	142,259	127,892	(14,367)	136,559	136,559	-	142,307	142,307	-	148,739
Venues and facilities	0	6,284	9,719	9,719	4,329	4,329	-	3,252	3,252	-	5,154	5,154	-	5,387
Depreciation	5,261	8,272	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	304,436	401,181	371,603	356,408	354,403	354,403	-	347,988	347,988	-	366,758	372,605	5,847	389,294
Objective less Expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-

7.2. Sub-Programme 2: Decent and Sustainable Employment through Jobs Programme

7.2.1. Purpose of the Sub-Programme

- To facilitate and provide employment opportunities for young people, geared at increasing sustainable livelihoods.

7.2.2. Outcomes, outputs, output indicators and targets

Item No.	Outcome	Output	Output indicator	Audited Actual Performance			Estimated Actual Performance	Medium Term Targets		
				2021/2022	2022/2023	2023/2024		2025/2026	2026/2027	2027/2028
1.	Increased number of young people entering the job market trained	Young people trained to participate in the economy and enter the job market	Number of young people capacitated with skills to enter the job market	54 269	83 923	30 000	40 000	45 000	50 000	55 000
2.			Number of young people placed in jobs	0	15 434	20 000	25 000	25 000	30 000	35 000
3.		Young people trained on short technical skills programs to access job opportunities	Number of young people trained on short technical skills programs to access job opportunities	New	New	New	new	200	300	400
4.		Young persons with disability capacitated with training on jobs and entrepreneurship	Number of persons with disability capacitated with training on jobs and entrepreneurship	New	New	New	new	600	1000	2000

7.2.3. Output indicators: annual and quarterly targets

Item No.	Output Indicator	Reporting period	Annual target 2025/2026	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.	Number of young people capacitated with skills to enter the job market	Quarterly	45 000	5 000	10 000	20 000	10 000
2.	Number of young people placed in jobs	Quarterly	25 000	5 000	5 000	10 000	5 000
3.	Number of young people trained on short technical skills programs to access job opportunities	Quarterly	200	50	50	50	50
4.	Number of persons with disability capacitated with training on jobs and entrepreneurship	Quarterly	600	0	100	200	300

7.2.4. Programme Resource Considerations

The entity is committed to support young people through the jobs programme and also provide support through technical skills training which 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.

7.2.5. Explanation of Planned Performance over the Medium-Term Period

The planned performance over the medium-term period for Programme Design, Development and Delivery enhance the participation of young people in the economy through targeted and integrated programmes. Programmes implemented by the NYDA aim to facilitate and provide employment opportunities for young people, enhance the participation of young people in the economy, geared at increasing job creation, entrepreneurship participation and to provide business support to young people. The planned performance is also aimed at facilitating and providing skills development opportunities to young people and to enhance their socioeconomic well-being, with the objective of facilitating education opportunities and community participation activism. Due to limited socio-economic opportunities and viable opportunities for young people.

There is limited support for young people to participate in the economy. Thus, financial and non-financial support is provided for enterprises in order address those challenges facing young people. Young people apparently in rural areas have limited access to information on youth development so by increasing the number of activities on information dissemination around issues of youth development we aim to close those gaps. Number of young people are unable to access the job market due to limited skills and this intervention provides training to young people to enable them to participate in the economy and enter the job market. These interventions are targeted at youth which aligns to the achievement of priorities of women and people with disabilities.

7.2.6. Expenditure trends and estimates by Sub-Programme

	2021/22	2022/23	2023/24		2024/25			2025/26			2026/27			2027/28	
Expenses	Audited outcome	Audited outcome	Budget	Audited outcome	Budget estimate	Approved budget	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Planning budget estimate	
Rand thousand															
<u>Objective/Activity</u>															
Decent and sustainable employment through jobs programme	21,491	19,968	13,309	13,309	35,470	307,349	271,879	69,873	69,873	-	73,836	73,836	-	77,255	
<u>Economic classification</u>															
Current payments	21,491	19,968	13,309	13,309	35,470	307,349	271,879	69,873	69,873	-	73,836	73,836	-	77,255	
Compensation of employees	2,223	2,429	2,526	2,526	6,279	6,279	-	6,532	6,532	-	6,793	6,793	-	7,100	
Salaries and wages	2,223	2,429	2,526	2,526	6,279	6,279	-	6,532	6,532	-	6,793	6,793	-	7,100	
Social contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Goods and services	19,268	17,539	10,783	10,783	29,191	301,070	271,879	63,341	63,341	-	67,043	67,043	-	70,155	
Of which ¹															
Administrative fees	-	47	-	-	-	-	-	-	-	-	-	-	-	-	
Travel and subsistence	679	-	565	565	576	576	-	660	660	-	687	687	-	718	
Training and development	12,447	12,405	2,268	2,268	28,615	28,615	-	37,517	37,517	-	40,186	40,186	-	42,002	
Operating payments	6,142	5,087	7,950	7,950	-	271,879	271,879	25,164	25,164	-	26,170	26,170	-	27,435	
Total Expenditure	21,491	19,968	13,309	13,309	35,470	307,349	271,879	69,873	69,873	-	73,836	73,836	-	77,255	
Objective less Expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

7.3. Sub-Programme 3: National Youth Service

7.3.1. Purpose of the Sub-Programme:

- Facilitate and co-ordinate the effective and efficient implementation of the Nation Youth Service Programmes across all sectors of society.

7.3.2. Outcomes, outputs, output indicators and targets

Item No.	Outcome	Output	Output Indicator	Audited Actual Performance			Estimated Performance	Medium Term Targets		
				2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
1.	Increased coordination and implementation of NYS programmes across all sectors of society	Increase number of young people participating in National Youth Service (NYS) programmes across all sectors of society	Number of government departments implementing NYS programmes in partnership with NYDA	57	73	70	5	7	9	12
2.			Number of young people securing paid service opportunities.	0	46320	20 000	20 000	40 000	45 000	50 000
3.			Number of young people who have completed planned service activities	0	34445	18000	18 000	32 000	35 000	40 000
4.			Number of young people transitioning out of the National Youth Service (NYS) into other opportunities	0	7546	4000	6 000	10 000	12 000	15 000

5.		Number of government departments and organisations capacitated to implement NYS programmes	0	0	0	50	60	65	70
6.		Number of NYS outreach activities coordinated to promote NYS in communities	0	0	0	0	10	15	20

7.3.3. Output indicators: annual and quarterly targets

Item No.	Output Indicator	Reporting period	Annual target 2025/2026	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.	Number of government departments implementing NYS programmes in partnership with NYDA	Quarterly	7	2	2	2	1
2.	Number of young people securing paid service opportunities.	Quarterly	40 000	5000	5000	5000	25 000
3.	Number of young people who have completed planned service activities	Quarterly	32 000	-	-	-	32 000
4.	Number of young people transitioning out of the National Youth Service (NYS) into other opportunities	Quarterly	10 000	-	-	-	10 000

5.	Number of government departments and organisations capacitated to implement NYS programmes	Quarterly	60	-	20	20	20
6	Number of NYS outreach activities coordinated to promote NYS in communities	Quarterly	10	2	2	3	3

7.3.4. Sub-Programme Resource Considerations

The National youth service has been identified as a critical programme in addressing unemployment, skills shortages, community service and issues of social cohesion and the NYDA has partnered with the Presidency in co-ordinating the Presidential Youth Service programme, this programme was sitting at R440 million in 2023/24 and will move to R549 million in 2025/26. The NYDA will focus on coordination and pilot scale implement with the receipt of donor funding. It will also require budgetary support from the Presidential Youth Employment Intervention. This NYS framework provides the basis on which government seeks to contribute to addressing the challenges of young South Africans, many of whom are not in employment, not in education or in training. As a result of this, they bear the brunt of poverty, social exclusion and diseases such as HIV and AIDs, not to mention a myriad of other social challenges like crime and substance abuse.

Grounded in South Africa's constitution, as well as legislative and policy imperatives, the NYS is benchmarked against other NYS models in different countries. For its success, the NYS seeks the participation of different stakeholders in government, civil society and business in order to archive its mission of reconstructing South African society by developing abilities of young people through service and learning.

7.3.5. Explanation of planned performance over the medium-term period

The planned performance over the medium-term period for National Youth Service is aimed at engaging young people in service to their communities to build the spirit of patriotism, solidarity, social cohesion and unity in diversity. The National Youth Service (NYS) programme has received a substantial budget increase for the 2025/26 financial year, with funding rising from R250 million to R549 million. This increase allows us to expand our participant base from 20,000 to 40,000 young people engaged in paid service opportunities across South Africa. With this expansion, our stipend commitments have significantly increased. Given that each participant receives R1,487 per month for 64 hours of service

Young people have limited opportunities to participate in nation building activities, so the National Youth Service Programme engage in awareness campaigns to build awareness, register projects that meet the National Youth Service compliance criteria and coordinate partners who are implementing National Youth Service projects. The uptake and coordination of opportunities for young people requires that National Youth Service build sustainable relationships, and this will help in mobilising resources to implement National Youth Service. Higher Education presents a huge opportunity for young people to use their skills to build this country. These interventions are targeted at youth which aligns to the achievement of priorities of women and people with disabilities. The desired outcome of the NYSP is to promote a culture of patriotism, civic

awareness, nation building, and fostering social cohesion. In the South African context the National Youth Service Unit, located in the National Youth Development Agency has played a key role in the implementation of NYS.

The end result of the NYS programmes is that young South Africans will accomplish:

Service- young people will be involved in activities through participating partnerships and stakeholders, which provide a service that meets a community need, in line with the national development objectives.

Service learning- Clear service and learning objectives, with accreditation, to allow for participants to develop specific skills that enhance their employability. Character Building & Personal development aimed at developing their character, patriotism and leadership skills.

Scale- the number of youth, spread across the length and breadth of South Africa, will be aware of and be able to access the programmes of NYS. A branding and positioning plan has been put in place to drive a coherent, relevant and effective communication.

7.3.6 Expenditure trends and estimates by Sub-Programme

	2021/22	2022/23	2023/24		2024/25			2025/26			2026/27			2027/28
Expenses	Audited outcome	Audited outcome	Budget	Audited outcome	Budget estimate	Approved budget	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Planning budget estimate
Rand thousand														
Objective/Activity														
National Youth Service	38 852	557 545	292 240	287 674	269 111	327 161	58 050	20 001	569 844	549 843	20 492	20 492	-	21 631
Economic classification														
Current payments	24 345	21 221	292 240	287 674	269 111	327 161	58 050	20 001	569 844	549 843	20 492	20 492	-	21 631
Compensation of employees	9 908	8 190	8 368	8 368	8 062	8 062	-	9 229	14 229	5 000	9 598	9 598	-	10 032
Salaries and wages	9 908	8 190	8 368	8 368	8 062	8 062	-	9 229	14 229	5 000	9 598	9 598	-	10 032
Social contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Goods and services	14 372	12 366	283 872	279 306	261 049	319 099	58 050	10 772	555 615	544 843	10 894	10 894	-	11 599
Of which ¹														
Administrative fees	92	69	134	134	-	-	-	-	-	-	-	-	-	-
Communication (G&S)	764	-	200	200	-	-	-	-	-	-	-	-	-	-
Travel and subsistence	1 607	4 271	1 716	1 716	586	586	-	670	670	-	697	697	-	729
Training and development	0	2 729	19 274	19 274	2 444	2 444	-	2 797	2 797	-	2 908	2 908	-	3 039
Operating payments	10 648	5 297	258 443	253 877	256 546	314 596	58 050	5 619	550 462	544 843	5 536	5 536	-	5 999
Venues and facilities	1 261	-	4 105	4 105	1 473	1 473	-	1 686	1 686	-	1 753	1 753	-	1 832
Depreciation	65	665	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	14 507	536 324	-	-	-	-	-	-	-	-	-	-	-	-
Other government units	13 911	536 324	-	-	-	-	-	-	-	-	-	-	-	-
National government	13 911	536 324	-	-	-	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	596	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	38 852	557 545	292 240	287 674	269 111	327 161	58 050	20 001	569 844	549 843	20 492	20 492	-	21 631
Objective less Expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Programme 3: Integrated Youth Development

8.1. Purpose of the Programme:

- The purpose focuses on fostering a mainstreamed, evidence based, integrated and result oriented youth development

8.1.1 Outcomes, outputs, output indicators and targets

Item No.	Outcome	Output	Output Indicator	Audited Performance			Estimated Performance	Medium Term Targets		
				2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
1.	Produce research reports which influences change in youth sector and build sustainable relationships	Youth centric research reports developed	Number of impact programme evaluations conducted	4	4	5	6	7	8	10
2.			Develop a Youth Research Report in the country	-	Developed a status of the Youth Report in the country	Develop a youth research report in the country	Develop a youth research report in the country	Produce a youth research report in the country	Produce a youth research report in the country	Produce a youth research report in the country
3.			Annual reports produced on IYDS and NYS programme	Produced Annual report on Integrated Youth Development Strategy, National Youth Service and Disability strategy	Produced Annual report on Integrated Youth Development Strategy, National Youth Service and Disability strategy	Produced Annual report on Integrated Youth Development Strategy, National Youth Service and Disability strategy	Produced Annual report on Integrated Youth Development Strategy, National Youth Service and Disability strategy	Produced Annual report on Integrated Youth Development Strategy, National Youth Service and Disability strategy	Produced Annual report on Integrated Youth Development Strategy, National Youth Service and Disability strategy	Produced Annual report on Integrated Youth Development Strategy, National Youth Service and Disability strategy
4.			Number of youth status outlook reports produced.	3	3	6 Youth Status outlook reports produced.	8 Youth status outlook reports produced.	10 Youth status outlook reports produced.	12 Youth status outlook reports produced.	14 Youth status outlook reports produced.

5.			Reviewed and approved disability strategy	Disability strategy developed and approved	-	-	Disability report produced	Reviewed and approved disability strategy	Implemented disability strategy	Implemented disability strategy
6.			Developed Rural Strategy on youth empowerment programmes	-	-	-	Developed Rural Strategy on youth empowerment programmes	Reviewed Rural Strategy on youth empowerment programmes	Reviewed Rural Strategy on youth empowerment programmes	Reviewed Rural Strategy on youth empowerment programmes

8.1.2. Output indicators: annual and quarterly targets

Item No.	Output Indicator	Reporting period	Annual target 2025/2026	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1.	Number of impact programme evaluations conducted.	Quarterly	7	-	1	1	5
2.	Annual reports produced on IYDS, NYS programme and Disability strategy	Annually	Produced Annual report on Integrated Youth Development Strategy, National Youth Service and Disability strategy	-	-	-	Produced Annual report on Integrated Youth Development Strategy, National Youth Service and Disability strategy
3.	Number of youth status outlook reports produced.	Quarterly	10 Youth status outlook reports produced.	2	2	3	3
4.	Develop a Youth Research Report in the country	Annually	Produce a Youth research report in the country	-	-	-	Developed Youth research report in the country
5.	Reviewed and approved disability strategy	Annually	Reviewed and approved disability strategy	-	-	-	Reviewed and approved disability strategy

6.	Developed and approved Rural Strategy on youth empowerment programmes	Annually	Developed and approved Rural Strategy on youth empowerment programmes	-	-	-	Developed and approved Rural Strategy on youth empowerment programmes
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8.1.3. Programme Resource Considerations

This programme has also been revised from being Research and Policy to Integrated Youth Development. The program consists of corporate strategy, monitoring and evaluation, knowledge management, research and policy programmes which have been merged with the CEO's Office. The entity continues to lobby for policy development on youth issues and conduct research, assess the performance of projects, institutions and programmes set up by NYDA to improve current and future management of outputs, outcomes and impact. The expenditure on this programme was sitting at R2.9 million in 2024/25 and will still be at R2.9 million in 2025/26 given the financial constraints but the programme will be in a position to implement its programmes within the limited resources. The programme will deliver on research outputs and conduct programme evaluations.

8.1.4. Explanation of planned performance over the medium-term period

The planned performance over the medium-term period for Integrated Youth Development Strategy Programme will address the MTSF outcomes by producing research reports which influences change in youth sector and build sustainable relationships. The Agency will conduct youth needs based research and constant research that will inform business. The programme focuses 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 through knowledge management. The strategies and processes of identifying, capturing, and leveraging knowledge to enhance competitiveness. The NYDA seeks to tie organisational outputs and outcomes to achieve specific outcomes to shared intelligence, improved performance, competitive advantage, or higher levels of innovation within the NYDA's programmes. The Performance framework allows the NYDA to align all its interventions to outcomes and impact as well as to track organisational performance against planned interventions.

8.1.5 Expenditure trends and estimates by programme.

	2021/22	2022/23	2023/24		2024/25			2025/26			2026/27			2027/28
Expenses	Audited outcome	Audited outcome	Budget	Audited outcome	Budget estimate	Approved budget	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Planning budget estimate
Rand thousand														
Objective/Activity														
Integrated youth development	9,233	16,495	14,223	14,223	11,986	11,986	-	12,538	12,538	-	12,910	12,910	-	13,597
Economic classification														
Current payments	9,233	16,495	14,223	14,223	11,986	11,986	-	12,538	12,538	-	12,910	12,910	-	13,597
Compensation of employees	8,025	7,436	7,733	7,733	5,778	5,778	-	5,946	5,946	-	6,064	6,064	-	6,338
Salaries and wages	8,025	7,436	7,733	7,733	5,778	5,778	-	5,946	5,946	-	6,064	6,064	-	6,338
Social contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Goods and services	1,208	9,059	6,490	6,490	6,208	6,208	-	6,592	6,592	-	6,846	6,846	-	7,258
Of which ¹														
Administrative fees	-	1	15	15	134	134	-	153	153	-	160	160	-	167
Communication (G&S)	-	186	-	-	-	-	-	-	-	-	-	-	-	-
Agency and support/outsourced services	180	-	480	480	490	490	-	560	560	-	582	582	-	608
Travel and subsistence	5	1,086	773	773	796	796	-	1,704	1,704	-	1,764	1,764	-	1,844
Training and development	1,023	544	-	-	-	-	-	1,070	1,070	-	1,112	1,112	-	1,162
Operating payments	-	4,263	3,760	3,760	2,465	2,465	-	1,822	1,822	-	1,894	1,894	-	2,083
Venues and facilities	-	2,979	1,462	1,462	2,323	2,323	-	1,283	1,283	-	1,334	1,334	-	1,394
Total Expenditure	9,233	16,495	14,223	14,223	11,986	11,986	-	12,538	12,538	-	12,910	12,910	-	13,597
Objective less Expenditure	-	-	-	-	-	-	-	-	-	-	-	-	-	-

9. 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.

<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>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.

II.	Increased number of young people entering the job market trained		<ul style="list-style-type: none"> 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.
6.	Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy	Lack of implementation of a coherent strategy to respond to young people living with disabilities <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.
7.	Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy	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 <ul style="list-style-type: none"> Inability to continuously review and adapt the Agency's products and services in response to rapid technological 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. 	<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, as well as community partnerships to expand reach and serve more clients. Continuous evaluation of the effectiveness of existing programs, identifying opportunities for streamlining processes. Development and Implementation of the Artificial Intelligence (AI) Strategy.
8.	Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy	Poor implementation of the Integrated Youth Development Strategy (IYDS) <ul style="list-style-type: none"> Ineffective implementation of the Integrated Youth Development Strategy (IYDS) in coordinating, monitoring, and evaluating efforts across 	<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.

	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.	
9. Improved governance and compliance	<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. 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</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

	trustworthiness and reputation if robust security measures are not consistently implemented and updated.	<p>e) Anti-Virus Policy in place</p> <p>f) Anti-Virus / Endpoint Protection in place</p> <p>g) Patch Management Policy in place</p> <p>h) User access Management Policy in place</p> <p>i) Internal and external firewall in place</p> <p>j) ICT security Awareness conducted continuously</p> <p>k) Mimecast Cloud Cybersecurity Services programme (to provide encryptions of data in transit) in place</p> <p>l) Multifactor authentication (Combination of username, Password and One time Pin (OTP)) is in place</p> <p>m) Cyber-Security Policy developed</p> <p>n) Security Certificate for the NYDA Website, ERP etc (all online platforms) has been configured SSL certificate for external access(ERP)</p> <p>o) User access right set-up within ERP in line with SoP and Delegation of Authority</p> <p>p) NYDA Virtual Private Network (VPN) Access</p> <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>
10.2 Improved governance and compliance	<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</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

	<p>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>backup generators to maintain uninterrupted electricity supply during power outage.</p> <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.
10.3 Improved governance and compliance	<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</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.

	material such as logo, etc, by the public	
11. Improved governance and compliance	<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 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 	<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. 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.



PART D TECHNICAL INDICATOR DESCRIPTIONS (TIDS)



NATIONAL YOUTH DEVELOPMENT AGENCY



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)
Means of verification	The portfolio of evidence required to verify the validity of the data
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	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: NYDA Financial Management Reports NYDA Performance Information Report

	NYDA Internal Audit Report
Source of Data	Finance Division CEO's Office
Method of calculation or assessment	Simple Count
Means of verification	Internal Audit Reports Presented at OPS EXCO Financial reports presented at Ops EXCO Performance reports presented at OPS EXCO
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	Senior Manager, Finance Senior Manager and Corporate Strategy Senior Manager

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
Means of verification	Signed MOU/MOA as per delegation of authority inclusive of funding commitments, or Letters of commitment, or Costed projects implementation plan, or Valuation of implemented projects by third parties.
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
Means of verification	Employment Equity and Transformation report
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
Means of verification	Signed MOUs or MOAs with SETAs by both NYDA CEO and partners or Concept document or Project (Implementation) Plan
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	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
Means of verification	<p>Signed MOUs or MOAs with technology companies or</p> <p>Concept document or</p> <p>Project (Implementation) Plan</p>
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
Means of verification	Invite or request by the partner to NYDA through email/letter/poster to join or participate in GBVF awareness campaign OR Invite or request by NYDA to partner with or join an organization/ Government Department/ NGO/ Agency on the GBVF awareness campaign
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
Means of verification	Risk Management Maturity report
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

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
Means of verification	quarterly reports produced on preferential procurement targets
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
Means of verification	Feedback reports produced and signed by Senior Manager
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
Means of verification	Project plan Outreach event report produced and signed by Communication Manager
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 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
Means of verification	Signed MOUs or MOAs with partners OR Concept document OR Project implementation plan
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	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.
Means of verification	ICT service request logs from the Helpdesk System / ITSM tool Quarterly performance reports Service Level Agreement (SLA) compliance reports

	User satisfaction surveys
Assumptions	<p>Adequate resources and tools are available for ICT service delivery</p> <p>Buy-in and participation from relevant stakeholders</p> <p>Timely logging of ICT issues and requests</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	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
Means of verification	<p>Approved training applications</p> <p>Learning and Development report</p>
Assumptions	Buy-in and participation by relevant stakeholders
Disaggregation of beneficiaries	<p>100 % youth</p> <p>Gender</p>

	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
Means of verification	Signed MOUs or MOAs with engineering companies or Concept document or Project (Implementation) Plan
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
Means of verification	Signed MOUs or MOAs with agriculture companies or Concept document or Project (Implementation) Plan
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
Means of verification	<ul style="list-style-type: none"> Implementation progress report
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

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
Means of verification	<ul style="list-style-type: none"> Customer service Implementation progress report
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
Means of verification	Implementation Report of the Integrated Communications and Marketing Strategy
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>
Means of verification	<ul style="list-style-type: none"> • ID or company registration • Disbursement request cover page • Proof of disbursement • Minutes (BGARG) • Quarterly post disbursement reports with pictures
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

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>
Means of verification	<p>ID or company registration</p> <p>Disbursement request cover page</p> <p>Proof of disbursement</p> <p>Minutes (BGARG)</p> <p>Quarterly post disbursement reports with pictures</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.
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
Means of verification	Proof of Voucher Issuance internal report generated from ERP
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
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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>
Means of verification	<ol style="list-style-type: none"> 1. Entrepreneurship Development Training <ol style="list-style-type: none"> 1.1 Business Management Training Programme <p>BMT training plan</p> <p>Signed BMT attendance register (applicable to GYB/SYB/IYB/SYB-Co-ops) or online attendance registers</p> <p>Business pitch attendance register (applicable to SYB & IYB) or online attendance registers or telephonic pitch validated by third party /opportunity providers</p> <p>Certificate issuance report (applicable to GYB/SYB/IYB/SYB-Co-ops)</p> 2. Co-operative Governance

	<ul style="list-style-type: none"> - Co-operative Governance training plan. - Signed Co-operative Governance attendance register or online attendance register <p>3. Sales Pitch and BBBEE Training</p> <ul style="list-style-type: none"> - Sales pitch and BBBEE training plan - Signed sales pitch and BBBEE attendance Register or online attendance register <p>4. Market Linkages</p> <ul style="list-style-type: none"> - For facilitated linkages one of the following: - Market linkages form signed by opportunity provider or invoice or contract or written confirmation from opportunity provider - Beneficiary verification forms or online verification form <p>5. Mentorship Programme</p> <ul style="list-style-type: none"> - Signed one-on-one mentee and mentor engagement form or online form OR - Signed Group Mentorship (Masterclass) attendance register or online attendance registers
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>
Means of verification	Jobs created VP38a form and jobs sustained VP 38b forms that are signed by the client
Assumptions	Budget Availability
Disaggregation of beneficiaries	<p>100% Youth</p> <p>Gender</p> <p>Race</p> <p>Disability status</p>

	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	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> <ul style="list-style-type: none"> - Life skills - Job preparedness training
Means of verification	<p>Life skills on the ERP</p> <ul style="list-style-type: none"> • Training Plan/Schedule • Attendance register <p>Job preparedness training on the ERP</p> <ul style="list-style-type: none"> • Training Plan/Schedule • Attendance register

Assumptions	Adequate training provided (Training that is aligned to current jobs and youth needs). 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 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
Means of verification	Signed NYDA learners employment contracts or attendance register. OR Work based learner agreement
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

Means of verification	ERP and/or Pathway Management or Written confirmation (email/letter) from employers or Mou's from stakeholders/or Letter from the employers or Signed contracts from beneficiaries
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

Means of verification	<p>1. Entrepreneurship Development Training</p> <p>1.1 Business Management Training Programme</p> <p>BMT training plan</p> <p>Signed BMT attendance register (applicable to GYB/SYB/IYB/SYB-Co-ops) or online attendance registers</p> <p>Business pitch attendance register (applicable to SYB & IYB) or online attendance registers or telephonic pitch validated by third party /opportunity providers</p> <p>Certificate issuance report (applicable to GYB/SYB/IYB/SYB-Co-ops)</p> <p>2. Co-operative Governance</p> <p>- Co-operative Governance training plan.</p> <p>- Signed Co-operative Governance attendance register or online attendance register</p> <p>3. Sales Pitch and BBBEE Training</p> <p>- Sales pitch and BBBEE training plan</p> <p>- Signed sales pitch and BBBEE attendance Register or online attendance register</p> <p>4. Market Linkages</p> <p>- For facilitated linkages one of the following:</p> <p>- Market linkages form signed by opportunity provider or invoice or contract or written confirmation from opportunity provider</p> <p>- Beneficiary verification forms or online verification form</p> <p>5. Mentorship Programme</p> <p>- Signed one-on-one mentee and mentor engagement form or online form OR</p> <p>- Signed Group Mentorship (Masterclass) attendance register or online attendance registers</p>
Assumptions	Budget Availability
Disaggregation of	100 % youth

beneficiaries	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
Means of verification	NYS Partnership coordination form signed by NYDA OR MOU'S signed by the ED
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
Means of verification	NYS Partnership coordination and capacity building form signed by NYDA Official and Partner
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
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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, disability, race, geographic location, number and type of programme/support services participated in, , value of stipends received,</p>
Means of verification	<p>Means of verification for the payment of stipends will include:</p> <ul style="list-style-type: none"> • Signed Monthly Timesheets (electronic or manual) • ID copies and beneficiary contract • Beneficiary Database • Signed Attestation by NGO/Partner with data list Annexure
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	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 security & Child nutrition, and Community Works, Revitalisation & Greening programmes.</p>
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>

Means of verification	Means of verification for the successful completion of service activities: <ul style="list-style-type: none"> • Service Completion Certificates • Beneficiary Database • Consolidated Timesheets • Signed Attestation by NGO/Partner with data list Annexure
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	5. Number of young people transitioning out of the National Youth Service (NYS) into other opportunities.
Definition	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 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	Simple count Each young person will be counted once.

Means of verification	Means of verification for tracking young people who migrate from NYS: <ul style="list-style-type: none"> • Beneficiary Database • Beneficiary Attestation or confirmation from opportunity provider • Data List Annextures
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	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
Means of verification	Outreach reports approved by the ED

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
Means of verification	Annual reports produced and approved by Senior Managers <ul style="list-style-type: none"> o IYDS Annual Report Approved o NYS Annual Report Approved o 'Disability Report Approved
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
Means of verification	Programme Evaluations Reports Produced
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
Means of verification	Research report approved by NYDA CEO
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
Means of verification	Approved Youth Status Outlook Reports by Senior Manager CSP Smart lessons reports published or communicated with all staff via internal comms (Knowledge briefs report published)
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
Means of verification	Approved Disability strategy approved by the CEO
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
Means of verification	Rural Strategy on Youth Empowerment approved by CEO
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

National Youth Development Agency



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