

**nyda**

NATIONAL YOUTH DEVELOPMENT AGENCY  
**OUR YOUTH. OUR FUTURE.**



# ANNUAL PERFORMANCE PLAN

2026/2027



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## EXECUTIVE AUTHORITY STATEMENT

I wish to take this moment to pay tribute to generations of women — past and present — who have waged a fearless and unrelenting struggle against all forms of discrimination, subordination, and exploitation in pursuit of a more just and humane society. Their struggle for gender equality represents one of history’s most enduring and transformative social movements — evolving from early demands for basic legal recognition to contemporary demands for fundamental and systemic transformation across all spheres of life where decisions are made and power is exercised.

The year 2026 marks the Platinum Jubilee of the 1956 March to the Union Buildings, when our foremothers took the apartheid regime head-on and paved a way for the freedom we all enjoy today — both men and women. In his State of the Nation Address, President Ramaphosa reminded us of the powerful image of Lilian Ngoyi, Helen Joseph, Sophie de Bruyn, and Rahima Moosa carrying armfuls of petitions to lay at the doorstep of a Prime Minister who did not dare to meet them. For 30 minutes, 20,000 women stood on the steps of the amphitheatre in silence — not singing, not speaking. Their silence reflected the deep emotional pain and frustration borne out of systemic

apartheid oppression. And after the silence came the reminder: Wathint'abafazi, wathint'imbokodo — You strike a woman, you strike a rock.

The NYDA must, throughout this year, honour the legacy and renew the mandate of 1956 in championing the interests of young women from every corner of our society. Accordingly, this Annual Performance Plan places the empowerment, safety, and economic inclusion of young women at its very centre.

This year also marks the Golden Jubilee of the June 1976 Youth Uprising — fifty years since the young people of Soweto rose against an unjust education system and, in doing so, altered the course of our history. The NYDA exists because of the spirit of 1976. It was born from the conviction that young people are not passive recipients of policy — they are agents of change who must be equipped, resourced, and trusted to lead.

I therefore charge the NYDA, working closely with the Department, to make 2026 a memorable year for young people from all walks of life — by rallying all of government and all of society behind a progressive and pragmatic programme of action that honours the courage of 1976 with concrete delivery.

Finally, 2026 marks thirty years since the adoption of our Constitution — the supreme law that enshrines the rights, freedoms, and dignity of every South African. The NYDA has a responsibility to educate young people about the significance of this document in the life and future of our society. Our constitution represents a social contract that guarantees every young person's right to education, healthcare, housing, equality, and dignity. A generation that does not understand its Constitution cannot defend it. The NYDA must ensure that constitutional literacy is woven into its programmes — so that every young person knows not only what the Constitution says, but what it means for their daily lives.

## **GROUNDING THE APP IN THE NATIONAL YOUTH POLICY**

The 2026/27 Annual Performance Plan is firmly grounded in the South African National Youth Policy 2020–2030 which aims to accelerate positive youth development by tackling unemployment, poverty, and inequality through targeted interventions across economic, educational, and social sectors. The NYDA's APP is the operational expression of this policy, and every target it sets must trace back to the commitments made in the NYP 2030.

The Policy is built on clear pillars: economic transformation and job creation through the Presidential Youth Employment Initiative and support for youth-owned businesses; quality education and skills development aligned to the Fourth Industrial Revolution to improve employability; health and wellbeing, including addressing the impact of HIV/AIDS and substance abuse; social cohesion and nation-building through youth participation in civic life and community development; and active citizenship that empowers young people as participants in democratic processes.

## MAINSTREAMING YOUTH RIGHTS THROUGH THE LEGISLATIVE PROGRAMME

We are in the process of developing the South African Youth Development Bill — a comprehensive piece of legislation aimed at harmonising youth development and placing it at the centre of all government action. This Bill will provide the legal architecture to ensure that youth development becomes a binding obligation that cuts across every department, every sphere of government, and every policy domain. The NYDA’s voice must be central to the development of this legislation.

More broadly, the NYDA must ensure that the youth agenda is woven throughout the Department’s full legislative programme. The voice and perspective of the NYDA must be felt throughout each of these legislative processes — because there is no piece of gender legislation, no piece of disability legislation, and no piece of equality legislation that does not directly affect young people.

In support of this, the Department will be developing a Standard Operating Procedure to strengthen its oversight function over the NYDA and to support the effective implementation of the Agency’s mandate. This is particularly important for our Branch for the Rights of Persons with Disabilities, which will ensure that the Agency’s work on disability inclusion and the empowerment of youth with disabilities is deliberate, measurable, and accountable.

## ALIGNMENT TO THE MEDIUM-TERM DEVELOPMENT PLAN

The NYDA APP demonstrates careful articulation and alignment between its programme of action and the Medium-Term Development Plan priorities. The MTDP is the walking legs of the National Development Plan — it translates our long-term vision into concrete, time-bound deliverables. Every target in the NYDA’s APP speaks directly to the MTDP’s priority sectors and developmental outcomes. Alignment is not a bureaucratic exercise. It is the difference between an Agency that operates in a silo and an Agency that is plugged into the full force of government’s developmental machinery.

The President has declared youth unemployment a national crisis. Over 4.8 million young people are out of work 58.7% of whom have never been employed. This is not a statistic to be managed. It is a crisis that demands a crisis-response posture one that embraces disruptive, scalable, and innovative approaches to youth economic inclusion rather than business-as-usual programmes.

I therefore urge the NYDA to focus on the following strategic pillars for transformation:

**Solidarity Economy Ecosystems:** Develop youth-led cooperatives to build community wealth and sustainable livelihoods because not every young person’s path to economic participation runs through formal employment.

**Strategic Public Procurement:** Leverage the government’s R500 billion annual procurement spend as a vehicle for youth inclusion through Youth Procurement Hubs, simplified tender processes, and bridging finance mechanisms. The state’s buying power is one of the most underutilised tools for youth empowerment in our arsenal.

**Agriculture and Agro-Processing:** Position youth at the centre of climate-smart agriculture and agro-industrial value chains to reduce imports and expand exports. South Africa’s food security and its youth employment crisis are two sides of the same coin.

**Oceans Economy:** Leverage South Africa’s 3,000-kilometre coastline to create jobs in aquaculture, shipbuilding, offshore energy, and coastal tourism. Our oceans represent an enormous and largely untapped frontier for youth economic participation.

**Critical Minerals and Green Economy:** Enable youth participation in mining and beneficiation through Youth Mining Cooperatives and Innovation Centres aligned with the national Critical Minerals Strategy. The green transition must not leave young people behind — it must be built by them.

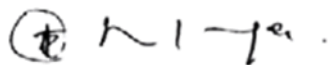
**Continental Trade Integration:** Equip youth to access the African Continental Free Trade Area market through digital trade platforms, export development, and regional partnerships. The AfCFTA is the largest free trade area in the world by number of participating countries and young South Africans must be at the front of the queue.

I also encourage the NYDA to look beyond the borders of South Africa for youth empowerment opportunities. The platform economy and the creative use of digital technologies by young people are opening doors that did not exist a decade ago. The NYDA must support young people to compete, collaborate, and trade across borders and must continue strengthening cooperation and friendship with youth organisations across the continent and in the diaspora. The world is not waiting for our young people. We must ensure they are ready for the world.

In conclusion, I would like to commend the newly appointed NYDA Board for its early visibility and commitment within its first 100 days. The true test of leadership lies not in promises but in implementation and measurable impact. I challenge the Board to move beyond compliance to be bold, to be transformative, and to deliver programmes that directly and tangibly improve the lives of young people.

This Annual Performance Plan marks the beginning of a new era of strategic leadership one focused on turning policy commitments into real, measurable outcomes. 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 to the development of their communities and society.

The year 2026 is a special one. Let us honour the women of 1956, the youth of 1976, and the architects of our Constitution by delivering an Annual Performance Plan that does not simply meet targets but changes lives.



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**Hon. Sindisiwe Chikunga,**

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



## MESSAGE BY THE DEPUTY MINISTER

The 2026/27 Annual Performance Plan of the National Youth Development Agency (NYDA) is presented at a critical juncture in South Africa's development trajectory. As a country with a predominantly youthful population, the extent to which we are able to integrate young people into the economic, social, and civic life of the nation will significantly determine the pace and sustainability of our development outcomes.

The environment within which the NYDA operates continues to evolve, shaped by persistent structural inequalities, high levels of youth unemployment, and shifting economic dynamics, including the growth of the digital and informal economies. These conditions necessitate a coordinated, responsive, and evidence-based approach to youth development, underpinned by strong institutional capability and strategic alignment across government and its partners.

This Annual Performance Plan is aligned to the National Development Plan 2030, the National Youth Policy, and the Medium-Term Development Plan, and contributes to the realisation of South Africa's broader developmental objectives, including inclusive economic growth, job creation, and social cohesion. The National Development Plan underscores the importance of harnessing the potential of a youthful population as a demographic dividend, contingent on the expansion of education, skills development, and access to economic opportunities. This APP outlines the NYDA's contribution to advancing these priorities.

The work of the NYDA must also be understood within the constitutional imperative to advance substantive equality. Our Constitution provides a framework for addressing the layered and intersecting forms of disadvantage that continue to affect young people. In this regard, the Agency's programmes must be designed and implemented in a manner that responds to the diverse realities of youth, particularly those in rural and township communities, young women, young persons with disabilities, and LGBTQIA+ youth, who often experience compounded barriers to participation.

The APP outlines key interventions aimed at expanding access to opportunities for young people. These include support for entrepreneurship and enterprise development, particularly within the micro-enterprise and informal sectors; facilitation of access to education and training opportunities, including second-chance programmes; and the strengthening of the National Youth Service as a platform for skills development, civic participation, and social contribution. These interventions are intended to enhance pathways into economic participation and improve the overall socio-economic outcomes of young people.

Recognising that the scale of youth development challenges extends beyond the capacity of any single institution, the NYDA will continue to work in partnership with government departments, the private sector, civil society, and development partners to ensure a coordinated and integrated response. This whole-of-society approach is essential to achieving sustainable impact.

The successful implementation of this APP will depend on effective governance, clear performance indicators, and strengthened monitoring and evaluation systems to ensure accountability and measurable results. The Agency is committed to improving service delivery, enhancing operational efficiency, and ensuring that resources are utilised in a manner that maximises impact for young people.

As we advance the implementation of this Annual Performance Plan, we remain guided by the principle that youth development is both a developmental priority and a matter of social justice. It is through deliberate, inclusive, and sustained action that we will ensure that young people are able to contribute meaningfully to the country's growth and development.

As u-mama Albertina Sisulu reminded us, “We must not tire, we must not give up, we must not allow oppression to defeat us.” This enduring call to perseverance and collective struggle continues to guide our approach as we work to improve the lives of young people across South Africa.



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**Hon. Mmapaseka Steve Letsike, MP**

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



## STATEMENT BY THE CHAIRPERSON OF THE BOARD

The National Youth Development Agency (NYDA) will, over the medium term, implement youth development programmes that contribute to the Medium-Term Strategic Framework (MTSF) outcomes of an efficient, effective, and development-orientated public service in support of the young people of South Africa. This work 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 National Youth Policy (NYP) 2030 remains the guiding policy framework for youth development, while the work of the Agency is defined by the National Youth Development Agency Amendment Act 11 of 2024, which strengthens the NYDA’s mandate and coordination role. In line with this framework, the Agency has rationalised its work and, through its Five-Year Strategic Plan for the period 2025-2030, will place renewed focus on youth entrepreneurship, the creation and facilitation of employment opportunities, and the coordination of the National Youth Service Programme across all sectors of government and society.

It is within this socio-economic and developmental context that the 5th Board of Directors of the National Youth Development Agency was appointed by His Excellency, President Matamela Cyril Ramaphosa, on 01 August 2025. The Board represents one of the most inclusive governance structures in the history of the Agency and was deliberately constituted to reflect the diversity and lived realities of young people across South Africa. Its composition includes a person with a disability, a non-binary member of the queer community, and members drawn from a wide range of social, geographic, and youth-sector backgrounds - encompassing urban, township, rural, and historically marginalised communities - as well as members with advanced academic and research expertise, including two Board members holding doctoral qualifications. The composition of the Board is intentional and directly aligned to the constitutional and developmental mandate of the Agency. This Board has a mission to serve the mandate of the NYDA with independence, integrity, and accountability. Its primary obligation is to the young people of South Africa, particularly those who remain excluded from opportunity due to geography, gender, disability, or socio-economic circumstance.

Guided by this mandate, the Board has adopted an unconventional yet principled approach to youth development - one that recognises that neutrality in the face of inequality risks perpetuating exclusion. The Board has therefore prioritised deliberate interventions that centre rural and deep rural youth, advance accessibility for young people with disabilities, and strengthen the economic and social inclusion of young women and minority groups. This approach reflects a commitment to equity, responsiveness, and differentiated support, recognising that equal treatment does not yield equal outcomes in an unequal society. The NYDA was established primarily to address the challenges faced by the nation's youth, particularly those arising from persistent poverty, skills shortages, unemployment, and inequality. In responding to these challenges, the Agency recognises that youth development interventions must align to integrated and sectoral approaches that promote inclusive socio-economic development and deliver tangible improvements in the quality of young people's lives.

Through the 2025/2026 Annual Performance Plan, the NYDA has further rationalised its work to ensure strategic focus, institutional coherence, and measurable impact. The Agency will place renewed emphasis on youth entrepreneurship, the creation and facilitation of employment opportunities, and the strengthened coordination of the National Youth Service Programme across all sectors of government and society, enabling young people to transition meaningfully into economic participation and active citizenship. South Africa's most comprehensive response to youth unemployment to date, the Presidential Youth Employment Intervention (PYEI), has demonstrated tangible impact by supporting young people across multiple pathways into the economy and should be sustained and expanded. In light of prevailing socio-economic realities, youth development initiatives

must continue to align with integrated and sector-specific approaches that address poverty, skills shortages, and unemployment, while catalysing inclusive socio-economic development and long-term resilience.

By paying close attention to where young people are directing their efforts, and to the barriers they encounter, the Agency will continue to strengthen its ability to meet young people where they are. Accordingly, this Annual Performance Plan reaffirms the commitment of the NYDA to addressing youth underdevelopment and maximising the impact of its interventions, ensuring meaningful and sustainable improvements in the lives of young people across South Africa.



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**Dr Sunshine Minenhle Myende**

Executive Chairperson of NYDA Board



## STATEMENT BY THE DEPUTY CHAIRPERSON OF THE BOARD

As we table the Annual Performance Plan for the 2026/2027 financial year, the National Youth Development Agency does so at a defining moment for youth development in South Africa. Established through the NYDA Act 54 of 2008, the Agency was created to respond to the complex and persistent socio-economic challenges faced by young people, who constitute approximately 42 per cent of the population.

The appointment of a new Board in July 2025, by His Excellency President Cyril Ramaphosa, marked an important inflection point for the Agency. This transition occurred at a time when South Africa continues to confront an acute youth unemployment crisis, driven by structural constraints including poor education outcomes, skills mismatches, limited access to finance, and the exclusion of youth-owned enterprises from productive value chains. These realities underscore the urgency of a more decisive, coordinated, and outcome-driven response. Against this backdrop, the Board has articulated a clear strategic direction for the 2025–2030 period, aimed at repositioning the NYDA as a more capable and impactful institution. Central to this strategic direction, is the strengthening of governance, fiscal discipline, and institutional coherence, enabling the Agency to move from fragmented and marginal interventions towards a more integrated and scaled solutions for young people.

This Annual Performance Plan translates that strategic intent into measurable action. It places economic inclusion at the centre of the Agency’s work, with particular emphasis on young women, persons living with disabilities, and those who remain marginalised within the mainstream economy. By prioritising these groups, the NYDA seeks to dismantle systemic barriers to entry and to affirm the principle that inclusive growth is both a social and economic imperative.

Investment-led transformation and human capital development remain central to the Agency’s approach. Through the operationalisation of the National Youth Fund and the scaling of the National Youth Service, the NYDA is simultaneously expanding access to patient capital, practical work experience, and pathways into productive economic participation. These interventions are underscored by a required focus on strengthening the Agency’s research and analytical capacity, positioning the NYDA as a credible knowledge repository on youth development. By deepening evidence generation and utilisation, the Agency can ensure that policies and programmes are more precisely targeted, responsive to labour market realities, and aligned to the lived conditions of young people.

This Annual Performance Plan therefore serves as both a statement of intent and a framework for accountability. Through clearly defined priorities, measurable targets, and strengthened partnerships, the NYDA reaffirms its commitment to delivering tangible outcomes at scale and to advancing inclusive, and meaningful economic participation for South Africa’s youth.



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**Mr Bonga Makhanya**

Deputy Executive Chairperson of NYDA Board



## 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 2026/2027 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 fully responsive to the needs of young people.”***

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

- Ensure compliance and timely reporting to parliament and treasury.
- Secure multi-year funding commitments to stabilize operations.
- Strengthen stakeholder engagement and partnerships for resource mobilization and program delivery.
- Embed inclusivity and equity in all NYDA policies, language, and practices.
- Redesign programs to focus on entrepreneurship, job creation, and holistic youth empowerment pathways.
- Build capacity and risk management systems to handle implementation challenges.

**On the operational side, the NYDA will have the following focus areas for 2026/27:**

- Expand our participant base from 40,000 to 100,000 young people engaged in paid service opportunities across South Africa.
- Support 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 whose dedication and diligence allows us to execute these focus areas in the best interests of young people. The year 2026/27 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.



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**Mr. Ndimiso Kubheka**

NYDA Chief Executive Officer






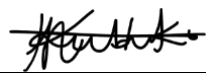



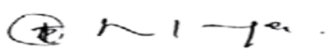
## Acronyms and Abbreviations

| ABBREVIATION | TERM  |
|--------------|---|
| <b>APP</b>   | Annual Performance Plan                               |
| <b>BBBEE</b> | Broad-Based Black Economic Empowerment                |
| <b>DBE</b>   | Department of Basic Education                         |
| <b>DPME</b>  | Department of Planning and Monitoring and Evaluation  |
| <b>DWYPD</b> | Department Women, Youth and Persons with Disabilities |
| <b>EIP</b>   | Enterprise Investment Programme                       |
| <b>HDI</b>   | Human Development Index                               |
| <b>IYDS</b>  | Integrated Youth Development Strategy                 |
| <b>KPA</b>   | Key Performance Area                                  |
| <b>KPI</b>   | Key Performance Indicator                             |
| <b>LED</b>   | Local Economic Development                            |
| <b>MTDP</b>  | Medium-Term Development Plan                          |
| <b>NDP</b>   | National Development Programme                        |
| <b>NEET</b>  | Not in Employment, Education or Training              |
| <b>NGO'S</b> | Non-Governmental Organisations                        |
| <b>NGP</b>   | New Growth Path                                       |
| <b>NIMSS</b> | National Injury Mortality Surveillance System         |
| <b>NSA</b>   | National Skills Authority                             |
| <b>NSDS</b>  | National Skills Development Strategy                  |
| <b>NYDA</b>  | National Youth Development Agency                     |
| <b>NYP</b>   | National Youth Policy                                 |
| <b>NYS</b>   | National Youth Service                                |
| <b>NYSPF</b> | National Youth Service Policy Framework               |
| <b>PDDD</b>  | Program Design, Development and Delivery              |
| <b>PGDS</b>  | Provincial Growth and Development Strategy            |
| <b>PWD</b>   | Persons with Disabilities                             |
| <b>IYDS</b>  | Integrated Youth Development Strategy                 |
| <b>SAYWA</b> | South Africa Youth Workers Association                |
| <b>SDA</b>   | Skills Development Act                                |
| <b>SDF</b>   | Skills Development Fund                               |

## Official Sign-off

It is hereby certified that this is the NYDA First Draft Annual Performance Plan 2026-2027:

- 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 2026-2027

| Name of Programme Owner         | Designation   | Signature   |
|---------------------------------|---|---|
| Mr. Tshepo Manyama              | Acting Executive Director: PDDD   |    |
| Mr. Kabelo Boka                 | Acting Chief Information Officer: ICT                                     |    |
| Ms. Mafiki Duma                 | Executive Director: Corporate Services & Legal                            |  |
| Mr. Walter Bango                | Head of Planning  |  |
| Ms. Okuhle Sidumane             | Chief Financial Officer   |  |
| Mr. Ndumiso Kubheka             | Chief Executive Officer   |  |
| Mr. Bonga Makhanya              | Deputy Executive Chairperson  |  |
| Dr. Sunshine Minenhle Myende    | Executive Chairperson of the Board  |  |
| Mmapaseka Steve 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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NATIONAL YOUTH DEVELOPMENT AGENCY  
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# PART A

## OUR MANDATE



# 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.

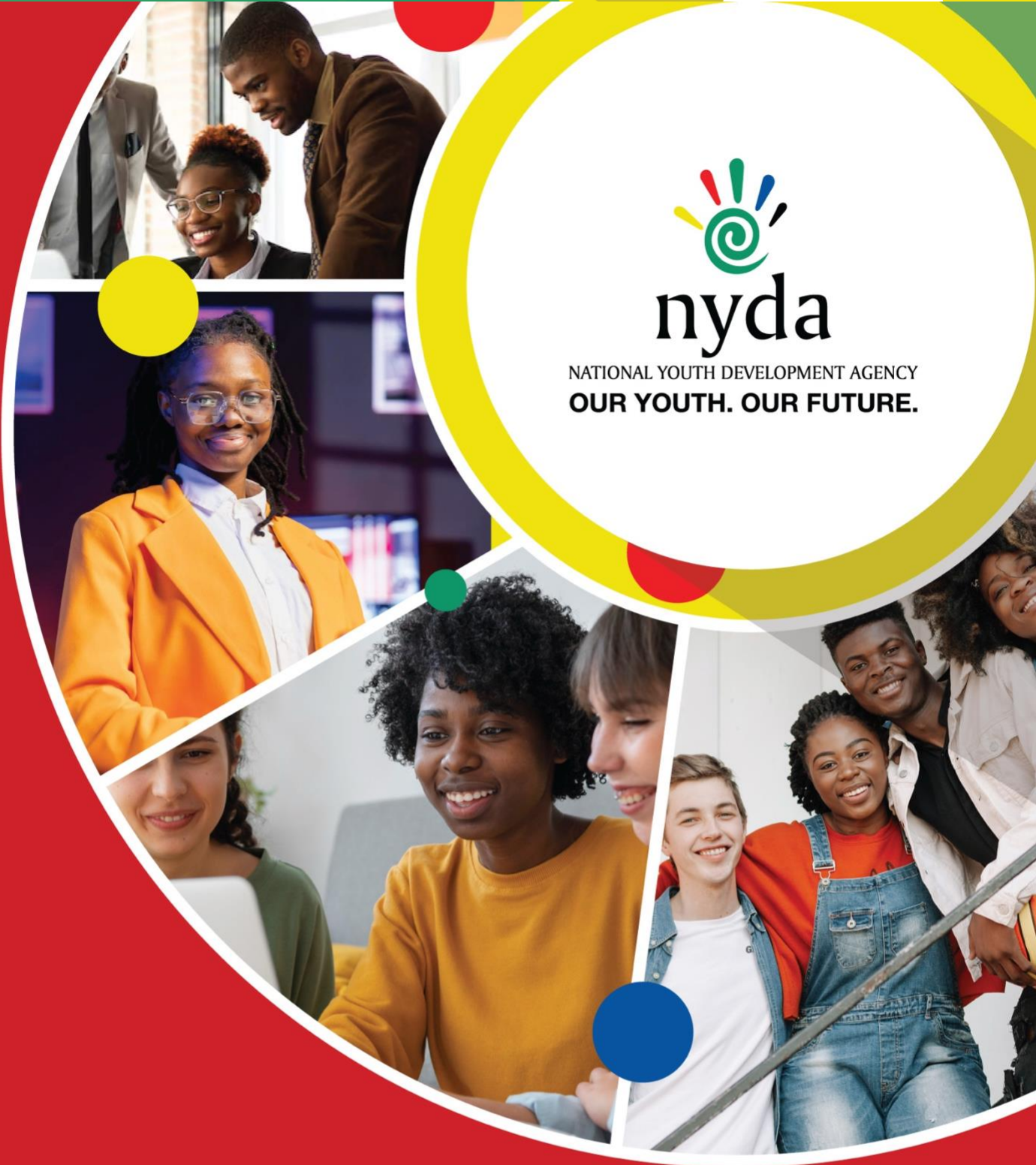
The below listed legislative instruments and policies highlight the National Youth Development Agency's mandate with the aim of ensuring that it aligns and falls within the parameters of the legislative framework.

| <b>Legislation</b>   | <b>What it means</b>   |
|--|--|
| <b><i>The Constitution of the Republic of South Africa (Act 108 of 1996)</i></b> | <i>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.</i>   |
| <b><i>The National Development Plan (NDP 2030)</i></b>                           | <p><i>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.</i></p> <p><i>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.</i></p> <p><i>As a long-term strategic plan, it serves four broad objectives:</i></p> <ul style="list-style-type: none"> <li><i>• Providing overarching goals for what we want to achieve by 2030.</i></li> <li><i>• Building consensus on the key obstacles for achieving these goals and what needs to be done to overcome those obstacles.</i></li> </ul> |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• <i>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.</i></li> <li>• <i>Creating a basis for making choices about how best to use limited resources.</i></li> </ul>  |
| <p><b><i>Preferential Procurement Policy Framework Act (2000)/Preferential Procurement Regulation (2017)</i></b></p> | <p><i>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.</i></p> <p><i>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.</i></p> <p><i>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.</i></p> |
| <p><b><i>The New Growth Path (2011)</i></b></p>  | <p><i>This emphasises the need for the state to create jobs through:</i></p> <ul style="list-style-type: none"> <li>• <i>Direct employment schemes.</i></li> <li>• <i>Targeted subsidies.</i></li> <li>• <i>Expansionary macro-economic package.</i></li> <li>• <i>Supporting labour absorption activities.</i></li> <li>• <i>Generate large-scale employment.</i></li> <li>• <i>Creation of incentives and support mechanisms to encourage the private sector to invest in new ventures.</i></li> <li>• <i>Extend existing operations and concentrating resources in areas that yield the most jobs will ensure the greatest impact.</i></li> </ul>  |

|   |   |
|---|---|
| <b>National Youth Policy 2030</b>   | <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>   |
| <b>Amended National Youth Development Agency (NYDA), Act Number 11 of 2024.</b> | <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>   |
| <b>Public Finance Management Act, No 1 of 1999 as amended (PFMA)</b>            | <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"> <li>• Modernising the system of financial management in the public sector,</li> <li>• Enabling public sector managers to manage, but at the same time be held more accountable,</li> <li>• Ensuring the timely provision of quality information; and,</li> <li>• Eliminating the waste and corruption in the use of public assets.</li> </ul> |
| <b>Broad Based Black Economic Empowerment Act 53 of 2003 “As Amended”</b>       | <p>Promotes achievement of constitutional right to:</p> <ul style="list-style-type: none"> <li>• Equality,</li> <li>• Increase in broad based and effective participation of black people in the economy and,</li> <li>• Promote equal opportunity and equal access to government services.</li> </ul>  |

|   |  |
|---|--|
| <p><b>Skills Development Act of 1998 (as Amended in 2010)</b></p> | <p><i>This emphasizes the state to promote the following amongst others:</i></p> <ul style="list-style-type: none"> <li>• <i>Improving the quality of life of workers, their prospects of work and labour mobility.</i></li> <li>• <i>Improving productivity in the workplace and the competitiveness of employers.</i></li> <li>• <i>Establishing the national Skills authority.</i></li> <li>• <i>Establishing SETAs.</i></li> <li>• <i>Improving self-empowerment.</i></li> <li>• <i>Improving the delivery of social services.</i></li> </ul>  |
| <p><b>Integrated Youth Development Strategy</b></p>               | <p><i>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.</i></p> <p><i>The National Youth Policy identified the following five priorities:</i></p> <ul style="list-style-type: none"> <li>• <i>Education and Skills and Second Chances.</i></li> <li>• <i>Economic participation and transformation.</i></li> <li>• <i>Health care and combating substance abuse.</i></li> <li>• <i>Nation Building and Social Cohesion.</i></li> <li>• <i>Optimizing the youth machinery for effective delivery and response.</i></li> </ul> |



**nyda**

NATIONAL YOUTH DEVELOPMENT AGENCY  
**OUR YOUTH. OUR FUTURE.**

**PART B**  
**OUR STRATEGIC**  
**FOCUS**

OUR YOUTH. OUR FUTURE



# PART B: OUR STRATEGIC FOCUS

## 2.1 NYDA Mandate, Vision, Mission and Values

### 2.1.1 NYDA Performance Considerations



### Summary of Key Priorities Informing the 2026/27 Annual Performance Plan

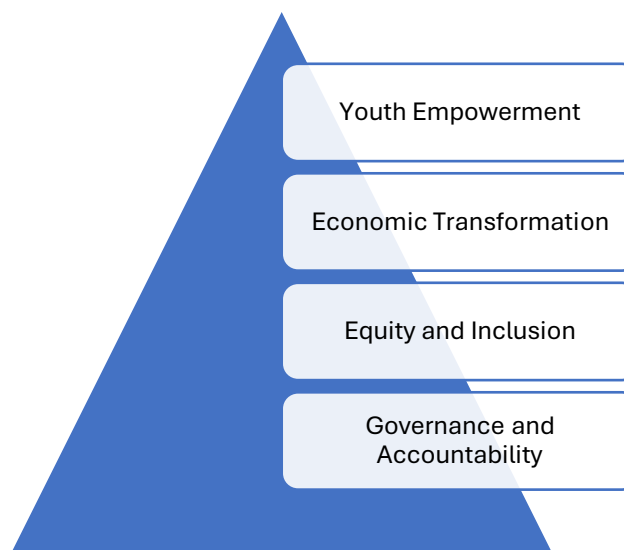
The 2024 General Election introduced the Seventh Administration of Government for the 2024-29 period. The new planning cycle (2025/26 to 2029/30) starts a year after the elections as it is informed by the decisions of the new administration. This 2026/27 APP will also be used as the transition plan from 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 2026/27 financial year. The 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 the expected outcomes are creation of more jobs and inclusive economic growth. 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 over 2 500 youth-owned enterprises, township, youth with disability and rural enterprises during 2026/27 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.

### NYDA KEY Strategic Focus Areas



Our strategy is based around four main areas, which include:

1. **Youth Empowerment:** Accelerating service turnaround, ensuring inclusive access for youth with disabilities and rural/township youth, strengthening mentorship and aftercare, and revitalising the National Youth Service with clear definitions of service.
2. **Economic Transformation:** Playing a catalytic role in high-absorption sectors such as digital, agriculture, ocean economy, and critical minerals. Expanding innovative funding models (vouchers, catalytic and blended finance) and strengthening incubation and skills pathways to support entrepreneurship.
3. **Equity and Inclusion:** Removing systemic barriers for marginalised youth, particularly LGBTI+ youth, youth with disabilities and rural youth. Embedding dignity, diversity, and representation across all NYDA programs.
4. **Governance and Accountability:** Reinforcing oversight through aligned performance plans, measurable outcomes, and transparent reporting. Transitioning from memorandums of understanding to legally binding agreements to secure funding reliability and impact.

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 2026/27 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

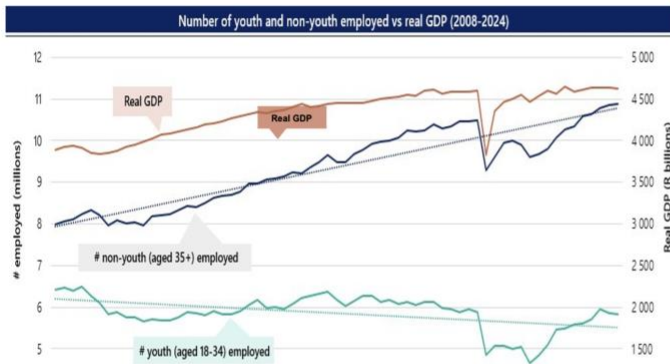


PRESIDENTIAL  
YOUTH  
EMPLOYMENT  
INTERVENTION

## 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**

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 90,000 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 under served areas, while fostering sustainable livelihoods and measurable community impact.

**2.1.2 NATIONAL YOUTH SERVICE: Phase 4 Status Update**

**Status update on the Revitalised National Youth Service.**

Phase IV of the Revitalised National Youth Service (NYS) was launched in August 2025 after contracts with ten implementing partners were extended to place 40 000 young people in paid community service roles across the country. Interest in the programme has been extremely high, with over 840 000 applications received through SAYouth.mobi from all nine provinces. This level of demand highlights both the scale of youth unemployment and the continued importance of programmes like NYS.

As Phase IV moves towards its conclusion, monitoring and evaluation efforts have been strengthened to focus not only on the number of young people placed, but also on the difference the programme is making in communities

and in the lives of participants. Early feedback from implementation sites indicates encouraging signs of growing confidence, leadership, and meaningful community contribution among young people in service. However, the question of sustainable post-service opportunities remains a stark and ongoing challenge, requiring coordinated and multi-pronged interventions.

### 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 deliverable’s 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

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 Voter Registration

In promoting Active Citizenry and Patriotism the NYDA will join forces with IEC in 2026 local government elections on the following:

#### 1. Voter Registration Programme

Critical for meeting the needs of all age demographics, fostering democratic engagement among the youth, and empowering young individuals to express their views on significant challenges they encounter; and tackling.

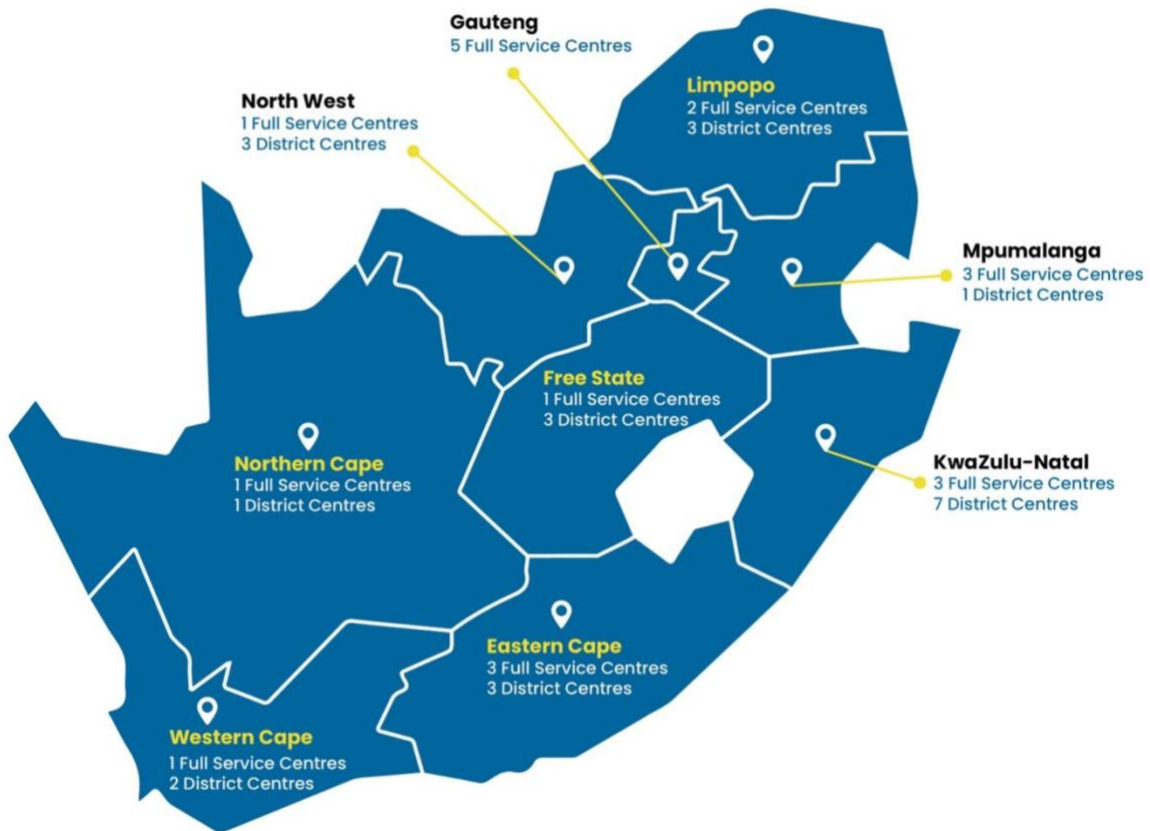
#### 2. Voter Education Programme

It's crucial to equip individuals, especially young people, with the knowledge they need about the importance of participating in democratic processes. This is particularly vital in addressing the low voter turnout among the youth. Integration of NYS volunteers to assist in Voting Station as part of skills development and facilitating exit pathways.



## 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.

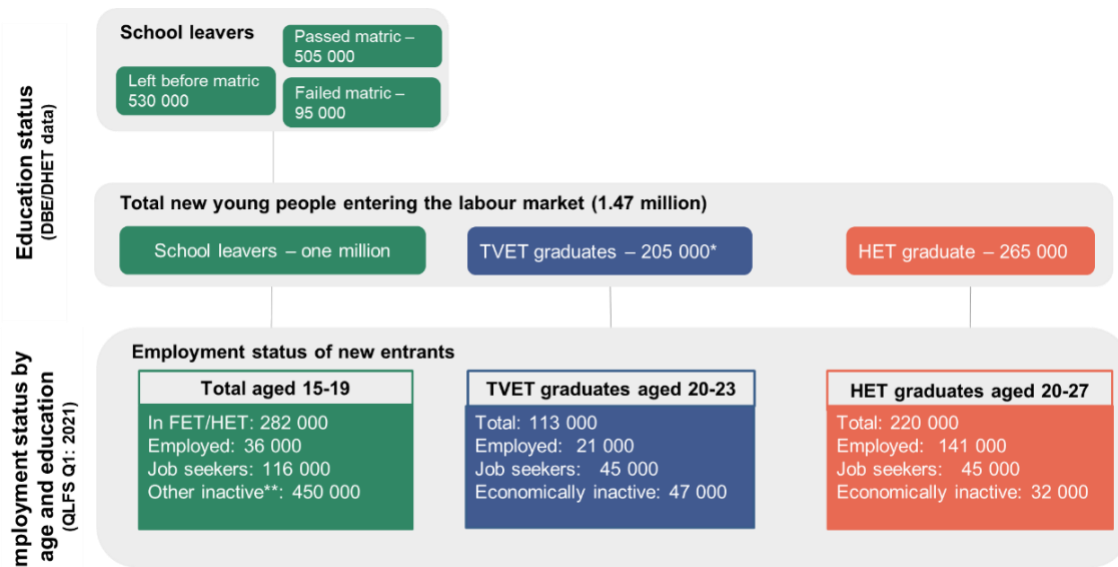
The NYDA continuously expresses, the need to accelerate service delivery impact and improvement. The aim is to reach out to and improve the quality of lives of many young people, particularly, the marginalised groups like: girls and young women; youth with disabilities; and youth residing in deep rural 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 challenges 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 below<sup>1</sup> 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.



\* DHET counts N3, N6 and NC(V); QLFS data only for post secondary \*\* Not in education or employment

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. Whilst a PESTEL already exists in the NYDA as reflected below, there is need for a revision given the rapid market force changes and gaining insights to adjust business models based on environmental shifts. But to inform the new PESTEL, an 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.

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 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 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. Combining complementary skills, resources and networking assists the NYDA to improve delivery of products and service to achieve faster growth, innovation and reducing risks of failing to meet planned priorities. NYDA must improve on the use of mobile applications as a powerful direct to client strategy to expand client base by increasing visibility, engagement and loyalty. 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.

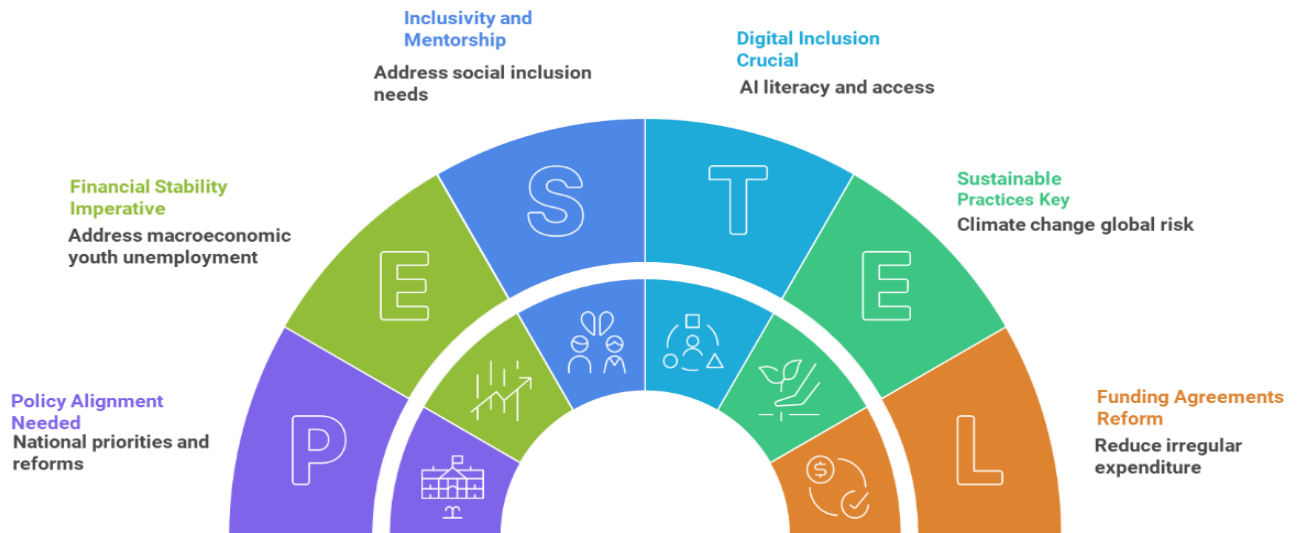
#### The diagram below articulates the PESTEL analysis

The Board applied a **PESTEL framework**, which allowed for a holistic reflection on external opportunities and constraints:

- **Political:** Emphasis must be on strengthening alignment with government priorities, especially the Integrated Youth Development Strategy (IYDS). The NYDA must also advocate for youth mainstreaming across all departments and policy spaces, ensuring coherence at national, provincial, and local levels.
- **Economic:** South Africa's sluggish growth, high unemployment, and fiscal pressures limit opportunities for youth. However, catalytic sectors such as agriculture, the digital economy, and the ocean economy present untapped potential if strategically supported.
- **Social:** The urgency of addressing exclusion among marginalized groups, including youth with disabilities, rural youth, and LGBTI youth, was underscored. Social cohesion and nation-building remain integral to development.
- **Technological:** Rapid technological change, particularly artificial intelligence and digitalisation, poses risks of exclusion but also opportunities for innovation and job creation. Preparing youth for future skills is a non-negotiable priority.
- **Environmental:** Climate change is already reshaping livelihoods, with risks to agriculture and urban infrastructure. However, the green economy offers new spaces for youth entrepreneurship in renewable energy, recycling, and climate-smart farming.

- **Legal:** Stronger compliance frameworks, more consistent procurement, and legally binding funding agreements with partners are essential. The NYDA must ensure that its governance structures remain robust to sustain credibility.

The PESTEL framework reinforced that the NYDA’s strategy must remain **externally responsive** and capable of adapting to global and domestic shocks.



**3.1.2 Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis**

The NYDA as an organisation faces immense 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 is fundamental for business success, providing a framework that defines hierarchy, roles, responsibilities and communication channels. It increases operational efficiency, streamlines workflow and ensures alignment with strategic objectives enhancing accountability, allowing for effective decision-making, resource allocation and scalability. It becomes necessary to review and adjust the structure to meet evolving market force 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 mandate while improving organizational effectiveness and service delivery.

The NYDA currently employs 9 individuals living with disabilities, representing 1.8% of the total workforce. This includes 3 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



**Dr Sunshine Myende**  
Executive Chairperson



**Mr Bonga Makhanya**  
Executive Deputy Chairperson



**Mr. Ndumiso Kubheka**  
Chief Executive Officer



**Ms Okuhle Sidumane**  
Chief Financial Officer



**Ms. Mafiki Duma**  
Executive Director: Corporate Services & Legal



**Mr Kabelo Boca**  
Acting Chief Information Officer



**Mr. Tshepo Manyama**  
Acting Executive Director: Operations Programme Design and Development



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



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



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



**Ms Amanda Ndlovu**  
Senior Manager: Financial Services  
- Budget Management  
- Payroll - Financial Services



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



**Mr Abbey Nkabinde**  
Senior Manager: Internal Audit  
- Risk Management  
- Internal Audit Support



**Mr Monray Hardnick**  
Senior Manager: Revitalised NYS  
- PYEI  
- Project Management

## 4.2 Problem Tree Analysis

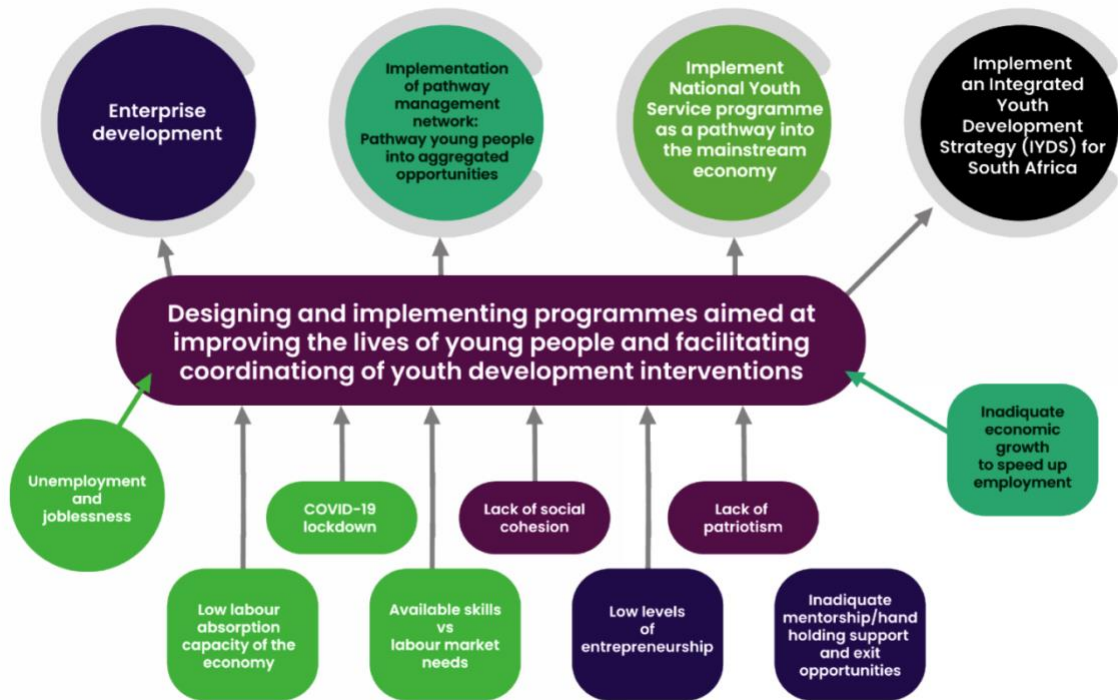
The below problem tree aims to provide a structured, visual analysis of the challenges faced by young people as well as the NYDA in delivering its mandate. Undertaking this exercise provides the NYDA with an analysis that breaks down complex, negative situations into manageable components, identifying the core, central problems and the resulting effects. In implementing the NYDA mandate, of a coordinating body on youth development matters, a shared understanding allows for better prioritization of issues and facilitates the design of effective interventions. The targets 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 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.



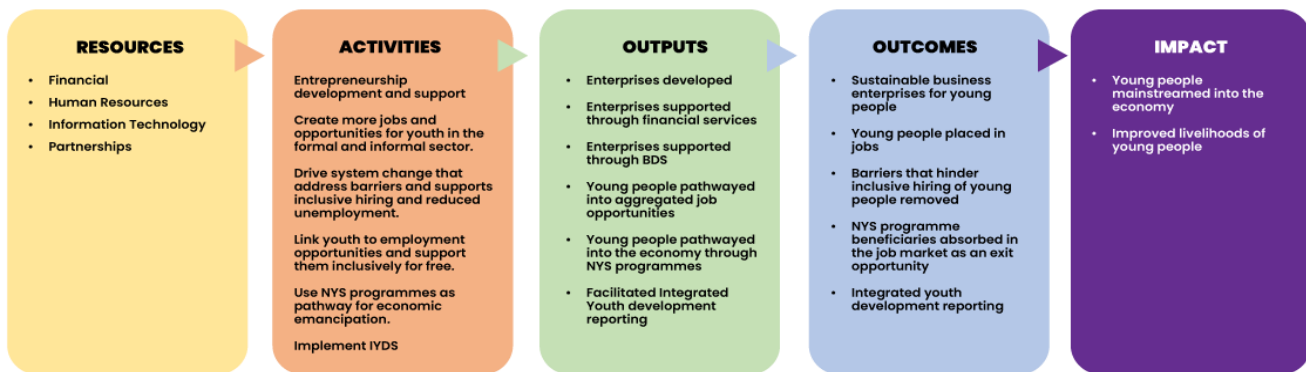
The diagram above indicates that the NYDA as a coordinating body can influence mainstreaming of youth development into the economy to improve their livelihoods. This can be achieved through the following possible solutions:

- 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
  - Driving system change that address barriers and supports inclusive hiring and reduced unemployment.
  - Link youth to oppourtunities 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

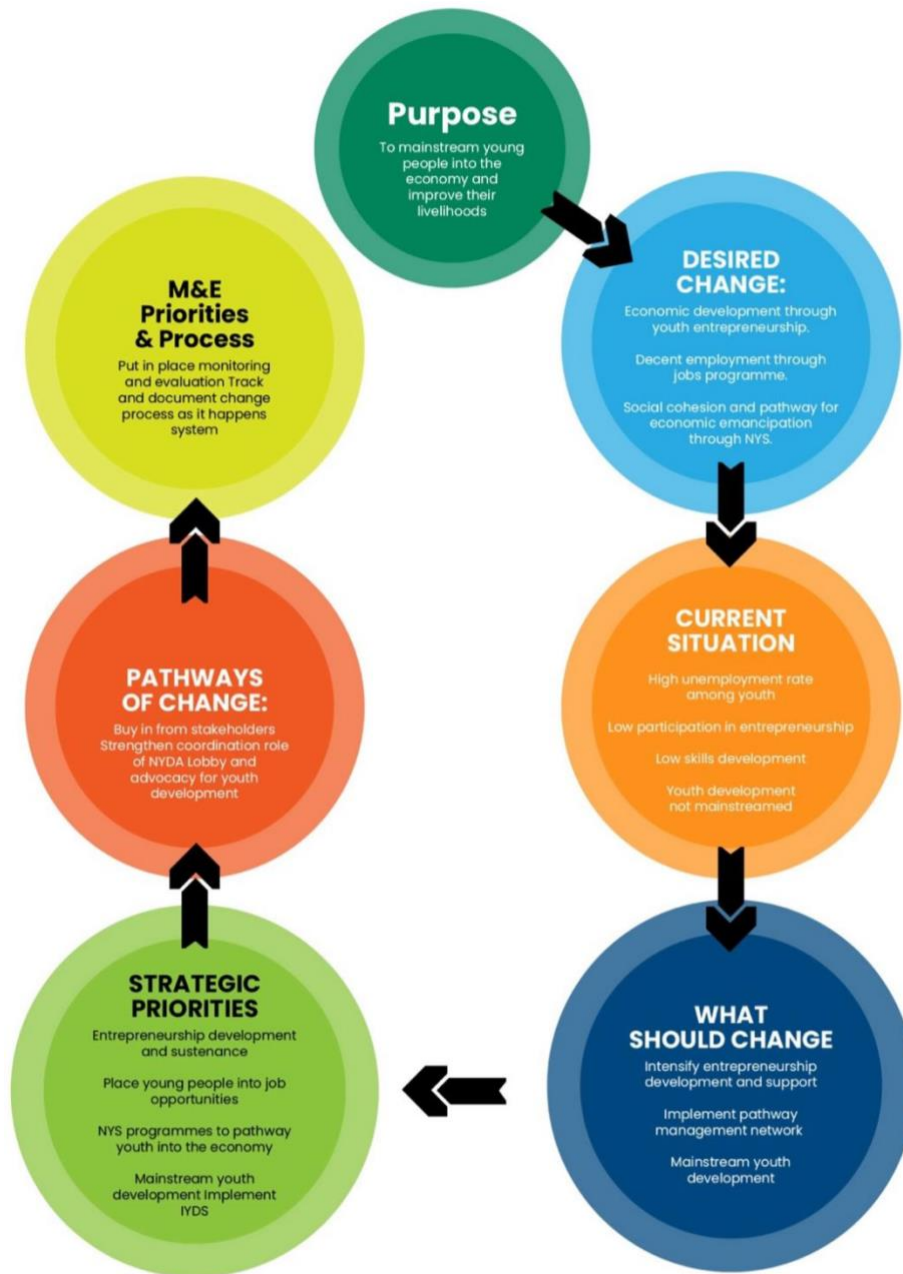
The log frame approach is used in monitoring and evaluation which must be applied at all levels of the NYDA business processes. This will help to address the inter-related measures of input, process, output, outcome and impact. The results chain of the NYDA as illustrated in the picture below shows the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

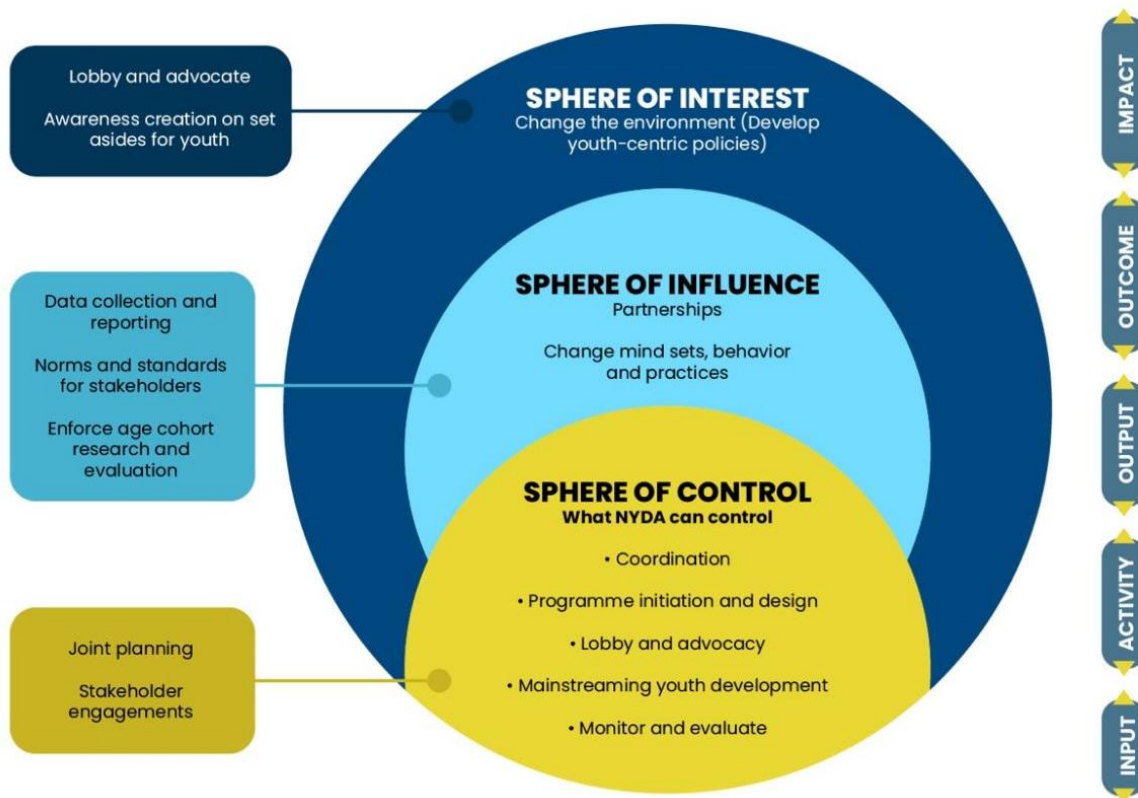
#### 4.5 Spheres of influence on the desired change

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:

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

#### 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 2026/27 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. 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 (**50% youth owned, 50% 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 **9 individuals living with disabilities, representing 1.2% of the total workforce**. This includes 3 unskilled employees and 6 semi-skilled employees. We are targeting 3% 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.



nyda

NATIONAL YOUTH DEVELOPMENT AGENCY  
OUR YOUTH. OUR FUTURE.



OUR YOUTH. OUR FUTURE

# PART C PROGRAMME AND SUB-PROGRAMME PLANS



## 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                          |  |  |
|----------|------------------------------------|--|--|--|--|-------------------------------------|--|--|--|--|
|          |                                    |  |  | 2022/2023                                    | 2023/2024                                    | 2024/2025                           | 2025/2026                                    | 2026/2027                                    | 2027/2028                                    | 2028/2029                                    |
| 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.                  | R219 818 061,48 million | R250 million  | R300 million  | R350 million  | R1 billion   | R1.1 billion                                       | R1.2 billion                                       |
| 3. | Ensure representation of PWD's   | ≥% Representation of PWD's   | New indicator           | New indicator | New indicator | ≥2%           | ≥3%  | ≥4%  | ≥6%  |
| 4. | Implement Annual Workplace Skills Plan   | Develop and implement Annual Workplace Skills Plan   | New indicator           | New indicator | New indicator | New Indicator | Develop and implement Annual Workplace Skills Plan | Develop and implement Annual Workplace Skills Plan | Develop and implement Annual Workplace Skills Plan |
| 5. | Partnerships signed with public and private entities or companies                                    | Number of partnerships signed with public and private entities or companies  | New indicator           | New indicator | New indicator | New indicator | 8  | 10   | 12   |
| 6. | Awareness campaigns addressing GBVF and intersectional social vulnerabilities affecting young people | Number of awareness campaigns addressing GBVF and intersectional social vulnerabilities delivered to young people by the | -                       | -             | -             | 2             | 10   | 12   | 13   |

|    |  |  |               |  |  |  |  |  |  |
|----|--|--|---------------|--|--|--|--|--|--|
|    |  | NYDA in collaboration with partners  |               |  |  |  |  |  |  |
| 7. | Risk Management Maturity Assessment report   | Risk Management Maturity Assessment report produced  | New indicator | New indicator  | New indicator  | Level 5 achievement  | Level 5 Achievement  | Level 5 Achievement  | Level 5 Achievement  |
| 8. | 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 | 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: (50% youth owned, 50% women-owned and 5% persons with disability) | Percentage preferential procurement spend on enterprises that are Youth owned: (50% youth owned, 50% women-owned and 6% persons with disability) | Percentage preferential procurement spend on enterprises that are Youth owned: (50% youth owned, 50% women-owned and 7% persons with disability) |
| 9. | Report on ICT service standards met  | Report on Percentage of ICT service delivery standards met   | 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  | 100 Percentage of ICT service delivery standards met   |

|     |   |   |               |               |    |    |    |    |    |
|-----|---|---|---------------|---------------|----|----|----|----|----|
| 10. | Inter-governmental relations activities facilitated | Number of Inter-governmental relations activities facilitated | New indicator | New indicator | 10 | 12 | 15 | 20 | 23 |
| 11. | Youth month outreach events implemented             | Number of Youth month outreach events implemented             | New indicator | New indicator | 15 | 15 | 20 | 25 | 30 |

#### 6.4 Output indicators: annual and quarterly targets

| Item No. | Output Indicator  | Reporting period | Annual target<br>2026/2027  | Quarterly targets |                 |                 |                 |
|----------|---|------------------|-----------------------------|-------------------|-----------------|-----------------|-----------------|
|          |   |                  |                             | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| 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        | R1 billion                  | -                 | -               | R250 million    | R750 million    |
| 3.       | ≥% Representation of PWD's  | Annually         | ≥3% Representation of PWD's | -                 | -               | -               | 3%              |

|    |   |           |  |  |   |  |   |
|----|---|-----------|--|--|---|--|---|
| 4. | Develop and implement Annual Workplace Skills Plan                            | Annually  | Develop and implement Annual Workplace Skills Plan   | -  | -   | -  | Developed and implement Annual Workplace Skills Plan  |
| 5. | Number of partnerships signed with public and private entities or companies   | Quarterly | 8  | 2  | 2   | 2  | 2   |
| 6. | Percentage preferential procurement spend on enterprises that are Youth-owned | Quarterly | Percentage preferential procurement spend on enterprises that are Youth-owned: (50% youth owned, 50% women owned and 5% persons with disability) | Percentage preferential procurement spend on enterprises that are Youth owned: (20% youth owned, 20% women owned and 2% persons with disability) | Percentage preferential procurement spend on enterprises that are Youth-owned: 20% youth owned, 20% women owned and 1% persons with disability) | Percentage preferential procurement spend on enterprises that are Youth-owned: (5% youth owned, 5% women owned and 1% persons with disability) | Percentage preferential procurement spend on enterprises that are Youth-owned: (5% youth owned, 5% women owned and 1 % persons with disability) |

|     |  |           |  |     |     |     |                     |
|-----|--|-----------|--|-----|-----|-----|---------------------|
| 7.  | Percentage of ICT service delivery standards   | Annually  | 100 Percentage of ICT service delivery standards met | 20% | 30% | 20% | 30%                 |
| 8.  | Number of Inter-governmental relations activities facilitated  | Quarterly | 15   | 3   | 2   | 5   | 5                   |
| 9.  | Number of Youth month outreach events implemented  | Quarterly | 20   | 20  | -   | -   | -                   |
| 10. | Number of awareness campaigns addressing GBVF and intersectional social vulnerabilities delivered to young people by the NYDA in collaboration with partners | Quarterly | 10   | 2   | 2   | 3   | 3                   |
| 11. | Risk Management Maturity Assessment report produced  | Annually  | Level 5 achievement                                  | -   | -   | -   | Level 5 Achievement |

### 6.5. expenditure trends and estimates by programme

| Expenses   | 2022/23         | 2023/24         | 2024/25        |                 | 2025/26         |                 |                              | 2026/27         |                         |                              | 2027/28         |                         |                              | 2028/29                  |
|--|-----------------|-----------------|----------------|-----------------|-----------------|-----------------|------------------------------|-----------------|-------------------------|------------------------------|-----------------|-------------------------|------------------------------|--------------------------|
|  | 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                                       |                 |                 |                |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| Administration   | 195 289         | 171 720         | 120 366        | 189 709         | 116 385         | 116 385         | -                            | 111 466         | 111 466                 | -                            | 116 260         | 116 270                 | 10                           | 124 399                  |
| <b>Economic classification</b>                           |                 |                 |                |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| <b>Current payments</b>                                  | <b>195 289</b>  | <b>171 720</b>  | <b>120 366</b> | <b>189 709</b>  | <b>116 385</b>  | <b>116 385</b>  | <b>-</b>                     | <b>111 466</b>  | <b>111 466</b>          | <b>-</b>                     | <b>116 260</b>  | <b>116 270</b>          | <b>10</b>                    | <b>124 399</b>           |
| Compensation of employees                                | 68 628          | 59 224          | 58 804         | 92 124          | 61 176          | 61 176          | -                            | 63 959          | 63 959                  | -                            | 66 850          | 66 850                  | -                            | 71 530                   |
| Salaries and wages                                       | 68 628          | 59 224          | 58 804         | 92 124          | 61 176          | 61 176          | -                            | 63 959          | 63 959                  | -                            | 66 850          | 66 850                  | -                            | 71 530                   |
| Goods and services                                       | 111 651         | 99 949          | 61 562         | 84 095          | 55 209          | 55 209          | -                            | 47 507          | 47 507                  | -                            | 49 409          | 49 419                  | 10                           | 52 869                   |
| Of which   |                 |                 |                |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| Administrative fees                                      | 12 259          | 9 825           | 3 345          | 6 164           | 4 846           | 4 846           | -                            | 2 362           | 2 362                   | -                            | 2 469           | 2 469                   | -                            | 2 642                    |
| Advertising  | 1 797           | 2 750           | 5 492          | 5 492           | 5 550           | 5 550           | -                            | 3 095           | 3 095                   | -                            | 3 235           | 3 235                   | -                            | 3 461                    |
| Audit costs: External                                    | 6 266           | 7 038           | 6 346          | 8 827           | 6 471           | 6 471           | -                            | 4 052           | 4 052                   | -                            | 4 235           | 4 235                   | -                            | 4 532                    |
| Communication (G&S)                                      | 6 641           | 5 870           | 14 479         | 14 479          | 15 657          | 15 657          | -                            | 13 605          | 13 605                  | -                            | 14 220          | 14 220                  | -                            | 15 215                   |
| Computer services  | 25 723          | 16 456          | 6 740          | 23 192          | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Legal services (G&S)                                     | 3 638           | 4 139           | 1 487          | 1 835           | 1 410           | 1 410           | -                            | 1 466           | 1 466                   | -                            | 1 532           | 1 532                   | -                            | 1 640                    |
| Contractors  | -               | 16              | -              | 933             | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Maintenance and repairs of other machinery and equipment | -               | 16              | -              | 933             | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Operating leases   | 9 925           | 10 267          | 14 941         | 11 988          | 16 254          | 16 254          | -                            | 16 904          | 16 904                  | -                            | 17 423          | 17 423                  | -                            | 18 643                   |
| Rental and hiring  | -               | -               | -              | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Property payments  | -               | -               | -              | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Transport provided: Internal activities                  | -               | -               | -              | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Travel and subsistence                                   | 25 641          | 28 104          | 2 162          | 7 003           | 1 197           | 1 197           | -                            | 1 244           | 1 244                   | -                            | 1 300           | 1 310                   | 10                           | 1 391                    |
| Training and development                                 | 4 293           | 71              | 1 627          | 75              | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Operating payments                                       | 8 348           | 7 828           | 3 296          | 2 514           | 3 824           | 3 824           | -                            | 4 779           | 4 779                   | -                            | 4 995           | 4 995                   | -                            | 5 345                    |
| Venues and facilities                                    | 7 120           | 7 585           | 1 647          | 1 593           | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Depreciation   | 13 966          | 5 055           | -              | 13 336          | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Losses from  | 981             | 7 438           | -              | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Sale of fixed assets                                     | -               | -               | -              | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Impairments and adjustments to fair value                | 981             | 7 438           | -              | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Impairments to assets                                    | 981             | 7 438           | -              | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Interest, dividends and rent on land                     | 63              | 54              | -              | 154             | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Interest   | -               | 54              | -              | 154             | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| <b>Total Expenditure</b>                                 | <b>195 289</b>  | <b>171 720</b>  | <b>120 366</b> | <b>189 709</b>  | <b>116 385</b>  | <b>116 385</b>  | <b>-</b>                     | <b>111 466</b>  | <b>111 466</b>          | <b>-</b>                     | <b>116 260</b>  | <b>116 270</b>          | <b>10</b>                    | <b>124 399</b>           |
| 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

**Outcomes, outputs, output indicators and targets**

| Item No. | Outcome   | Output   | Output indicator   | Audited Actual Performance |           |           | Estimated Actual Performance | Medium Term Targets |           |           |
|----------|---|--|--|----------------------------|-----------|-----------|------------------------------|---------------------|-----------|-----------|
|          |   |  |  | 2022/2023                  | 2023/2024 | 2024/2025 |                              | 2025/2026           | 2026/2027 | 2027/2028 |
| 1.       | Increased access to socioeconomic opportunities viable business | Enterprises developed and supported through financial and non-financial business | Number of youth and youth owned enterprises supported with financial interventions | 2320                       | 2200      | 2050      | 2000                         | 2020                | 2100      | 2200      |

|    |   |  |   |               |               |        |       |       |       |       |
|----|---|--|---|---------------|---------------|--------|-------|-------|-------|-------|
| 2. | opportunities and support for young people to participate in the economy. | development support services offered by the NYDA | Number of youth with disabilities supported with financial interventions              | New indicator | New indicator | 13     | 500   | 560   | 600   | 800   |
| 3. |   |  | Number of youth supported with non-financial business development interventions       | 34209         | 28 000        | 22 500 | 23000 | 23500 | 24000 | 24500 |
| 4. |   |  | Number of jobs created and sustained through supporting entrepreneurs and enterprises | 6796          | 7000          | 7000   | 8000  | 8500  | 9000  | 9500  |
| 5. |   |  | Number of Business Development Support vouchers offered to young people               | 1010          | 1200          | 1500   | 1 650 | 1 700 | 1 750 | 1800  |

**Output indicators: Annual and quarterly targets**

| Item No. | Output Indicator  | Reporting period | Annual target 2026/2027 | Quarterly targets |                 |                 |                 |
|----------|---|------------------|-------------------------|-------------------|-----------------|-----------------|-----------------|
|          |   |                  |                         | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| 1.       | Number of youth and youth owned enterprises supported with financial interventions    | Quarterly        | 2020                    | 320               | 500             | 600             | 600             |
| 2.       | Number of youth supported with non-financial business development interventions       | Quarterly        | 23 500                  | 2000              | 10 000          | 10 000          | 1500            |
| 3.       | Number of youth with disabilities supported with financial interventions              | Quarterly        | 560                     | 60                | 100             | 300             | 100             |
| 4.       | Number of jobs created and sustained through supporting entrepreneurs and enterprises | Quarterly        | 8500                    | 500               | 2000            | 4000            | 2000            |
| 5.       | Number of Business Development Support vouchers offered to Young People               | Quarterly        | 1700                    | 200               | 500             | 600             | 400             |

### 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.

### 7.1.6 Expenditure trends and estimates by Sub-Programme

| Expenses   | 2022/23         | 2023/24         | 2024/25        |                 | 2025/26         |                 |                              | 2026/27         |                         |                              | 2027/28         |                         |                              | 2028/29                  |
|--|-----------------|-----------------|----------------|-----------------|-----------------|-----------------|------------------------------|-----------------|-------------------------|------------------------------|-----------------|-------------------------|------------------------------|--------------------------|
|  | 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 |
| <b>Rand thousand</b>                                     |                 |                 |                |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| <b>Objective/Activity</b>                                |                 |                 |                |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| Economic development through youth entrepreneurship      | 401 181         | 373 793         | 354 403        | 352 503         | 347 988         | 347 988         | -                            | 372 605         | 370 042                 | (2 563)                      | 389 294         | 383 991                 | (5 303)                      | 393 455                  |
| <b>Economic classification</b>                           |                 |                 |                |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| Current payments   | 401 181         | 373 793         | 354 403        | 352 503         | 347 988         | 347 988         | -                            | 372 605         | 370 042                 | (2 563)                      | 389 294         | 383 991                 | (5 303)                      | 393 455                  |
| Compensation of employees                                | 123 753         | 161 817         | 160 142        | 144 582         | 151 881         | 151 881         | -                            | 157 739         | 157 739                 | -                            | 164 869         | 164 869                 | -                            | 176 410                  |
| Salaries and wages                                       | 123 753         | 161 817         | 160 142        | 144 582         | 151 881         | 151 881         | -                            | 157 739         | 157 739                 | -                            | 164 869         | 164 869                 | -                            | 176 410                  |
| Goods and services                                       | 269 156         | 198 403         | 194 261        | 198 987         | 196 107         | 196 107         | -                            | 214 866         | 212 303                 | (2 563)                      | 224 425         | 219 122                 | (5 303)                      | 217 045                  |
| Of which <sup>1</sup>                                    |                 |                 |                |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| Administrative fees                                      | 16 339          | 19 204          | 12 309         | 22 684          | 12 550          | 12 550          | -                            | 13 052          | 13 052                  | -                            | 13 642          | 13 642                  | -                            | 14 597                   |
| Advertising  | -               | -               | 2 763          | 2 763           | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Communication (G&S)                                      | 768             | -               | 2 817          | 2 817           | 2 872           | 2 872           | -                            | 2 986           | 2 986                   | -                            | 3 121           | 3 121                   | -                            | 3 339                    |
| Contractors  | -               | 61              | 7 485          | 7 500           | 6 866           | 6 866           | -                            | 8 911           | 8 911                   | -                            | 9 314           | 9 314                   | -                            | 9 966                    |
| Maintenance and repairs of other machinery and equipment | -               | 61              | -              | 15              | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Other  | -               | -               | 7 485          | 7 485           | 6 866           | 6 866           | -                            | 8 911           | 8 911                   | -                            | 9 314           | 9 314                   | -                            | 9 966                    |
| Operating leases   | 15 275          | 16 125          | 15 402         | 16 770          | 16 480          | 16 480          | -                            | 17 139          | 17 139                  | -                            | 17 914          | 17 914                  | -                            | 19 168                   |
| Travel and subsistence                                   | 15 841          | 21 509          | 10 280         | 33 299          | 8 361           | 8 361           | -                            | 12 239          | 9 676                   | (2 563)                      | 12 639          | 7 336                   | (5 303)                      | 13 524                   |
| Training and development                                 | 102 070         | 339             | 10 984         | 507             | 9 167           | 9 167           | -                            | 13 078          | 13 078                  | -                            | 13 669          | 13 669                  | -                            | 14 626                   |
| Operating payments                                       | 112 579         | 131 446         | 127 892        | 108 318         | 136 559         | 136 559         | -                            | 142 307         | 142 307                 | -                            | 148 739         | 148 739                 | -                            | 136 061                  |
| Venues and facilities                                    | 6 284           | 9 719           | 4 329          | 4 329           | 3 252           | 3 252           | -                            | 5 154           | 5 154                   | -                            | 5 387           | 5 387                   | -                            | 5 764                    |
| Depreciation   | 8 272           | 13 573          | -              | 8 934           | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| <b>Total Expenditure</b>                                 | <b>401 181</b>  | <b>373 793</b>  | <b>354 403</b> | <b>352 503</b>  | <b>347 988</b>  | <b>347 988</b>  | <b>-</b>                     | <b>372 605</b>  | <b>370 042</b>          | <b>(2 563)</b>               | <b>389 294</b>  | <b>383 991</b>          | <b>(5 303)</b>               | <b>393 455</b>           |
| <b>Objective less Expenditure</b>                        | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>                     | <b>-</b>        | <b>-</b>                | <b>-</b>                     | <b>-</b>        | <b>-</b>                | <b>-</b>                     | <b>-</b>                 |

## 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 |           |           |
|----------|--|---|--|----------------------------|-----------|-----------|------------------------------|---------------------|-----------|-----------|
|          |  |   |  | 2022/2023                  | 2023/2024 | 2024/2025 |                              | 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 | 83 923                     | 30 000    | 40 000    | 45 000                       | 46 000              | 48 000    | 50 000    |
| 2.       |  |   | Number of young people placed in jobs                                  | 15 434                     | 20 000    | 25 000    | 25 000                       | 26 000              | 28 000    | 30 000    |
| 3.       |  | Young people trained on short technical skills programs to                  | Number of young people trained on short technical skills programs to   | New                        | New       | new       | 200                          | 300                 | 400       | 500       |

|    |  |   |     |     |     |     |     |     |     |
|----|--|---|-----|-----|-----|-----|-----|-----|-----|
|    | access job opportunities   | access job opportunities  |     |     |     |     |     |     |     |
| 4. | Young persons with disability capacitated with training on jobs and entrepreneurship | Number of young people with disability capacitated with training on jobs and entrepreneurship | New | New | new | 600 | 700 | 800 | 900 |

### 7.2.3. Output indicators: annual and quarterly targets

| Item No. | Output Indicator  | Reporting period | Annual target 2026/2027 | Quarterly targets |                 |                 |                 |
|----------|---|------------------|-------------------------|-------------------|-----------------|-----------------|-----------------|
|          |   |                  |                         | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| 1.       | Number of young people capacitated with skills to enter the job market                        | Quarterly        | 46 000                  | 4000              | 20 000          | 20 000          | 2000            |
| 2.       | Number of young people placed in jobs   | Quarterly        | 26 000                  | 2000              | 10 000          | 10 000          | 4000            |
| 3.       | Number of young people trained on short technical skills programs to access job opportunities | Quarterly        | 300                     | 50                | 50              | 100             | 100             |
| 4.       | Number of young people with disability capacitated with training on jobs and entrepreneurship | Quarterly        | 700                     | 100               | 200             | 300             | 100             |

#### **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**

|  | 2022/23         | 2023/24         | 2024/25        |                 | 2025/26         |                 |                              | 2026/27         |                         |                              | 2027/28         |                         |                              | 2028/29                  |
|--|-----------------|-----------------|----------------|-----------------|-----------------|-----------------|------------------------------|-----------------|-------------------------|------------------------------|-----------------|-------------------------|------------------------------|--------------------------|
|  | 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 |
| Expenses   |                 |                 |                |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| Rand thousand  |                 |                 |                |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| <b>Objective/Activity</b>                                |                 |                 |                |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| Decent and sustainable employment through jobs programme | 19 968          | 11 438          | 307 349        | 66 329          | 69 873          | 69 873          | -                            | 73 836          | 73 836                  | -                            | 77 255          | 77 255                  | -                            | 80 663                   |
| <b>Economic classification</b>                           |                 |                 |                |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| Current payments   | 19 968          | 11 438          | 307 349        | 66 329          | 69 873          | 69 873          | -                            | 73 836          | 73 836                  | -                            | 77 255          | 77 255                  | -                            | 80 663                   |
| Compensation of employees                                | 2 429           | 2 767           | 6 279          | 9 837           | 6 532           | 6 532           | -                            | 6 793           | 6 793                   | -                            | 7 100           | 7 100                   | -                            | 7 597                    |
| Salaries and wages                                       | 2 429           | 2 767           | 6 279          | 9 837           | 6 532           | 6 532           | -                            | 6 793           | 6 793                   | -                            | 7 100           | 7 100                   | -                            | 7 597                    |
| Goods and services                                       | 17 539          | 8 671           | 301 070        | 56 492          | 63 341          | 63 341          | -                            | 67 043          | 67 043                  | -                            | 70 155          | 70 155                  | -                            | 73 066                   |
| Of which <sup>1</sup>                                    |                 |                 |                |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| Administrative fees                                      | 47              | -               | -              | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Travel and subsistence                                   | -               | 1 186           | 576            | 1 866           | 660             | 660             | -                            | 687             | 687                     | -                            | 718             | 718                     | -                            | 768                      |
| Training and development                                 | 12 405          | 30              | 28 615         | 1 320           | 37 517          | 37 517          | -                            | 40 186          | 40 186                  | -                            | 42 002          | 42 002                  | -                            | 44 943                   |
| Operating payments                                       | 5 087           | 7 455           | 271 879        | 53 306          | 25 164          | 25 164          | -                            | 26 170          | 26 170                  | -                            | 27 435          | 27 435                  | -                            | 27 355                   |
| <b>Total Expenditure</b>                                 | <b>19 968</b>   | <b>11 438</b>   | <b>307 349</b> | <b>66 329</b>   | <b>69 873</b>   | <b>69 873</b>   | <b>-</b>                     | <b>73 836</b>   | <b>73 836</b>           | <b>-</b>                     | <b>77 255</b>   | <b>77 255</b>           | <b>-</b>                     | <b>80 663</b>            |
| <b>Objective less Expenditure</b>                        | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>                     | <b>-</b>        | <b>-</b>                | <b>-</b>                     | <b>-</b>        | <b>-</b>                | <b>-</b>                     | <b>-</b>                 |

### 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 |           |           |
|----------|---|--|--|----------------------------|-----------|-----------|-----------------------|---------------------|-----------|-----------|
|          |   |  |  | 2022/2023                  | 2023/2024 | 2024/2025 | 2025/2026             | 2026/2027           | 2027/2028 | 2028/2029 |
| 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 young people securing paid service opportunities.            | 46320                      | 20 000    | 20 000    | 40 000                | 100 000             | -         | -         |
| 2.       |   |  | Number of young people who have completed planned service activities   | 34445                      | 18000     | 18 000    | 32 000                | 80 000              | -         | -         |
| 3.       |   |  | Number of young people transitioning out of the National Youth Service | 7546                       | 4000      | 6 000     | 10 000                | 24 000              | -         | -         |

|    |  |  |   |   |    |    |    |    |
|----|--|--|---|---|----|----|----|----|
|    |  | (NYS) into other opportunities   |   |   |    |    |    |    |
| 4. |  | Number of government departments and organisations capacitated to implement NYS programmes                                       | 0 | 0 | 50 | 60 | 65 | 70 |
| 5. |  | Number of NYS outreach activities coordinated to promote NYS in communities  | 0 | 0 | 0  | 10 | 15 | 20 |
| 6. |  | Number of government departments and organisations with signed MoUs operationalised for implementation of National Youth Service |   | 0 | 0  | 0  | 7  | 10 |

|  |  |                   |  |  |  |  |  |  |  |
|--|--|-------------------|--|--|--|--|--|--|--|
|  |  | (NYS) programmes. |  |  |  |  |  |  |  |
|--|--|-------------------|--|--|--|--|--|--|--|

### 7.3.3. Output indicators: annual and quarterly targets

| Item No. | Output Indicator   | Reporting period | Annual target 2026/2027 | Quarterly targets |                 |                 |                 |
|----------|--|------------------|-------------------------|-------------------|-----------------|-----------------|-----------------|
|          |  |                  |                         | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |
| 1.       | Number of young people securing paid service opportunities.  | Quarterly        | 100 000                 | -                 | 30 000          | 30 000          | 40 000          |
| 2.       | Number of young people who have completed planned service activities   | Annually         | 80 000                  | -                 |                 | -               | 80 000          |
| 3.       | Number of young people transitioning out of the National Youth Service (NYS) into other opportunities                            | Annually         | 24 000                  | -                 | -               |                 | 24 000          |
| 4.       | Number of government departments and organisations capacitated to implement NYS programmes                                       | Quarterly        | 65                      | 5                 | 20              | 20              | 20              |
| 5.       | Number of NYS outreach activities coordinated to promote NYS in communities  | Quarterly        | 15                      | 2                 | 3               | 5               | 5               |
| 6.       | Number of government departments and organisations with signed MoUs operationalised for implementation of National Youth Service | Quarterly        | 7                       | 1                 | 2               | 2               | 2               |

#### **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 bench-marked 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 , 40,000 to 100 000 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 youths, 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 coherent, relevant and effective communication.

### 7.3.6 Expenditure trends and estimates by Sub-Programme

| Expenses                       | 2022/23         | 2023/24         | 2024/25 |                 | 2025/26         |                 |                              | 2026/27         |                         |                              | 2027/28         |                         |                              | 2028/29                  |
|--------------------------------|-----------------|-----------------|---------|-----------------|-----------------|-----------------|------------------------------|-----------------|-------------------------|------------------------------|-----------------|-------------------------|------------------------------|--------------------------|
|                                | 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 |
| <b>Rand thousand</b>           |                 |                 |         |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| <b>Objective/Activity</b>      |                 |                 |         |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| <b>National Youth Service</b>  | 557 545         | 255 714         | 327 161 | 256 681         | 569 844         | 569 844         | -                            | 20 492          | 1 370 492               | 1 350 000                    | 21 631          | 21 631                  | -                            | 22 313                   |
| <b>Economic classification</b> |                 |                 |         |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| <b>Current payments</b>        | 21 221          | 255 714         | 327 161 | 256 681         | 569 844         | 569 844         | -                            | 20 492          | 1 370 492               | 1 350 000                    | 21 631          | 21 631                  | -                            | 22 313                   |
| Compensation of employees      | 8 190           | 9 167           | 8 062   | 12 630          | 14 229          | 14 229          | -                            | 9 598           | 9 598                   | -                            | 10 032          | 10 032                  | -                            | 10 634                   |
| Salaries and wages             | 8 190           | 9 167           | 8 062   | 12 630          | 14 229          | 14 229          | -                            | 9 598           | 9 598                   | -                            | 10 032          | 10 032                  | -                            | 10 634                   |
| Goods and services             | 12 366          | 246 547         | 319 099 | 243 464         | 555 615         | 555 615         | -                            | 10 894          | 1 360 894               | 1 350 000                    | 11 599          | 11 599                  | -                            | 11 679                   |
| Of which                       |                 |                 |         |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| Administrative fees            | 69              | 325             | -       | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Communication (G&S)            | -               | 200             | -       | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Travel and subsistence         | 4 271           | 3 603           | 586     | 1 898           | 670             | 670             | -                            | 697             | 697                     | -                            | 729             | 729                     | -                            | 765                      |
| Training and development       | 2 729           | 255             | 2 444   | 113             | 2 797           | 2 797           | -                            | 2 908           | 2 908                   | -                            | 3 039           | 3 039                   | -                            | 3 191                    |
| Operating payments             | 5 297           | 238 059         | 314 596 | 239 980         | 550 462         | 550 462         | -                            | 5 536           | 1 355 536               | 1 350 000                    | 5 999           | 5 999                   | -                            | 5 799                    |
| Venues and facilities          | -               | 4 105           | 1 473   | 1 473           | 1 686           | 1 686           | -                            | 1 753           | 1 753                   | -                            | 1 832           | 1 832                   | -                            | 1 924                    |
| Depreciation                   | 665             | -               | -       | 587             | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| <b>Transfers and subsidies</b> | 536 324         | -               | -       | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Other government units         | 536 324         | -               | -       | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| National government            | 536 324         | -               | -       | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| <b>Total Expenditure</b>       | 557 545         | 255 714         | 327 161 | 256 681         | 569 844         | 569 844         | -                            | 20 492          | 1 370 492               | 1 350 000                    | 21 631          | 21 631                  | -                            | 22 313                   |

## 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   |   |   |
|----------|--|--|--|---|---|---|---|---|---|---|
|          |  |  |  | 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               | 5   | 6   | 7   | 8   | 8   | 10  | 12  |
| 2.       |  |  | Develop and Approve NYDA National Youth Fund Strategy          | New indicator   | New Indicator   | New indicator   | New Indicator   | NYDA National Youth Fund Strategy Developed and Approved  | Produced NYDA Youth Fund Annual report                          | Produced NYDA Youth Fund Annual report                          |
| 3.       |  |  | Develop and approve Integrated Youth Development strategy 2030 | 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 | Developed and approved Integrated Youth Development Strategy, National Youth Service and Disability strategy 2030 | Produced Annual report on Integrated Youth Development Strategy | Produced Annual report on Integrated Youth Development Strategy |
| 4.       |  |  | Number of youth status outlook reports produced.               | 6 Youth Status outlook reports produced.  | 8 Youth status outlook reports produced.  | 10 Youth status outlook   | 10 Youth status outlook   | 12 Youth status outlook   | 12 Youth status outlook   | 12 Youth status outlook   |

|    |   |               |                                      |                                      |   |  |  |
|----|---|---------------|--------------------------------------|--------------------------------------|---|--|--|
|    |   |               | reports produced.                    | reports produced.                    | reports produced.   | reports produced.  | reports produced.  |
| 5. | Produce Annual report on Disability inclusion programmes                                      | -             | Annual Report on Disability produced | Annual Report on Disability produced | Produce Annual report on Disability inclusion programmes              | Produce Annual report on Disability inclusion programmes                 | Produce Annual report on Disability inclusion programmes                 |
| 6. | Produce Annual Report on Rural Strategy for youth empowerment programmes                      | New indicator | New indicator                        | New indicator                        | Reviewed and developed Rural Strategy on youth empowerment programmes | Produce Annual Report on Rural Strategy for youth empowerment programmes | Produce Annual Report on Rural Strategy for youth empowerment programmes |
| 7. | Number of Provincial NYF Roadshows conducted  | New indicator | New indicator                        | New indicator                        | New indicator   | 4 Provincial NYF Roadshow conducted                                      | 8 Provincial NYF Roadshows conducted                                     |
| 8. | Funds raised to capitalise and support youth enterprises through the NYDA National Youth Fund | New indicator | New indicator                        | New indicator                        | New indicator   | R50 Million  | R60 Million  |
| 9. | Number of Youth Centric Economic  | New indicator | New indicator                        | New indicator                        | New indicator   | 4  | 4  |

|     |   |               |               |               |               |   |   |   |
|-----|---|---------------|---------------|---------------|---------------|---|---|---|
|     | Research Reports Developed  |               |               |               |               |   |   |   |
| 10. | Number of youth fund mandates achieved  | New indicator | New indicator | New indicator | New indicator | 4   | 8   | 12  |
| 11. | Number of International Investment Missions conducted   | New indicator | New indicator | New indicator | New indicator | 2 International Investment Missions conducted   | 2 International Investment Missions conducted | 2 International Investment Missions conducted |
| 12. | Develop and approve Youth Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework | New indicator | New Indicator | New indicator | New Indicator | Develop and approve Youth Response Planning, Budgeting, Monitoring, Evaluation and Auditing Framework | -   | -   |

**8.1.2. Output indicators: annual and quarterly targets**

| Item No. | Output Indicator | Reporting period | Annual target 2026/2027 | Quarterly targets |                 |                 |                 |
|----------|------------------|------------------|-------------------------|-------------------|-----------------|-----------------|-----------------|
|          |                  |                  |                         | 1 <sup>st</sup>   | 2 <sup>nd</sup> | 3 <sup>rd</sup> | 4 <sup>th</sup> |

|    |  |           |  |  |   |   |  |
|----|--|-----------|--|--|---|---|--|
| 1. | Number of impact programme evaluations conducted.                        | Quarterly | 8  | -  | 1 | 2 | 5  |
| 2. | NYDA National Youth Fund Strategy Developed and Approved                 | Quarterly | NYDA National Youth Fund Strategy Developed and Approved                 | NYDA National Youth Fund Strategy Developed and Approved | - | - | -  |
| 3. | Number of youth status outlook reports produced.                         | Quarterly | 12 Youth status outlook reports produced.                                | 2  | 2 | 4 | 4  |
| 4. | Develop and approved Integrated Youth Development Strategy 2030          | Annually  | Develop and approve Integrated Youth Development Strategy 2030           | -  | - | - | Develop and approve Integrated Youth Development Strategy 2030           |
| 5. | Produce Annual report on Disability inclusion programmes                 | Annually  | Produce Annual report on Disability inclusion programmes                 | -  | - | - | Produce Annual report on Disability inclusion programmes                 |
| 6. | Produce Annual Report on Rural Strategy for youth empowerment programmes | Annually  | Produce Annual Report on Rural Strategy for youth empowerment programmes | -  | - | - | Produce Annual Report on Rural Strategy for youth empowerment programmes |

|     |  |           |   |   |   |   |  |
|-----|--|-----------|---|---|---|---|--|
| 7.  | Number of Provincial NYF Roadshow engagements  | Quarterly | 4 Provincial NYF Roadshow engagements         |   | 2 |   | 2  |
| 8.  | Number of International Investment Missions conducted  | Quarterly | 2 International Investment Missions conducted | - | 1 | - | 1  |
| 9.  | Number of youth fund mandates achieved   | Quarterly | 4   | 1 | 1 | 1 | 1  |
| 10. | Funds raised to capitalise and support youth enterprises through the NYDA National Youth Fund              | Annually  | R50 Million                                   | - | - | - | R50 Million  |
| 11. | Number of Youth Centric Economic Research Reports Developed  |           | 4   | 1 | 1 | 1 | 1  |
| 12. | Developed and approved Youth Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework | Annually  | -   | - | - | - | Developed and approved Youth Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework |

### 8.1.3. Programme Resource Considerations

This programme has also been revised from being Research and Policy to Integrated Youth Development from. 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.

### 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.

|  | 2022/23         | 2023/24         | 2024/25       |                 | 2025/26         |                 |                              | 2026/27         |                         |                              | 2027/28         |                         |                              | 2028/29                  |
|--|-----------------|-----------------|---------------|-----------------|-----------------|-----------------|------------------------------|-----------------|-------------------------|------------------------------|-----------------|-------------------------|------------------------------|--------------------------|
| 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           | 16 495          | 15 599          | 11 986        | 16 570          | 12 538          | 12 538          | -                            | 12 910          | 12 910                  | -                            | 13 597          | 13 597                  | -                            | 14 446                   |
| <b>Economic classification</b>         |                 |                 |               |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| Current payments                       | 16 495          | 15 599          | 11 986        | 16 570          | 12 538          | 12 538          | -                            | 12 910          | 12 910                  | -                            | 13 597          | 13 597                  | -                            | 14 446                   |
| Compensation of employees              | 7 436           | 8 472           | 5 778         | 9 052           | 5 946           | 5 946           | -                            | 6 064           | 6 064                   | -                            | 6 338           | 6 338                   | -                            | 6 718                    |
| Salaries and wages                     | 7 436           | 8 472           | 5 778         | 9 052           | 5 946           | 5 946           | -                            | 6 064           | 6 064                   | -                            | 6 338           | 6 338                   | -                            | 6 718                    |
| Goods and services                     | 9 059           | 7 127           | 6 208         | 7 518           | 6 592           | 6 592           | -                            | 6 846           | 6 846                   | -                            | 7 258           | 7 258                   | -                            | 7 728                    |
| Of which <sup>1</sup>                  |                 |                 |               |                 |                 |                 |                              |                 |                         |                              |                 |                         |                              |                          |
| Administrative fees                    | 1               | 36              | 134           | 247             | 153             | 153             | -                            | 160             | 160                     | -                            | 167             | 167                     | -                            | 177                      |
| Communication (G&S)                    | 186             | -               | -             | -               | -               | -               | -                            | -               | -                       | -                            | -               | -                       | -                            | -                        |
| Agency and support/outsourced services | -               | 480             | 490           | 490             | 560             | 560             | -                            | 582             | 582                     | -                            | 608             | 608                     | -                            | 651                      |
| Travel and subsistence                 | 1 086           | 1 623           | 796           | 2 578           | 1 704           | 1 704           | -                            | 1 764           | 1 764                   | -                            | 1 844           | 1 844                   | -                            | 1 954                    |
| Training and development               | 544             | -               | -             | -               | 1 070           | 1 070           | -                            | 1 112           | 1 112                   | -                            | 1 162           | 1 162                   | -                            | 1 232                    |
| Operating payments                     | 4 263           | 3 526           | 2 465         | 1 880           | 1 822           | 1 822           | -                            | 1 894           | 1 894                   | -                            | 2 083           | 2 083                   | -                            | 2 208                    |
| Venues and facilities                  | 2 979           | 1 462           | 2 323         | 2 323           | 1 283           | 1 283           | -                            | 1 334           | 1 334                   | -                            | 1 394           | 1 394                   | -                            | 1 506                    |
| <b>Total Expenditure</b>               | <b>16 495</b>   | <b>15 599</b>   | <b>11 986</b> | <b>16 570</b>   | <b>12 538</b>   | <b>12 538</b>   | <b>-</b>                     | <b>12 910</b>   | <b>12 910</b>           | <b>-</b>                     | <b>13 597</b>   | <b>13 597</b>           | <b>-</b>                     | <b>14 446</b>            |
| <b>Objective less Expenditure</b>      | <b>-</b>        | <b>-</b>        | <b>-</b>      | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>                     | <b>-</b>        | <b>-</b>                | <b>-</b>                     | <b>-</b>        | <b>-</b>                | <b>-</b>                     | <b>-</b>                 |

## 9. Key Risks

| Strategic Outcomes   | Risk Name & Risk Description   | Risk Mitigation   |
|--|--|---|
| <p>1. An efficient and effective Agency characterized by good corporate governance and ethical leadership</p>  | <p><b>Unauthorised disclosure of Confidential Information</b></p> <ul style="list-style-type: none"> <li>The risk of unauthorised disclosure, misuse, or leakage of the NYDA's confidential and strategic information by internal or external parties. This may include the dissemination of sensitive or inaccurate information relating to the Agency's strategies, operations, or decisions. Such occurrences could compromise organisational integrity, damage the Agency's reputation, erode stakeholder trust, and potentially expose the organisation to legal, operational, and governance risks.</li> </ul> | <ul style="list-style-type: none"> <li>NYDA Confidential Information Handling Procedure Manual.</li> <li>Approved Code of Conduct and Ethics Policy in place.</li> <li>Secure Digital Systems and Cybersecurity Controls.</li> <li>Employee Awareness and Training.</li> <li>Non-Disclosure and Confidentiality Agreements.</li> <li>Disciplinary and Legal Consequences</li> <li>Confidentiality form signed by employees as part of their employment contract.</li> </ul>   |
| <p>2. Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy</p> | <p><b>Inadequate customer service</b></p> <ul style="list-style-type: none"> <li>Inefficient operational processes and suboptimal customer service across the Agency's service points (front desk, call center, 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.</li> </ul>   | <ul style="list-style-type: none"> <li>NYDA client service manual in place.</li> <li>Cultural Change programme Implementation – Part of the programme aim at 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).</li> <li>Approved Code of Conduct Policy in place.</li> <li>NYDA brand positioning across all centres and district offices.</li> <li>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.</li> <li>Internal Briefing on document and Policies adopted to ensure flow of communication and information sharing.</li> </ul> |

|  |   |  |
|--|---|--|
|  |   | <ul style="list-style-type: none"> <li>• Agency fosters customer feedback by conducting after service surveys.</li> <li>• NYDA follows up on all social media complaints on an hourly basis.</li> <li>• Policies and standard operating procedures in place outlining set response and processing timelines.</li> <li>• Automation of processes using ERP to improve efficiencies.</li> <li>• Quality monitoring assurance implemented to improve first call/query resolution and to reduce repeat callers/queries and call duration.</li> <li>• 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.</li> <li>• Implement a customer service certification program for frontline employees.</li> <li>• Use data analytics to predict service demand and allocate resources effectively.</li> <li>• Educate stakeholders about NYDA's services, processes, and timelines to manage expectations and reduce misunderstandings.</li> </ul> |
| <p>3. Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy</p> | <p><b>Service demands on NYDA exceeding available supply</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> | <ul style="list-style-type: none"> <li>• Coordination and Implementation of the Fund-raising Strategy.</li> <li>• Continuous establishment of partnerships with Public and Private Sectors (MOUs in place) to ensure diversification.</li> <li>• Presidency sees NYDA as a key partner in delivery of the Presidential Youth Employment Intervention.</li> <li>• Additional funds being allocated to the NYDA for youth employment programs.</li> </ul>  |

|   |  |  |
|---|--|--|
|   |  | <ul style="list-style-type: none"> <li>• Database of key Stakeholders digitalised and updated on ERP System.</li> <li>• Stakeholder Management Strategy and Plan in place.</li> <li>• Stakeholder engagement sessions planned and hosted.</li> <li>• Partnerships for JOBS and Market Linkages programmes established.</li> <li>• Alignment of partnerships to the relevant youth development programmes initiated and activated through consultations.</li> <li>• Able to adequately forecast in order to anticipate demand trends and adjust capacity accordingly.</li> </ul>  |
| <p>4. An efficient and effective Agency characterized by good corporate governance and ethical leadership</p> | <p><b>Increased vulnerability to cyber-attacks due to digital transformation</b></p> <ul style="list-style-type: none"> <li>• As the Agency continues to expand the digitisation of its internal processes, products, and services, it faces heightened exposure to cybersecurity threats. This increased vulnerability may lead to potential data breaches, compromising sensitive information, disrupting operations, and undermining the Agency's trustworthiness and reputation if robust security measures are not consistently implemented and updated.</li> </ul> | <ul style="list-style-type: none"> <li>• Agency's system security and firewalls are continuously measured against best practice to address continuous change in technologies and threats.</li> <li>• A multi-layered security that safeguards against malicious malwares and Cyber-attack from internal and online intrusions.</li> <li>• ICT invests time and financial resources to educate end users using different strategies available and to also continuously upskill ICT officials on industry threats and new developments.</li> <li>• ICT environment, Industrial Control Systems(ICS) have been established. Policies and procedures have been developed to safeguard the Agency Data and ICT Assets such as:       <ol style="list-style-type: none"> <li>a) IT Governance - Framework</li> <li>b) Data and Information security policy in place and adhered to.</li> <li>c) ICT backup and recovery Policy in place and adhered to ensuring that backups are automatically created.</li> <li>d) IT Disaster recovery plan in place.</li> <li>e) Anti-Virus Policy in place.</li> </ol> </li> </ul> |

|  |  |  |
|--|--|--|
|  |  | <ul style="list-style-type: none"> <li>f) Anti-Virus / Endpoint Protection in place.</li> <li>g) Patch Management Policy in place.</li> <li>h) User access Management Policy in place.</li> <li>i) Internal and external firewall in place.</li> <li>j) ICT security Awareness conducted continuously.</li> <li>k) Mimecast Cloud Cybersecurity Services programme (to provide encryptions of data in transit) in place.</li> <li>l) Multifactor authentication (Combination of username, Password and One time Pin (OTP)) is in place.</li> <li>m) Cyber-Security Policy developed.</li> <li>n) Security Certificate for the NYDA Website, ERP etc (all online platforms) has been configured SSL certificate for external access(ERP).</li> <li>o) User access right set-up within ERP in line with SoP and Delegation of Authority.</li> <li>p) NYDA Virtual Private Network (VPN) Access.</li> <li>q) Security Training for ICT officials.</li> <li>r) Additional security has been provided through Distributed key manager (DKIM) that encrypt customer data at rest and in transit.</li> <li>s) Cyber security insurance in place through Risk Management Unit.</li> <li>t) Insurance broker conducts vulnerability tests as and when required.</li> <li>u) Specialist: IT Governance and Information Security process of recruitment has started.</li> </ul> |
| <p>5. i) Increased access to socio-economic opportunities,</p> | <p><b>Organizational Limitations in Enhancing Youth Employability and Entrepreneurship</b></p> | <ul style="list-style-type: none"> <li>• Presidential Youth Employment Intervention in place to reduce unemployment - bringing in the</li> </ul>   |

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| <p>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> | <ul style="list-style-type: none"> <li>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:<br/>The Presidential Youth Employment Intervention (PYEI) lacks dedicated funding within the Medium-Term Development Plan (MTDP), hindering its implementation and limiting its potential impact.</li> </ul> | <p>creativity and innovation of the private sector and civil society.</p> <ul style="list-style-type: none"> <li>National Pathway Management Network - seeks to pathway young people into aggregated opportunities.</li> <li>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.</li> <li>Technical skills programmes.</li> <li>Business Advisory/Consultancy programme.</li> <li>Training officers hosts outreach programmes in rural areas to assist young people in such areas enrol for training programmes.</li> <li>Prioritisation of spending on youth owned businesses instilled throughout the Agency.</li> <li>Work experience opportunities through Youth Employment Service and Harambee Youth Employment Accelerator.</li> <li>Thusano Fund which provides financial support for those still in the formal academic programmes.</li> <li>Structured Volunteerism Service linked to a particular program (municipality/ private sector/ department) to create placement opportunities.</li> <li>Established partnerships with the SETA's (SEFA / SEDA).</li> <li>Aggressive implementation of the Fund-raising Strategy.</li> <li>Expanding Presidential Youth Service to provide young people with publicly funded opportunities to engage in service.</li> <li>Presidential Employment Stimulus.</li> <li>Increased advocacy for funding for NYDA Programmes focused on skills development, entrepreneurial</li> </ul> |
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|   |  | <p>support, access to finance and mentorship programs.</p> <ul style="list-style-type: none"> <li>• Implement a customer service certification program for frontline employees.</li> </ul>   |
| <p>6. 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><b>Lack of support from Private Sector Partnership and Funding opportunities</b></p> <ul style="list-style-type: none"> <li>• NYDA may be unable to attract and sustain meaningful partnerships and financial support from the private sector to supplement its funding for youth development programmes. This may result in continued reliance on limited government allocations, restricting the Agency's ability to scale programmes, expand its reach, and effectively respond to the growing demand for youth development support.</li> </ul>  | <ul style="list-style-type: none"> <li>• Development of a Private Sector Partnership Strategy.</li> <li>• Development Stakeholder Engagement and Relationship Management Framework.</li> <li>• Strategic Memoranda of Understanding (MOUs) in place.</li> <li>• Resource Mobilisation and Fundraising Initiatives Strategy in place.</li> <li>• Demonstration of Programme Impact.</li> <li>• Dedicated Corporate Investments and International Relations Division.</li> <li>• Participation in Industry and Investment Platforms such as the Mining Indaba, Investment Indaba and International Youth platforms.</li> </ul>   |
| <p>7. Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy</p>  | <p><b>Implementation of a Disability Inclusion Strategy for Persons living with Disabilities</b></p> <ul style="list-style-type: none"> <li>• Monitoring and evaluation of the Disability Inclusion Strategy aimed at eliminating barriers that prevent persons with disabilities from accessing and participating in NYDA youth programmes and business development opportunities. Failure to effectively implement and monitor this strategy may create the perception that the Agency is excluding persons with disabilities, which could negatively affect the NYDA's reputation and undermine its commitment to inclusive youth development.</li> </ul> | <ul style="list-style-type: none"> <li>• Co-funded models on projects for persons living with disabilities.</li> <li>• 2% quota requirements for all programs, e.g. CWP, EVP.</li> <li>• Opportunities advertised in the NYDA Portal are favourable to young persons living with disabilities.</li> <li>• Consultations with persons living with disabilities focus groups.</li> <li>• Adoption of the continental Plan of Action for young Persons living with disabilities.</li> <li>• Adoption of the norms and standards for the removal of discriminatory /accessibility barriers.</li> <li>• Quarterly monitoring of the Implementation of the Disability Inclusion Strategy.</li> <li>• Implementation of advocacy and awareness campaigns that raise public awareness about the rights and needs of young people with disabilities, this is used to pilot</li> </ul> |

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|  |  | <p>programs aimed at addressing specific needs of young persons living with disabilities as a way of demonstrating successful approaches that could be scaled up or used as models for future policy development.</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>   |
| <p>8. Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy</p> | <p><b>Poor implementation of the Integrated Youth Development Strategy (IYDS)</b></p> <ul style="list-style-type: none"> <li>• Ineffective implementation of the Integrated Youth Development Strategy (IYDS) in coordinating, monitoring, and evaluating efforts across government, the private sector, and non-governmental organizations on youth employment and skills development initiatives. This may undermine the Agency's ability to fulfil its mandate as outlined in the NYDA Act, resulting in fragmented efforts and missed opportunities for holistic youth development.</li> </ul> | <ul style="list-style-type: none"> <li>• Integrated Youth Development Strategy in place to create a working ecosystem of support for youth.</li> <li>• IYDS Implementation Plan in place.</li> <li>• IYDS Monitoring and Evaluation Framework in place.</li> <li>• Multiple Stakeholder engagements held to obtain buy-in and outline relationship structures and implementation.</li> <li>• Partnerships through Local Youth Development Forums.</li> <li>• The Presidency and Department of National Treasury expressed a view that NYDA must coordinate youth development programmes. This is also outlined in the MTSF.</li> </ul>  |
| <p>9. An efficient and effective Agency characterized by good corporate governance and ethical leadership</p>  | <p><b>Unstable Political Environment</b></p> <ul style="list-style-type: none"> <li>• Shifts in political priorities, governance instability, and competing interests may challenge the Agency's The risk reflects potential shifts in government priorities, governance and institutional restructuring that could affect public entities. It does not assume that such changes will occur, but rather acknowledges that governance transitions may introduce policy uncertainty which could influence the Agency's mandate and long-term viability.</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Continue publishing synopsis of APP and quarterly performance reports on the website.</li> <li>• Continue publishing beneficiary stories on all platforms - website, internal bulletin and social media platforms (Facebook, Twitter, YouTube and Instagram).</li> <li>• Though the Board build strong, non-partisan relationships with key decision-makers across all coalition parties to ensure ongoing support for NYDA's mission.</li> <li>• Regularly present NYDA's impact reports to parliamentary committees and other stakeholders to maintain visibility and relevance.</li> <li>• Strengthen partnerships with the private sector, civil society, and</li> </ul> |

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|   |  | <p>international donors to reduce dependency on government funding.</p> <ul style="list-style-type: none"> <li>• Position NYDA as a neutral, service-oriented agency committed to the welfare of South African youth, regardless of political leadership.</li> <li>• Leverage relationships with provincial and municipal youth development offices to ensure alignment of priorities despite coalition challenges.</li> </ul>   |
| <p>10. i) An efficient and effective Agency characterized by good corporate governance and ethical leadership</p> <p>ii) Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy</p> | <p><b>Business Continuity Management Risk</b></p> <p>The risk that the NYDA may be unable to maintain or recover critical operations in the event of unforeseen disruptions due to inadequate business continuity preparedness. This may result in interruptions to service delivery and the Agency’s ability to achieve its youth development strategic objectives.</p> <p><b>Contributing factors may include:</b></p> <ul style="list-style-type: none"> <li>i) Inadequate Business Continuity Preparedness – Insufficient planning and readiness to recover critical operations during unforeseen disruptions, which may lead to delays or failure in delivering key programmes and services.</li> <li>ii) Unreliable Electricity Supply – Inadequate and unstable electricity supply due to deteriorating infrastructure and broader public service delivery challenges, which may disrupt NYDA operations and limit access to digital systems and service platforms.</li> <li>iii) Water Supply Disruptions – Ongoing water shortages and infrastructure challenges in certain regions may severely disrupt the functioning of NYDA offices, limiting access to essential utilities required for operations and negatively affecting staff productivity and</li> </ul> | <ul style="list-style-type: none"> <li>• Approved Disaster Recovery Plan in place             <ul style="list-style-type: none"> <li>- Implement a detailed BCP, including specific protocols for office closure or remote work during extended outages.</li> </ul> </li> <li>• Approved Communication Strategy in place.</li> <li>• Critical Agency products and services available online (ERP) to ensure continuity of service delivery.</li> <li>• Code of Conduct Policy in place and signed by all officials.</li> <li>• Employees in critical functions have been capacitated with relevant tools of trade to work remotely.</li> <li>• Continuous communication from management is maintained during times of crises through various lines of communication to internal officials and external stakeholders.</li> </ul> <p><b>Electricity Crisis / Shortage:</b></p> <ul style="list-style-type: none"> <li>• Uninterruptible Power Supply (UPS)             <ul style="list-style-type: none"> <li>- Use of Generators and Inventors at Head Office, District and Centre offices.</li> </ul> </li> <li>• All newly leased NYDA buildings are equipped with backup generators to maintain uninterrupted electricity supply during power outage.</li> </ul> <p><b>Water Supply Challenges</b></p> <ul style="list-style-type: none"> <li>• Require installation of JoJo tanks in new leases to ensure water availability during supply disruptions</li> <li>• All newly leased NYDA building agreement/contracts have a clauses mandating backup utilities</li> </ul> |

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|   | <p>service delivery to youth beneficiaries.</p> <p>iv) Loss of Key Management Personnel – Leadership transitions, including the end of contracts, resignations, or terminations of key management such as the CEO or Board members, may result in the loss of institutional memory, leadership continuity, and critical knowledge required for effective organisational functioning.</p>   | <p>(generators and water tanks) as part of building compliance for future leases.</p> <p><b>Succession plan:</b></p> <ul style="list-style-type: none"> <li>• The Board to advocate for continuity post their term with one or two Board members being re-appointed to ensure business continuity.</li> <li>• Development of a succession plan for senior positions.</li> <li>• Lobby for Managers &amp; Senior Managers position to be permanent.</li> <li>• Development and Implementation of hand-over manual procedure.</li> <li>• Implementation of the mentorship programme which will address the loss of Institutional Memory.</li> </ul>   |
| <p><b>11.</b> An efficient and effective Agency characterized by good corporate governance and ethical leadership</p> | <p><b>Non-compliance with relevant legislation, regulations, policies, and procedures, compromising the Agency's governance structure and accountability.</b></p> <ul style="list-style-type: none"> <li>• Lack of monitoring 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.</li> </ul> | <ul style="list-style-type: none"> <li>• Quarterly monitoring of compliance management plans / checklists.</li> <li>• Monitoring of all key legislative requirements through Compliance Risk Management Programs(CRMPs) checklists.</li> <li>• Regulatory Universe in Place and updated annually.</li> <li>• Keeping abreast with emerging legislation and monitoring implementation thereof via Risk Unit.</li> <li>• Implementation of on-going monitoring tools to ensure adherence to set processes and procedures.</li> <li>• The Agency Conducts regular training sessions and workshops on the NYDA Act, governance policies, and relevant regulations.</li> <li>• Ensuring all staff and board members have access to legislative updates and compliance manuals.</li> <li>• Delegation of Authority frameworks to ensure that there is no overlap and that decisions are made at the appropriate level.</li> <li>• Full implementation of Segregation of Duties and Delegations of Authority.</li> <li>• Disciplinary policy, processes and procedures are in place and executed throughout the Agency.</li> </ul> |

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|  |  | <ul style="list-style-type: none"> <li>• Approved Code of Conduct Policy in place.</li> <li>• Code of Conduct is signed by all employees.</li> <li>• Key Standard Operating Procedures in place and implemented.</li> <li>• Adherence to SCM policies and standard operating procedures enforced.</li> <li>• Fraud and Corruption Prevention Policy in place.</li> <li>• Fraud and Corruption Prevention Strategy and Plan in place.</li> <li>• Whistleblowing Manual implemented.</li> <li>• Whistleblowing Hotline functional.</li> <li>• Ethics, Fraud and Corruption awareness and education conducted.</li> </ul> |
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**nyda**

NATIONAL YOUTH DEVELOPMENT AGENCY  
**OUR YOUTH. OUR FUTURE.**

PART D  
**TECHNICAL  
INDICATOR  
DESCRIPTIONS (TIDS)**

OUR YOUTH. OUR FUTURE



## PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

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

**PROGRAMME 1: ADMINISTRATION**

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

| Indicator Title                     | 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<br><br>Letters of commitment, or<br><br>Costed projects implementation plan, or<br><br>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<br><br>Gender<br><br>Race<br><br>Disability status<br><br>Business sector<br><br>Geographic location (Rural/ Peri-urban/urban)  |
| Spatial Transformation              | Geographic location (Rural/ Peri-urban/urban)   |
| Calculation type                    | Cumulative  |
| Reporting Cycle                     | Quarterly   |

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| Desired Performance                 | Funds sourced to support youth development programmes implemented by the NYDA or partners.  |
| Indicator Responsibility            | Manager- Corporate Investment   |
| Indicator Title                     | ≥% 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<br>Gender<br>Race<br>Disability status<br>Business sector<br>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  |

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| Indicator Responsibility | Manager Human Resources |
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| Indicator Title                     | Number of awareness campaigns addressing GBVF and intersectional social vulnerabilities delivered to 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 to be conducted in collaboration with partners. Ultimately, the goal of addressing GBV is to foster a society where everyone, regardless of their gender or gender identity, can live a life of dignity, safety, and equality. These campaigns will be directed towards youth in south Africa. |
| 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<br><br>OR<br><br>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                              |

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| <b>Indicator Title</b>              | <b>Number of Partnerships signed with Public and Private entities or companies</b>   |
| Definition                          | The indicator seeks to measure the number of partnerships signed with different organisations and or government departments to support youth development programmes. |
| Source of Data                      | Corporate investment   |
| Method of calculation or assessment | Simple count   |
| Means of verification               | Signed MOUs or MOAs or Concept document or Project (Implementation) Plan   |
| Assumptions                         | Buy-in and participation by relevant stakeholders  |
| Disaggregation of beneficiaries     | None   |
| Spatial Transformation              | None   |
| Calculation type                    | Simple count   |
| Reporting Cycle                     | Quarterly  |
| Desired Performance                 | Supported youth development programmes by partnerships established with the private sector and the private sector  |
| Indicator Responsibility            | Manager - CI   |

| Indicator Title                     | 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 | 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. |

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| Source of data                                     | NYDA data on payments made to supplier's monthly   |
| Method of Calculation / Assessment                 | Simple count   |
| Means of verification                              | Approved quarterly reports 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                           | Senior Manager: Finance  |

| Indicator Title                     | 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 (IPA)  |
| 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.   |

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| Disaggregation of beneficiaries | 100 % youth<br><br>Gender<br><br>Race<br><br>Disability status<br><br>Business sector<br><br>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 – Office of the CEO, IPA  |

| Indicator Title                     | 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<br><br>Outreach event report produced and signed by Communication Manager  |
| Assumptions                         | Buy-in and participation by relevant stakeholders   |
| Disaggregation of beneficiaries     | 100 % youth<br><br>Gender<br><br>Race   |

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|                                     | 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  |
| <b>Indicator Title</b>              | <b>Develop and implement Annual Workplace Skills Plan</b>                        |
| Definition                          | The indicator seeks the measure the implementation of WSP                        |
| Source of Data                      | HR   |
| Method of calculation or assessment | Verify document submitted  |
| Means of verification               | Annual training report approved by the ED  |
| 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            | Senior Manager – Human Resources   |

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|------------------------|--|
| <b>Indicator Title</b> | <b>Percentage of ICT service delivery standard</b> |
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| 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<br><br>Quarterly performance reports<br><br>Service Level Agreement (SLA) compliance reports<br><br>User satisfaction surveys |
| Assumptions                         | Adequate resources and tools are available for ICT service delivery<br><br>Buy-in and participation from relevant stakeholders<br><br>Timely logging of ICT issues and requests             |
| Disaggregation of beneficiaries     | 100 % youth<br><br>Gender<br><br>Race<br><br>Disability status<br><br>Business sector<br><br>Geographic location (Rural/ Peri-urban/urban)  |
| Spatial Transformation              | Geographic location (Rural/ Peri-urban/urban)   |
| Calculation type                    | Cumulative for the year   |
| Reporting Cycle                     | Quarterly   |
| Desired Performance                 | 94%   |
| Indicator Responsibility            | Manager: ICT  |

**PROGRAMME 2: OPERATIONS (PDDD)**

|                                     |  |
|-------------------------------------|--|
| Indicator Title                     | Number of youth and youth owned enterprises supported with financial interventions.  |
| Definition                          | This indicator seeks to measure the number of youth and youth owned enterprises assisted with enterprise finance   |
| Source of Data                      | Grant Programme  |
| Method of calculation or assessment | Simple Count<br><br>Verify each document submitted<br><br>Each youth owned enterprise or youth supported with grant funding will be counted once per grant intervention.   |
| Means of verification               | <ul style="list-style-type: none"> <li>• ID or company registration</li> <li>• Disbursement request cover page</li> <li>• Proof of disbursement</li> <li>• Minutes (BGARG)</li> <li>• Quarterly post disbursement reports with pictures</li> </ul> |
| Assumptions                         | Sufficient support (financial) provided to youth owned enterprises.<br><br>Budget Availability   |
| Disaggregation of beneficiaries     | 100 % youth<br><br>Gender<br><br>Race<br><br>Disability status<br><br>Provincial   |
| Spatial Transformation              | Geographic location (Rural/ Peri-urban/urban)  |
| Calculation type                    | Cumulative for the year  |
| Reporting Cycle                     | Quarterly  |

|                          |   |
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| Desired Performance      | Increase in youth participating in the mainstream economy through enterprise development or entrepreneurship. |
| Indicator Responsibility | Senior Manager- Quality Management & Customer Services  |

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| Indicator Title                     | Number of youths with disability supported with financial interventions.  |
| Definition                          | This indicator seeks to measure the number of persons with disability assisted with enterprise finance through the Grant Programme.   |
| Source of Data                      | Grant Programme   |
| Method of calculation or assessment | Simple Count<br><br>Verify each document submitted<br><br>Each youth owned person living with disability supported with grant funding will be counted once per grant intervention.  |
| Means of verification               | ID or company registration<br><br>Disbursement request cover page<br><br>Proof of disbursement<br><br>Minutes (BGARG)<br><br>Quarterly post disbursement reports with pictures<br><br>Medical certificate confirming disability or any supporting documents |
| Assumptions                         | Sufficient support (financial) provided to person living with disability.<br><br>Budget Availability  |
| Disaggregation of beneficiaries     | 100 % youth<br><br>Gender<br><br>Race<br><br>Disability status<br><br>Provincial  |

|                          |   |
|--------------------------|---|
| 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  |

|                                     |  |
|-------------------------------------|--|
| <b>Indicator Title</b>              | <b>Number of Business Development Support Vouchers offered to Young People.</b>  |
| 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"> <li>• 100 % youth</li> <li>• Gender</li> <li>• Race</li> <li>• Disability status</li> <li>• Business sector</li> <li>• Geographic location (Rural/ Peri-urban/urban)</li> </ul>                           |
| 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  |

|                                     |   |
|-------------------------------------|---|
| <b>Indicator Title</b>              | <b>Number of youth supported with non-financial business development interventions</b>  |
| 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"> <li>1. Entrepreneurship Development Training</li> </ol> <p>Business Management Training - ILO-SIYB Generate, Start or Improve Your Business/SYB Co-ops</p> <ol style="list-style-type: none"> <li>2. Sales Pitch and BBBEE Training</li> <li>3. Co-operative Governance Training</li> <li>4. Market Linkages</li> <li>5. Mentorship Programme</li> </ol> |
| 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"> <li>1. Entrepreneurship Development Training</li> <li>1.1 Business Management Training Programme</li> </ol>  |



|                    |   |
|--------------------|---|
|                    | <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 &amp; 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> <ul style="list-style-type: none"> <li>- Co-operative Governance training plan.</li> <li>- Signed Co-operative Governance attendance register or online attendance register</li> </ul> <p>3. Sales Pitch and BBBEE Training</p> <ul style="list-style-type: none"> <li>- Sales pitch and BBBEE training plan</li> <li>- Signed sales pitch and BBBEE attendance Register or online attendance register</li> </ul> <p>4. Market Linkages</p> <ul style="list-style-type: none"> <li>- For facilitated linkages one of the following:             <ul style="list-style-type: none"> <li>- Market linkages form signed by opportunity provider or invoice or contract or written confirmation from opportunity provider</li> <li>- Beneficiary verification forms or online verification form</li> </ul> </li> </ul> <p>5. Mentorship Programme</p> <ul style="list-style-type: none"> <li>- Signed one-on-one mentee and mentor engagement form or online form OR</li> <li>- Signed Group Mentorship (Masterclass) attendance register or online attendance registers</li> </ul> |
| <p>Assumptions</p> | <p>Sufficient support to beneficiaries with business development support services.</p> <p>Budget availability.</p>  |

|                                 |  |
|---------------------------------|--|
| Disaggregation of beneficiaries | 100 % youth<br><br>Gender<br><br>Race<br><br>Disability status<br><br>Business sector<br><br>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             | Increase youth owned enterprises and youth that are accessing economic opportunities.  |
| Indicator Responsibility        | Senior Manager- Quality Management & Customer Services   |

|                 |   |
|-----------------|---|
| Indicator Title | Number of jobs created and sustained through supporting entrepreneurs and enterprises.  |
| Definition      | <p>This indicator seeks to measure the number of jobs created 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>   |

|                                     |   |
|-------------------------------------|---|
|                                     | Grant Funding Programme   |
| Method of calculation or assessment | Simple count<br><br>Each job created and sustained will be counted as one in each contributing Business Development Service.              |
| 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     | 100% Youth<br><br>Gender<br><br>Race<br><br>Disability status<br><br>Business sector<br><br>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  |

|                        |   |
|------------------------|---|
| <b>Indicator Title</b> | <b>Number of young people capacitated with skills to enter the job market.</b>  |
| 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"> <li>- Life skills</li> <li>- Job preparedness training</li> </ul> |

|                                     |   |
|-------------------------------------|---|
| 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"> <li>- Life skills</li> <li>- Job preparedness training</li> </ul>  |
| Means of verification               | <p>Life skills on the ERP</p> <ul style="list-style-type: none"> <li>• Training Plan/Schedule</li> <li>• Attendance register</li> </ul> <p>Job preparedness training on the ERP</p> <ul style="list-style-type: none"> <li>• Training Plan/Schedule</li> <li>• Attendance register</li> </ul> |
| Assumptions                         | <p>Adequate training provided (Training that is aligned to current jobs and youth needs).</p> <p>Sufficient participation by young people on jobs training</p> <p>Budget availability.</p>  |
| Disaggregation of beneficiaries     | <p>100 % youth</p> <p>Gender</p> <p>Race</p> <p>Disability status</p> <p>Business sector</p> <p>Geographic location (Rural/ Peri-urban/urban)</p>   |
| Spatial Transformation              | Geographic location (rural/urban)   |
| Calculation type                    | Cumulative for the year   |
| Reporting Cycle                     | Quarterly   |

|                          |   |
|--------------------------|---|
| Desired Performance      | Increase in the number of young people trained through vocational, technical, job preparedness, Skills programmes and Learnerships training interventions leading to increased employability and self-employment. |
| Indicator Responsibility | Manager; PDDD - Economic Development  |

|                                     |  |
|-------------------------------------|--|
| Indicator Title                     | 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 training such as skills programmes, learnerships, apprenticeships and other skills transfer that are not accredited such as internships. Most training courses 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<br>Youth trained on technical skills  |
| Means of verification               | Signed NYDA learners employment contracts or attendance register.<br>OR Work based learner agreement   |
| Assumptions                         | Adequate training provided<br>Sufficient participation by young people on jobs training Budget availability.   |
| Disaggregation of beneficiaries     | 100 % youth<br>Gender<br>Race<br>Disability status   |

|                          |   |
|--------------------------|---|
|                          | Business sector<br><br>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                     | 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<br>Pathway Management or<br>Written confirmation (email/letter) from employers or<br>Mou's from stakeholders/or Letter from the employers or<br>Signed contracts from beneficiaries  |
| Assumptions                         | Budget Availability   |
| Disaggregation of beneficiaries     | 100 % youth<br><br>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/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   |

|                                     |   |
|-------------------------------------|---|
| <b>Indicator Title</b>              | <b>Number of Young persons with disability capacitated with training on jobs and entrepreneurship</b>   |
| Definition                          | This indicator seeks to measure the participation of young persons with disability through the entrepreneurship programme and be capacitated with training and be empowered on how to grow their business and sustainability  |
| Source of Data                      | Training programme  |
| Method of calculation or assessment | Simple count  |
| Means of verification               | <p>The key fundamentals for success comprised of the following training Business Development Support services interventions:</p> <ul style="list-style-type: none"> <li>· Entrepreneurship Development Training</li> <li>· Business Management Training - ILO-SIYB Generate, Start or Improve Your Business/SYB Co-ops</li> </ul> |

|                                 |  |
|---------------------------------|--|
|                                 | Sales Pitch and BBBEE Training<br>Co-operative Governance Training<br>Market Linkages<br>Mentorship Programme          |
| Assumptions                     | Budget Availability  |
| Disaggregation of beneficiaries | 100 % youth<br>Gender<br>Race<br>Disability status<br>Business sector<br>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                     | 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<br><br>Gender<br><br>Race<br><br>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 | 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. Everyone 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 &amp; Digital Mapping, Sports &amp; Recreation, Arts, Culture &amp; Entertainment, Learner Support, Social Support Services, Solidarity &amp; Care, Early childhood development/Early Learning, Food security &amp; Child nutrition, and Community Works, Revitalisation &amp; Greening programmes.</i></p> |
| Source of Data  | <p>Timesheets for Each individual and/or</p> <ul style="list-style-type: none"> <li>• electronic payroll reports and biometric databases and/or</li> </ul>  |

|                                     |  |
|-------------------------------------|--|
|                                     | <ul style="list-style-type: none"> <li>any other suitable sources as agreed to in the signed Grant Agreement for the project</li> </ul>  |
| 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"> <li>Signed Monthly Timesheets (electronic or manual)</li> <li>ID copies and beneficiary contract</li> <li>Beneficiary Database</li> <li>Signed Attestation by NGO/Partner with data list Annexure</li> </ul> |
| 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 | 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 &amp; Digital Mapping, Sports &amp; Recreation, Arts, Culture &amp; Entertainment, Learner Support, Social Support Services, Solidarity &amp; Care, Early childhood development/Early Learning, Food security &amp; Child nutrition, and Community Works, Revitalisation &amp; Greening programmes.</p> |
| Source of Data                      | <ul style="list-style-type: none"> <li>• National Youth service programme</li> <li>• Service Completion Certificates</li> <li>• Beneficiary Database</li> <li>• Consolidated Timesheets</li> <li>• Signed Attestation by NGO/Partner with data list Annexure</li> </ul>  |
| 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               | <p>Means of verification for the successful completion of service activities:</p> <ul style="list-style-type: none"> <li>• Service Completion Certificates</li> <li>• Beneficiary Database</li> </ul>  |

|                                 |   |
|---------------------------------|---|
|                                 | <ul style="list-style-type: none"> <li>• Consolidated Timesheets</li> <li>• Signed Attestation by NGO/Partner with data list Annexure</li> </ul>  |
| 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                     | 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"> <li>• Beneficiary Database</li> <li>• Signed Attestation</li> </ul>   |
| Method of calculation or assessment | <p>Simple count</p> <p>Each young person will be counted once.</p>   |

|                                 |  |
|---------------------------------|--|
| Means of verification           | <p>Means of verification for tracking young people who migrate from NYS:</p> <ul style="list-style-type: none"> <li>• Beneficiary Database</li> <li>• Beneficiary Attestation or confirmation from opportunity provider</li> <li>• Data List Annextures</li> </ul> |
| 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 | 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<br>Gender<br>Race<br>Disability status<br>Business sector<br>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   |

|                 |   |
|-----------------|---|
| Indicator Title | Number of government departments and organizations with signed MoUs operationalized for implementation of National Youth Service (NYS) programmes.  |
| Definition      | The indicator measures the number of government departments, NGOs, private sector entities, and organisations that have moved from signed Memoranda of Understanding (MoUs) to active implementation of NYS programme activities within the reporting period. |
| Source of Data  | National Youth Service (NYS) Unit partnership records<br>NYS coordination and capacity building reports<br>Signed NYS partnership operationalisation forms  |

|                                     |  |
|-------------------------------------|--|
| Method of calculation or assessment | <p>Simple count of MoUs that meet the operationalisation criteria within the reporting period.</p> <p><b>Formula:</b></p> <p>Total number of signed MoUs where implementation activities have commenced</p>  |
| Means of verification               | <ol style="list-style-type: none"> <li>1. Signed MoU</li> <li>2. NYS Partnership Coordination and Capacity Building Form signed by NYDA official and partner</li> <li>3. Evidence of implementation, such as:           <ul style="list-style-type: none"> <li>• Attendance registers of coordination/capacity building sessions</li> <li>• Programme implementation reports</li> <li>• Photos or activity reports</li> <li>• Participant placement records</li> <li>• Minutes of implementation meetings</li> </ul> </li> </ol> |
| Assumptions                         | <p>Sufficient budget and capacity exist to support partnership activation.</p> <p>Partner institutions remain committed to implementation.</p> <p>Stakeholder coordination platforms remain functional.</p>  |
| Disaggregation of beneficiaries     | <ul style="list-style-type: none"> <li>• Youth: 100% (Primary NYS target group)</li> <li>• Gender: Male / Female / Other (where applicable)</li> <li>• People with disabilities</li> <li>• Race (where applicable and compliant with reporting requirements)</li> </ul>  |
| Spatial Transformation              | <p>Geographic Location: Urban and rural implementation areas.</p> <p>Description of Spatial Impact: Operationalised partnerships expand NYS programme access into underserved and rural communities, improving equitable access to youth development opportunities.</p>  |
| Calculation type                    | Cumulative for the financial year.   |
| Reporting Cycle                     | Quarterly reporting.   |
| Desired Performance                 | Higher performance than target is desirable as it reflects increased implementation partnerships and expanded NYS delivery footprint.  |
| Indicator Responsibility            | Manager: NYS Coordination and Partnerships / NYS Unit Head Office.   |

### PROGRAMME 3: Integrated Youth Development

| Indicator Title                     | Annual report produced on Disability strategy   |
|-------------------------------------|---|
| Definition                          | This indicator seeks to measure progress reporting on the implementation of the disability strategy |
| Source of Data                      | All Divisions in the NYDA   |
| Method of calculation or assessment | Simple Count  |
| Means of verification               | Annual reports produced and approved by CEO   |
| Assumptions                         | Buy-in and sufficient cooperation by all stakeholders.<br><br>Budget availability                   |
| Disaggregation of beneficiaries     | Indicator will be disaggregated in the following manner:<br><br>Annual breakdown                    |
| Spatial Transformation              | None  |
| Calculation type                    | Non-Cumulative for the year   |
| Reporting Cycle                     | Annually  |
| Desired Performance                 | An implemented Inclusivity programmes by NYDA   |
| Indicator Responsibility            | Senior Manager: CSP   |

| Indicator Title | 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<br>Verify data submitted and benchmarks   |
| Means of verification               | Programme Evaluations Reports  |
| Assumptions                         | Limited number of impact programme evaluation conducted<br>Budget availability                       |
| Disaggregation of beneficiaries     | Indicator will be disaggregated in the following manner:<br>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                     | NYDA National Youth Fund Strategy Developed and Approved   |
| Definition                          | This indicator measures the development, consultation, approval, and adoption of the National Youth Fund strategy; including fund design, governance model, investment thesis, internal policy and regulatory framework revision and implementation roadmap. |
| Source of Data                      | NYDA   |
| Method of calculation or assessment | Milestone-based assessment, measured through completion of the following sequential milestones: strategy concept and design developed; draft National Youth Fund Strategy completed; internal  |

|                                 |   |
|---------------------------------|---|
|                                 | technical review finalised; National Youth Fund Strategy approved by the NYDA Board |
| Means of verification           | National Youth fund Strategy endorsed by CEO; approved by NYDA board                |
| Assumptions                     | Capacity and budget available   |
| Disaggregation of beneficiaries | 100 % youth<br>Gender<br>Race<br>Disability status<br>Business sector               |
| Spatial Transformation          | National (with provincial and spatial relevance)                                    |
| Calculation type                | Non-cumulative  |
| Reporting Cycle                 | Annually  |
| Desired Performance             | Approved and adopted National Youth Fund strategy enabling fund operationalisation  |
| Indicator Responsibility        | Office of the CEO   |

| Indicator Title                     | 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<br>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                     | Develop and approve the NYDA Integrated youth development strategy  |
|-------------------------------------|---|
| Definition                          | The strategy seeks to enhance the participation of young people through targeted programmes initiated by government, business, and civil society. The Integrated Youth Development Strategy will create a framework within which all youth related work in South Africa can be coordinated and linked, to build relationships, foster information-sharing, avoid duplication and ultimately maximize impact |
| Source of Data                      | CSP   |
| Method of calculation or assessment | 100 % youth<br>Gender<br>Race<br>Disability status<br>Business sector   |

|                                 |   |
|---------------------------------|---|
| Means of verification           | Approved IYDS strategy by the Board   |
| Assumptions                     | There is availability of resources and budget   |
| Disaggregation of beneficiaries | 100 % youth<br>Gender<br>Race<br>Disability status<br>Business sector   |
| Spatial Transformation          | Geographic location (Rural/ Peri-urban/urban)   |
| Calculation type                | Non-cumulative  |
| Reporting Cycle                 | Annually  |
| Desired Performance             | Co-ordinated youth focused programmes across all sectors of government and industries to align resource allocation. provide a partnership and stakeholder engagement framework, enabling public sector, private sector and civil society engagement. • lobby all government sectors to create a more youth-friendly, supportive regulatory environment • facilitate programmes aimed at job creation and economic security of youth in government, business, and civil society organisations. • initiate catalytic programmes designed to benefit youth from disadvantaged backgrounds (primarily youth from rural areas and townships, youth with disabilities, and young women) co-ordinate youth focused programmes across all sectors of government and industries to align resource allocation |
| Indicator Responsibility        | Senior Manager - CSP  |

|                 |   |
|-----------------|---|
| Indicator Title | Produce Annual Report on rural strategy for youth empowerment programmes  |
| Definition      | This indicator seeks to measure the review of rural strategy which is meant to fostering an inclusive and diverse work environment, ensuring equal opportunities for all young people from rural areas. |

|                                     |   |
|-------------------------------------|---|
| Source of Data                      | CSP   |
| 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<br>Gender<br>Race<br>Disability status<br>Business sector |
| Spatial Transformation              | Geographic location (Rural/ Peri-urban/urban)                         |
| Calculation type                    | Non-cumulative  |
| Reporting Cycle                     | Annually  |
| Desired Performance                 | Inclusive programmes of the NYDA towards rural youth                  |
| Indicator Responsibility            | Senior Manager - CSP  |

| Indicator Title                     | Number of Youth Centric Economic Reports Produced                                |
|-------------------------------------|--|
| Definition                          | This indicator seeks to measure the number of economic research reports produced |
| Source of Data                      | Youth Fund Reports   |
| Method of calculation or assessment | Simple count   |
| Means of verification               | Youth Centric Reports produced   |
| Assumptions                         | Capacity and budget available  |

|                                     |   |
|-------------------------------------|---|
| Disaggregation of beneficiaries     | 100 % youth<br>Gender<br>Race<br>Disability status<br>Business sector   |
| Spatial Transformation              | Geographic location (Rural/ Peri-urban/urban)   |
| Calculation type                    | Non-cumulative  |
| Reporting Cycle                     | Quarterly   |
| Desired Performance                 | Increased partnership and capital mobilisation for young people in entrepreneurship through NYF   |
| Indicator Responsibility            | Office of the CEO   |
| <b>Indicator Title</b>              | <b>NYDA National Youth Fund Strategy Developed and Approved</b>   |
| Definition                          | This indicator measures the development, consultation, approval, and adoption of the National Youth Fund strategy; including fund design, governance model, investment thesis, internal policy and regulatory framework revision and implementation roadmap.                      |
| Source of Data                      | NYDA  |
| Method of calculation or assessment | Milestone-based assessment, measured through completion of the following sequential milestones: strategy concept and design developed; draft National Youth Fund Strategy completed; internal technical review finalized; National Youth Fund Strategy approved by the NYDA Board |
| Means of verification               | National Youth fund Strategy endorsed by CEO; approved by NYDA board  |
| Assumptions                         | Capacity and budget available   |

|                                 |   |
|---------------------------------|---|
| Disaggregation of beneficiaries | 100 % youth<br><br>Gender<br><br>Race<br><br>Disability status<br><br>Business sector |
| Spatial Transformation          | National (with provincial and spatial relevance)                                      |
| Calculation type                | Non-cumulative  |
| Reporting Cycle                 | Annually  |
| Desired Performance             | Approved and adopted National Youth Fund strategy enabling fund operationalisation    |
| Indicator Responsibility        | Office of the CEO   |

| Indicator Title                     | Number of Provincial NYF Roadshows conducted  |
|-------------------------------------|---|
| Definition                          | This indicator seeks to measure the number of Provincial NYF Roadshow engagements to be conducted |
| Source of Data                      | Youth Fund Reports  |
| Method of calculation or assessment | Simple count  |
| Means of verification               | Bi-annual reports on Roadshow Programmes  |
| Assumptions                         | Capacity and budget available   |

|                                 |   |
|---------------------------------|---|
| Disaggregation of beneficiaries | 100 % youth<br><br>Gender<br><br>Race<br><br>Disability status<br><br>Business sector           |
| Spatial Transformation          | Geographic location (Rural/ Peri-urban/urban)   |
| Calculation type                | Non-cumulative  |
| Reporting Cycle                 | Quarterly   |
| Desired Performance             | Increased partnership and capital mobilisation for young people in entrepreneurship through NYF |
| Indicator Responsibility        | Office of the CEO   |

| Indicator Title                     | Number of Youth Centric Economic Reports Produced                                |
|-------------------------------------|--|
| Definition                          | This indicator seeks to measure the number of economic research reports produced |
| Source of Data                      | Youth Fund Reports   |
| Method of calculation or assessment | Simple count   |
| Means of verification               | Quarterly and Annual Reports Published   |
| Assumptions                         | Capacity and budget available  |

|                                 |   |
|---------------------------------|---|
| Disaggregation of beneficiaries | 100 % youth<br>Gender<br>Race<br>Disability status<br>Business sector                           |
| Spatial Transformation          | Geographic location (Rural/ Peri-urban/urban)   |
| Calculation type                | Non-cumulative  |
| Reporting Cycle                 | Quarterly   |
| Desired Performance             | Increased partnership and capital mobilisation for young people in entrepreneurship through NYF |
| Indicator Responsibility        | Office of the CEO   |

| Indicator Title                     | Number of International Investment Missions engaged   |
|-------------------------------------|---|
| Definition                          | This indicator seeks to measure the number of NYF Investment Missions engagements conducted |
| Source of Data                      | Youth Fund Reports  |
| Method of calculation or assessment | Simple count  |
| Means of verification               | Annual reports on Investment missions   |
| Assumptions                         | Capacity and budget available   |

|                                 |   |
|---------------------------------|---|
| Disaggregation of beneficiaries | 100 % youth<br>Gender<br>Race<br>Disability status<br>Business sector                           |
| Spatial Transformation          | Geographic location (Rural/ Peri-urban/urban)   |
| Calculation type                | Non-cumulative  |
| Reporting Cycle                 | Quarterly   |
| Desired Performance             | Increased partnership and capital mobilisation for young people in entrepreneurship through NYF |
| Indicator Responsibility        | Office of the CEO   |

|                                     |  |
|-------------------------------------|--|
| <b>Indicator Title</b>              | <b>Funds raised to capitalize and support youth enterprises through the NYDA National Youth Fund</b>   |
| Definition                          | This indicator seeks to measure the total value of financial resources mobilised and capitalised through the Youth Fund (NYF) to support the establishment, growth, and sustainability of youth-owned enterprises, including funds raised from public, private, and blended finance sources. |
| Source of Data                      | Youth Reports  |
| Method of calculation or assessment | Simple count   |
| Means of verification               | Quarterly reports or partnerships agreements signed indicating the amounts raised  |

|                                 |   |
|---------------------------------|---|
| Assumptions                     | Capacity and budget available   |
| Disaggregation of beneficiaries | 100 % youth<br>Gender<br>Race<br>Disability status<br>Business sector                                 |
| Spatial Transformation          | Geographic location (Rural/ Peri-urban/urban)   |
| Calculation type                | Non-cumulative  |
| Reporting Cycle                 | Quarterly   |
| Desired Performance             | Increased partnership and capital mobilisation<br>for young people in entrepreneurship through<br>NYF |
| Indicator Responsibility        | Office of the CEO   |

|                                     |  |
|-------------------------------------|--|
| Indicator Title                     | Number of youth fund mandates achieved   |
| Definition                          | This indicator seeks to measure the number of Youth Fund mandates formally approved within the reporting period. |
| Source of Data                      | Youth Fund Reports   |
| Method of calculation or assessment | Simple count   |
| Means of verification               | Fund mandates that are reviewed and amended  |
| Assumptions                         | Capacity and budget available  |

|                                 |   |
|---------------------------------|---|
| Disaggregation of beneficiaries | 100 % youth<br><br>Gender<br><br>Race<br><br>Disability status<br><br>Business sector           |
| Spatial Transformation          | Geographic location (Rural/ Peri-urban/urban)   |
| Calculation type                | Non-cumulative  |
| Reporting Cycle                 | Quarterly   |
| Desired Performance             | Increased partnership and capital mobilisation for young people in entrepreneurship through NYF |
| Indicator Responsibility        | Office of the CEO   |

|                                     |  |
|-------------------------------------|--|
| Indicator Title                     | Develop and approve Youth Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework  |
| Definition                          | This KPI seeks to develop a responsive framework that will compel all Government Departments to utilise their budget allocated for youth development |
| Source of Data                      | CSP  |
| Method of calculation or assessment | Simple count   |
| Means of verification               | Youth responsive framework on Planning, Budgeting, Monitoring, Evaluation and Auditing approved by Board   |
| Assumptions                         | Capacity and Budget available  |

|                                 |   |
|---------------------------------|---|
| Disaggregation of beneficiaries | 100 % youth<br>Gender<br>Race<br>Disability status<br>Business sector                           |
| Spatial Transformation          | Geographic location (Rural/ Peri-urban/urban)   |
| Calculation type                | Non-cumulative  |
| Reporting Cycle                 | Quarterly   |
| Desired Performance             | Youth Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework implemented |
| Indicator Responsibility        | Office of the CEO   |