

NATIONAL YOUTH DEVELOPMENT AGENCY

REVISED STRATEGIC PLAN 2020-2025

DATE: 31ST JANUARY 2022

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EXECUTIVE AUTHORITY STATEMENT

The priority of the Ministry and the Department is to ensure that the socio-economic empowerment and rights of women, youth and persons with disabilities are mainstreamed across all sectors of society through: monitoring the extent to which their social and economic circumstances are significantly improved; promoting, advocating for and monitoring their empowerment and gender equality; promoting the understanding of their differential circumstances in society, and the impact of seemingly neutral decisions, plans, laws, policies and practices on them through capacity building and responsive budgeting; and facilitating and monitoring capacity building and skills development for them to participate meaningfully in all areas of the economy and the workplace.

The DWYPD is tasked with the role of contributing towards increased participation in social and economic empowerment for women, youth and persons with disabilities. The DWYPD has undertaken to facilitate, foster and drive the mainstreaming of women, youth and persons with disabilities as well as equality considerations of these sectors into Government's policies, governance processes and programmes.

The NYDA will over the next five years continue to implement youth development programmes to address multi-faceted challenges particularly unemployment, entrepreneurship and implementing the Integrated Youth Development Strategy and National Youth Service programmes in support of the young people of South Africa. The Five-Year Plan of the National Youth Development Agency will be used to implement all youth related development initiatives as defined by the National Youth Development Agency Act 54 of 2008. The Agency has rationalized its work and will, through its Annual Performance Plan for 2022/23, have a renewed focus towards youth entrepreneurship and the creation and facilitation of jobs as well as the coordination of the National Youth Services Programme and ensure the implementation of the Integrated Youth Development Strategy across all sectors of government and society.

It is therefore important to develop a multi-level strategy that seeks to build Public, Private and Civil Society Partnerships in getting the youth to participate in the economy and in their communities. This will enable the Agency's environment to be coordinated efficiently in the provision of programmes, products and services that provides real time data for measurable impact. 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 Agency understands that ultimately its judgement lies in the impact it makes in the lives of young people, and reducing unemployment. To this end, the NYDA's 5-year plan, which is grounded in the MTSF 2019-2024 has been enhanced to ensure maximum impact in support for young people. Critical actions and key outputs aimed at putting the country on a positive trajectory towards achievement of the impactful youth development are identified for delivery by the Agency over the period 2020-2025.

Signature: 

Minister: Department of Women, Youth and Persons with Disabilities

Honorable Ms Maite Nkoana-Mashabane

STATEMENT BY THE CHAIRPERSON OF THE NYDA BOARD

The 3rd NYDA Board has given strategic guidance to the organisation for key shifts that were to be incorporated into the organisational planning. The Strategy remained focus on Research & Policy, Entrepreneurship, Jobs and National Youth Service, however, the NYDA needed to address its efficiency and effectiveness challenges within the approved Strategic Plan. To position the Agency to achieve meaningful impact the Board saw a need to take the prioritised programmes as defined in the Strategy to scale.

To achieve this, the Strategy proposed that Rural Development be at the Epicenter as the Agency implemented its plan to increase its footprint. This was to ensure that rural areas will benefit from the opening of any new NYDA offices. This strategic shift and focus proposed that all NYDA products and services delivery deliberately targets rural and peri-urban areas and that at least 55% of its products and services benefit rural and peri-urban youth.

Youth development is a field that focuses on the holistic development of a young person, and which tackles systemic challenges that may hinder youth development. The Board also saw the need to elevate the development of an NYDA Cadre Practitioner. This was to allow the NYDA to continue to push the mantra that no young person should leave the NYDA feeling less empowered than before having encountered a Youth Development Practitioner. A new cadre of Youth Development Practitioner would be well-rounded and multi-disciplinary in nature.

The NYDA 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 Five Year Plan with the support of the Office of the Presidency, can create the political will and momentum within Government, to allow the Agency to gain the traction that is required for successful implementation of its programmes, products and services. The National Youth Development Agency links its programmes to the Medium Term Strategic Framework (MTSF 2019-2024) outcomes of Economic Transformation and Job Creation, Education, Skills and Health, Consolidating the Social Wage through Reliable and Quality Basic Services, Spatial Integration, Human Settlements and Local Government, Social Cohesion and Safe Communities, a Capable, Ethical and Developmental State

The NYDA complies with legislation and regulations that affect its environment and has adequately developed policies to ensure proper organization management, staff and youth towards the realization of the organization's mandate. The National Youth Development Agency continues to revise its plan to be consistently aligned to the mandate of NYDA.



.....
Executive Chairperson of NYDA Board

National Youth Development Agency

CHIEF EXECUTIVE OFFICER'S STATEMENT

The unemployment rate in South Africa (SA) has increased in Q3 as reported by StatsSA, with youth unemployment a concern. The rate at which it has risen never been experienced before. The latest official data reflect two out of every three young people (under 35 years) in South Africa are unemployed, and this rises to three out of four of the under25s. There is a need to remember that these are the future customers for businesses, the workforce and the voters and politicians to underpin our democracy's future.

The Covid-19 crisis has deepened the hardships experienced by the youth in South Africa who are already considered to be the most vulnerable in the South African labour market. Even before the current crisis, young people were the hardest hit by the economic slowdown. Approximately 8.5 million (41.7%) of South Africa's youth population among the total population of 20.4 million aged 15 to 34 were not employed, educated or trained (NEET), according to the latest figures released by Statistics SA Quarterly Labour Force Survey.

Prior to the onset of COVID-19, youth (aged 15 to 24) were already three times more likely to be unemployed compared to adults, while 126 million young workers were in extreme and moderate poverty worldwide (International Labour Organization, 2020). Youth workers are also more likely to be in precarious employment than other age groups. Whereas some 77 per cent of youth are estimated to be informally employed globally, this percentage is even higher for young women in low and lower-middle-income countries (International Labour Organization, 2018).

The increase in unemployment as a result of COVID-19 is expected to exceed the rise in rates of unemployment in the aftermath of the 2009 global financial crisis. Based on the 2009 experience, without targeted policy intervention, it is likely that youth will again be disproportionately affected by a global recession, with a higher percentage of young people being unemployed compared to adults, and a slower uptake of employment by young people during the recovery. Considering the threat to the livelihoods of many youth, it is crucial that measures to ease the financial impacts on households are comprehensive and sufficient to bridge the gap resulting from loss of earnings. The global pandemic is also having an unprecedented impact on education systems all over the world, with far-reaching social consequences.

The key focus areas to contribute to the achievement of the MTSF 2019-2024 priorities, the NYDA should continue to:

- Improve coordination implementation of youth development and empowerment.
- Strengthen the coordination of the National Youth Service Programme.
- Provide training for a cadre of young people on 4IR related programmes.
- Facilitate meaningful youth participation in sports, recreation arts, culture, support information on placement of youth and new volunteer programmes (AU, BRICS and UN).
- Support Research and innovation on commercialization innovative ingenious products.

The NYDA continues to align its Policies and Strategic plans to contribute towards the achievement of the Presidential Youth Employment Intervention Plan by aligning and implementing the following interventions .JOBS programmes

1. Partner with different sectors for training
2. Grant programme aligned to specific sectors
3. Unlocking opportunities for SETA Learnerships
4. Co-ordination NYS programmes with key stakeholders






Chief Executive Officer: Waseem Carrim CA (SA)

National Youth Development Agency

Official Sign-off

It is hereby certified that this is the Revised NYDA Five Year Plan 2020-2025:

- 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 2022-2025

Name of Programme Owner	Designation	Signature
Ms. Palesa Notsi	Executive Director: IT and Communications	
Ms. Mafiki Duma	Executive Director: Human Resource and Legal Services	
Mr. Siyabonga Mbambo	Executive Director: Operations (PDDD)	



Signature:

Mr. Walter Bango: Head of Planning



Signature:

Mr. Thamsanqa Mkhwanazi: Chief Financial Officer



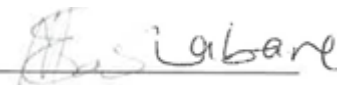
Signature:

Mr. Waseem Carrim: Accounting Officer



Signature:

Executive Chairperson of the NYDA Board



Signature:

Minister: Department of Women, Youth and Persons with Disabilities

ACRONYMS

Abbreviation	Term
APP	Annual Performance Plan
BBBEE	Broad-Based Black Economic Empowerment
DBE	Department of Basic Education
DPME	Department of Planning and Monitoring and Evaluation
DHET	Department of Higher Education and Training
DoE	Department of Education
DTI	Department of Trade and Industry
DSD	Department of Social Development
DWYPD	Department Women, Youth and Persons with Disabilities
EIP	Enterprise Investment Programme
HDI	Human Development Index
ILO	International Labour Organisation
IYDS	Integrated Youth Development Strategy
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MTSF	Medium-Term Strategic Framework
M&E	Monitoring and Evaluation

NDP	National Development Programme
NEET	Not in Employment, Education or Training
Abbreviation	Term
NGO'S	Non-Governmental Organisations
NGP	New Growth Path
NIMSS	National Injury Mortality Surveillance System
NSA	National Skills Authority
NSDS	National Skills Development Strategy
NYDA	National Youth Development Agency
NYP	National Youth Policy
NYS	National Youth Service
NYSPF	National Youth Service Policy Framework
PGDS	Provincial Growth and Development Strategy
PWD	Persons with Disabilities
R&D	Research and Development
RSA	Republic of South Africa
IYDS	Integrated Youth Development Strategy
SAYWA	South Africa Youth Workers Association
SDA	Skills Development Act
SDF	Skills Development Fund

PART A: OUR MANDATE

1. Constitutional mandate

The Constitution of the Republic of SA 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 recognising 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.

The NYDA was established with the aim of creating and promoting coordination in youth development matters as a response a to the country constitutional mandate. At age 25 years, South Africa is relatively a young democracy. However, as the rest of this report will show, the country has punched above its weight, and achieved so many feats. South Africa's peaceful transition, including the adoption of the Constitution (Act no 108 of 1996), with its enshrined Bill of Rights, is globally celebrated. The new South Africa created new democratic institutions, including the separation of powers between the legislative, executive and judicial arms of state

The NYDA derives its mandate from the NYDA Act (54 of 2008). Section 3 of the Act mandates the Agency to develop policy and an "Integrated Youth Development Plan and Strategy". The Act further mandates the NYDA to "initiate, design, coordinate, evaluate and monitor all programmes aimed at integrating the youth into the economy and society, guide efforts and facilitate economic participation and empowerment, and the achievement of education and training". In short, the role of the NYDA can be summarised 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.

It is noteworthy that the NYDA exists and operates within the context of a large youth population, with an estimated 66.1% of young people below the age of 34. Those between 15 and 35 years constitute an estimated 20.4 million or 36.1% of the estimated 56.52 million total population (SYR, 2018). The NYDA needs to establish partnership that will target the following:

- National and provincial Development Finance Institutions (DFIs) to partner on funding for youth programs
- SETAs to partner on funding for youth programs

- Provincial governments to partner the NYDA on funding for the grant programs in particular
- Target the CSI (Corporate Social Investment) and SED (Supplier and Enterprise Development) divisions of private companies to avail funds for youth development programs.
- Create market linkages through supplier development programs.
- Create jobs partnerships with the private sector.

NYDA must continue to implement its full mandate being one coordinating body that can oversee the workings of the different departments with regards to training for youth and facilitate employment opportunities. The NYDA will not be able to implement its full mandate to due limited resources and escalating of youth needs that have become complex overtime.

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's 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

Legislation	What it means
<i>The Constitution of the Republic of South Africa (Act 108 of 1996)</i>	<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>
<i>The National Development Plan (NDP 2030)</i>	<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"> • <i>Providing overarching goals for what we want to achieve by 2030.</i> • <i>Building consensus on the key obstacles for achieving these goals and what needs to be done to overcome those obstacles.</i>

	<ul style="list-style-type: none"> • Providing a shared long-term strategic framework within which more detailed planning can take place to advance the long-term goals set out in the NDP. • Creating a basis for making choices about how best to use limited resources.
<p>National Youth Policy (NYP 2020)</p>	<p>The NYP 2020 shares this vision built on the belief that South Africa has the potential and capacity to eliminate poverty and reduce inequality over the next two decades. This requires a new approach – one that moves away from passive citizenry towards a socially and economically included society in which people are active champions of their own development, supported by an effective government.</p>
<p>Preferential Procurement Policy Framework Act (2000)/Preferential Procurement Regulation (2017)</p>	<p>Preferential procurement in South Africa is not only about proper financial management of public monies, it also presents an opportunity for government to correct the socio-economic imbalances of the past by awarding government work to individuals disadvantaged by historical practices.</p> <p>The purpose of this act is to enhance the participation of Historically Disadvantaged Individuals (HDIs) and the Small, Medium and Micro Enterprises (SMMEs) in the public-sector procurement system.</p> <p>Procurement is regulated in the South African Constitution in the provisions dealing with general financial matters, imposing certain obligations on government entities to ensure the proper and responsible expenditure of public funds.</p>
<p>The New Growth Path (2011)</p>	<p>This emphasises the need for the state to create jobs through:</p> <ul style="list-style-type: none"> • Direct employment schemes. • Targeted subsidies. • Expansionary macro-economic package. • Supporting labour absorption activities. • Generate large-scale employment. • Creation of incentives and support mechanisms to encourage the private sector to invest in new ventures. • Extend existing operations and concentrating resources in areas that yield the most jobs will ensure the greatest impact.

<p>Youth Employment Accord</p>	<p><i>The Accord sets out the joint commitment to prioritise youth employment and skills development. It outlines the approach to youth employment as contained in the Accord is based on the common recognition by our social partners that more jobs need to be created to ensure that the total number of South Africans employed is significantly stepped up.</i></p>
<p>National Youth Development Agency (NYDA), Act Number 54 of 2008</p>	<p><i>NYDA's mandate is to initiate, design, coordinate, evaluate and monitor all programmes aimed at integrating the youth into the economy and society in general.</i></p>
<p>Public Finance Management Act, No 1 of 1999 as amended (PFMA)</p>	<p><i>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:</i></p> <ul style="list-style-type: none"> <i>• Modernizing the system of financial management in the public sector.</i> <i>• Enabling public sector managers to manage, but at the same time be held more accountable.</i> <i>• Ensuring the timely provision of quality information; and</i> <i>• Eliminating the waste and corruption in the use of public assets.</i>
<p>Broad Based Black Economic Empowerment Act 53 of 2003</p>	<p><i>Promotes achievement of constitutional right to:</i></p> <ul style="list-style-type: none"> <i>• Equality,</i> <i>• Increase in broad based and effective participation of black people in the economy,</i> <i>• Promote equal opportunity and equal access to government services.</i>

<p>Skills Development Act of 1998 (as Amended in 2010)</p>	<p><i>This emphasises the state to promote the following amongst others:</i></p> <ul style="list-style-type: none"> • <i>Improving the quality of life of workers, their prospects of work and labour mobility.</i> • <i>Improving productivity in the workplace and the competitiveness of employers.</i> • <i>Establishing the national Skills authority.</i> • <i>Establishing SETAs.</i> • <i>Improving self-empowerment.</i> • <i>Improving the delivery of social services.</i>
<p>Integrated Youth Development Strategy (IYDS 2020)</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 (2020) objectives will be realised.</i></p> <p><i>The IYDS is the Strategy to implementing the National Youth Policy 5 thematic areas:</i></p> <ul style="list-style-type: none"> • <i>Education and Skills and Second Chances.</i> • <i>Economic participation and transformation.</i> • <i>Health care and combating substance abuse.</i> • <i>Nation Building and Social Cohesion.</i> • <i>Optimizing the youth machinery for effective for effective delivery and response.</i>
<p>White Paper on the Rights of Persons with Disabilities</p>	<p><i>The Implementation Matrix of the White Paper on the Rights of Persons with Disabilities will be reviewed during 2020/21 to strengthen alignment with the current MTSF as well as reconfiguration of government, and to respond to weaknesses in the implementation of the policy.</i></p>

<p>Young Women's Socio-Economic Empowerment Framework</p>	<p>The objectives of the framework are to lay the foundation for socioeconomic empowerment of young women through:</p> <ul style="list-style-type: none"> • Improved access to economic resources, formal and informal employment, viable business opportunities and services for sustainable livelihoods. • Equal access to education, skills development and training, food and nutrition, integrated comprehensive health and protection services. • Effective participation in decision making and leadership at household, community and societal levels.
<p>The Commonwealth Youth Charter (2005)</p>	<p>Provides the parameters within which youth policies in all Commonwealth countries should be developed. It aims to empower young people to develop their creativity, skills and potential as productive and dynamic members of society. The charter highlights the importance of full participation of young women and men at every level of decision-making and development. It identifies the following principles and values for youth development: gender inclusivity, empowerment and social equity, human rights, and sustainability and integration or mainstreaming of youth issues across all levels of government.</p>
<p>Gender Based Violence Frameworks or Guidelines</p>	<p>Gender-based violence is a violation of human rights that affects adolescent girls and women in all their diversity. Violence undermines the HIV response by creating a barrier to accessing HIV services. Adolescent girls and young women in all their diversity—especially those living with and affected by HIV—continue to experience multiple layers of stigma, discrimination, exclusion and gender-based violence, resulting in negative health and rights outcomes. Stigma, discrimination and violence based on age, gender and sex must be stopped.</p>
<p>SGD Framework</p>	<p>A tool was developed to help governments and other stakeholders to create and choose ambitious and effective sustainable development goals (SDGs) and targets, which fulfil the commitments made by world leaders at Rio+20.</p> <p>SDGs-Tests-of-success-cover200The 'Tests of Success for the SDGs', produced by Stakeholder Forum for a Sustainable Future and partners, aims to help guide and assess the international process currently underway to create a new set of global goals to eradicate poverty through sustainable development.</p>

	<i>The tool also provides an accountability instrument for stakeholders to use in assessing the progress made in designing the SDGs, and with which to hold policy-makers to account for the outcome.</i>
Regional indicative development plan	<i>The plan is a comprehensive strategic plan, which provides the strategy direction for achieving SADCS long term social and economic goals</i>
UN 2063 (A better Africa we want)	<i>Agenda 2063 is a strategic framework for the socioeconomic transformation of the continent over the next 50 years.</i> <i>It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development.</i>

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

3.1 National Development Plan 2030

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

The National Development Plan 2030 also sets targets to intervene in the number of youth that are Not in Employment, Education, and Training (NEET) by setting targets for increased enrolments in Further Education and Training (FET), Higher Education Institutions and provide second chance opportunities for young people to complete Grade 12. In building the future for the South an African youth, the NDP 2030 outcomes allows us to see young people as heterogenous, with different needs and potential contributors in various ways and the following are salient issues that requires attention:

- South Africa has an urbanising, youthful population.
- Nutrition intervention for pregnant women and young children.
- Universal access to two years of early childhood development.

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

3.2 Implementing the Electoral Mandate Medium Term Strategic Framework (MTSF 2019-2024) Youth Lens

Medium Term Strategic Framework is a Framework that monitors the implementation of the NDP 2030. In line with electoral mandate it identifies the priorities to be undertaken during 2019-2024 5-year period to put South Africa on a positive trajectory in attaining the NDP 2030 priorities.

The NYDA policies and strategies must take into cognisance the MTSF 2019-2024 Priorities which are depicted as per the tables below:

i. Economic transformation and job creation

Intervention	Indicator
Jobs created	Young people placed in jobs
Targeting NEET	Skills development Entrepreneurship Jobs placements

ii. Education, skills and health

Intervention	Indicator
Ensure the absorption of youth in the NEET category through the Employment using the Tax incentives	30% youth set-asides for youth employment implemented in targeted prioritized sectors with high absorption potential, namely: Agriculture and Agroprocessing, Manufacturing, Tourism, Creative Industry,
	Beneficiation of resources, and areas of the 4 th Industrial Revolution by 2024 (NDP).

iii. Spatial, Human Settlements and Local Government

Intervention	Indicator
Legislative amendment for inclusive rural economy	Participate in Legislative amendment platforms to ensure youth biased Government Policies.
	Lobby for young people to benefit from inclusive Rural economy
	Design and develop youth programmes that are bias to rural economy
	Advance rural youth and persons with disability.
	Design and develop youth programmes that support climate change and environmental management.
	30% set-aside allocated for youth in human settlements procurement contracts.
Eradication of backlog and issuing of title deeds	Mobilize resources through National Youth Service for young people to volunteer
Refurbishment of critical infrastructure	Mobilize resources through National Youth Service for young people to volunteer for water-leaks programmes.
Improve quality of service of existing rail system by completion of 50 station through the Station Modernization Programme by 2024 90% completion of the Metro Rail Fleet Upgrade by 2024 (3600 new Metro Rail coaches at a cost amounting to R51 billion over a 10-year period 2015 to 2025). Revitalize old railway lines.	Prioritize jobs for young people for Railway upgrades and Station modernization programmes.

iv. Young Women

Intervention	Indicator
Upscale existing programmes such as TECHNOGIRLS and initiate new programmes to improve the pass rate of girls studying mathematics, physical science and technology.	Support through life skills, job preparedness training and entrepreneurship education.

Provide sanitary towels to indigent girls and women in schools and TVET colleges.	Provide sanitary towels to young girls and women in schools and TVET colleges across South Africa
Produce a national strategic plan to end gender-based violence	Align Gender Based Programmes to the National Strategic Plan for GBV

v. Social cohesion and safe communities

Intervention	Indicator
<p>Promote values, non-racialism democratic, non-sexism and train public servants on how to deal with all forms of discrimination aligned to government-wide priorities and plan which includes amongst others:</p> <ul style="list-style-type: none"> • Substance abuse • Crime • Illicit economy • Community partnerships • Gender Based Violence • Joint planning on resourced to support Justice system. • Resourcing of young police (young women and men) 	Promote coordination of implemented NYS projects on Government wide priorities and plans.

vi. A Capable, Ethical and Developmental State

Intervention	Indicator
Strengthen intergovernmental implementation forums to ensure focus on the 7 key priorities, and budget coordination.	Mainstreaming youth development.
Strengthen integrated planning and implementation across departments across departments and spheres of government must be improved	Department of Women, Youth and Persons with Disability

	<p>Inter- Governmental Relations</p> <p>National Youth Services Programmes</p> <p>Integrated Youth Development Programmes</p>
<p>Institutionalise and implement a Youth Responsive Planning, Budgeting, Monitoring and Evaluation across government departments.</p> <p>Strengthen the National Youth Machinery through appointing youth focal points in government departments.</p>	<p>Number of government departments implementing Youth Responsive Planning, Budgeting, Monitoring, Evaluation through IYDS and NYS by 2020.</p> <p>Lobby and Advocate for Annual Youth Responsive National Budget Statement from 2020.</p>

vii. A Better Africa and World

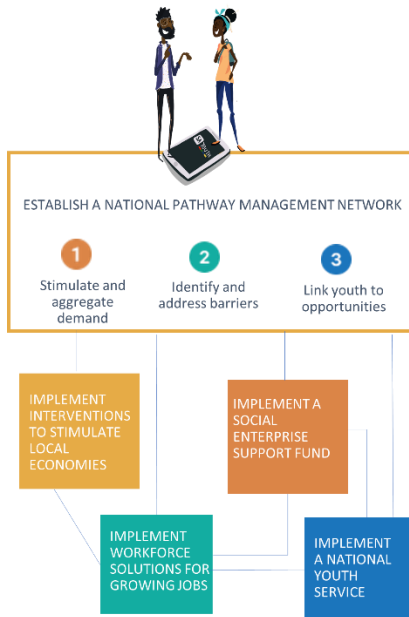
Intervention	Indicator
Develop South Africa's Strategy for Africa Continental Free Trade Area and contribute to the growth intra-Africa trade.	Lobby and Advocate for Youth Programmes to be youth biased.
Promote diversification exports traditional new markets to support growth and employment creation in South Africa.	Promote and support exchange programmes.

3.3 Presidential Youth Employment Intervention

Presidential Youth Employment Intervention is designed to transition transition young people along multiple pathways into the economy and to make government's support for young people more visible and effective by:

- Accelerating delivery by coordinating and streamlining government's response to youth unemployment
- Allow firms to expand and employ more young people
- Address the current cohort of young people that remains unemployed

To achieve these imperatives, the following table with 5 key interventions will be implemented and prioritized with a view to maximizing the impact of the different initiatives already underway.



1. **Pathway Management Network:** to view and access available learning and work opportunities and providing a range of support services.
2. **Workforce Solutions for Growing Jobs:** Implementing demand-led skills development programmes that allows 500 000 young people to develop the capabilities in growth sectors.
3. **Enabled Youth Self-employment and Township Enterprise:** stimulate economic activity in marginalised communities.
4. **Workplace-Based Experience:** Providing opportunities for workplace experience through the Youth Employment Service.
5. **Opportunity to do Service:** Expanding a Presidential Youth Service to provide 250 000 young people over five years with publicly funded opportunities to engage in service.

Delivery model of the Presidential Youth Employment Intervention

The Presidential Youth Employment Intervention is cross cutting across government leveraging the strengths of various government departments while bringing in the creativity and innovation of the private sector and civil society.



The National Pathway Management Network of Networks that seeks to pathway young people into aggregated opportunities. Below is a graphical representation of the National Pathway Management Network:



The national Pathway Management Network is a central component of the PYEI designed to supports the country's PSET system.

The Presidential Youth Employment Intervention as part of the broader Economic Recovery and Reconstruction Plan and the Presidential Employment Stimulus has applied for R15 billion in the 2022 / 2023 financial year with the following budgets, targets and employment opportunities:

Departments	Programmes	Number of jobs / opportunities	Budget
			2022/23
Jobs and livelihoods			
Vote 16: Basic Education	Basic Education Employment Initiative	300,000	R11,725,978
Vote 39: Trade, Industry and Competition	Social Employment Fund	70,000	R1,063,988
	Forestry Value Chain & VAI	10,000	R168,130
Vote 20: Women, Youth and Persons with Disability (NYDA)	National Youth Service	50,000	R685,700
Vote 8: National Treasury	Metro PEP innovation grant. Placemaking in townships, informal settlements and inner cities.	40,000	R1,020,000
Vote 17: Higher Education and Training	Graduate Placements in HET institutions	5,000	R94,500
	Pay for Performance model	5,000	R105,000
Vote 37: Sports Arts and Culture	Stimulus to the sector	20,000	R400,000
Catalytic interventions			
Vote 31: Employment and Labour	Pathway Management Network	447,500	R339,934
Vote 39: Trade, Industry and Competition	Challenge fund for digitally based market intermediaries	2,500	R50,000
		950,000	R15,653,231

3.4 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 MTSF Priorities and reviewed Policy 2020-2025.

3.5 Integrated Youth Development Strategy (2025) 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 will be developed as a strategic framework for coordinating government wide priorities born from the National Youth Policy 2030. The priorities will be identified from gaps, challenges, and opportunities to ensure effective contribution of the National Development Plan 2030. The government wide priorities will include all youth development interventions.

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

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

3.6 National Youth Service Lens

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

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

3.7 Status of Youth Lens

The Status of Youth Report (SYR) is a legislated document that must be produced by the National Youth Development Agency (NYDA). It is to be tabled before Parliament by the president of the Republic before it is released to the public. It is mandated by the NYDA Act of 2008, which was promulgated by the South African Parliament as Act number 54 of 2008. This SYR provides an analysis of the youth context and status in South Africa, and it also acts as a background document and basis for future regular assessment of the status of the youth in the country.

3.8 OVERVIEW OF THE PUBLIC ENTITY PERFORMANCE

SERVICE DELIVERY ENVIRONMENT

The NYDA reports to the State President through the Minister of Women, Youth and Persons with Disability in the Presidency. The Agency previously reported to the Department of Planning, Monitoring and Evaluation (DPME) up until 2019 Cabinet announcement adding the youth cluster to the Department of Women. In ensuring that the Executive Authority has significant input in youth development matters, and update on crucial matters, the Board holds regular meetings with the Minister. Parliament portfolio committee on Women, Youth and Persons with Disabilities is responsible for oversight on the work of the Agency and monitors service delivery. The Agency has attended quarterly meetings reporting to the Committee and submitting reports as and when required.

Organizational Environment

The NYDA has rationalized its work and will, through its Annual Performance Plan for 2022/23, had a renewed focus towards youth entrepreneurship and the creation and facilitation of jobs as well as the coordination of the National Youth Services Programme across all sectors of government and society. The Agency understands that ultimately its

judgement lies in the impact it makes in the lives of young people. To this end, its Annual Performance Plan has been enhanced to ensure maximum impact while reducing functions which are better placed elsewhere in government.

The issue of economic transformation is becoming a central theme on the youth agenda requiring further engagements on economic policy. Socio-cultural factors such as, cultural trends, demographics and population dynamics affect the community within which NYDA operates. It is important therefore to develop a multi-level strategy that seeks to build a Private Public Partnership with the aim of getting all business and social partners to be involved in the overarching goal of getting the youth to enter the economic activity space. This enables the Agency's environment to improve efficiently in the provision of programmes, products and services that provides real time data for measurable impact.

3.9 Youth Sector Environment

The youth sector environment consists of Public, Private and Civil Society. This sector is complex and requires relationships with government and non-government institutions to implement programmes that are run by, for and with young people. This environment requires a multi-sectoral framework within which youth development programmes can be implemented in an integrated manner to maximize outcomes.

The youth sector needs to be responsive to youth challenges irrespective of race, gender, colour, creed, geographical location, or political affiliation. that encompass the following:

- Unemployment and joblessness
- Low labour absorption capacity of the economy
- High-skilled technology labour market
- Available skills vs labour market needs
- Low entrepreneurship levels
- Inadequate access to information
- Inadequate mentorship/hand-holding support and exit strategies
- Inadequate economic growth to speed up employment
- Weak performance of sectors in the industry i.e., manufacturing, mining etc.

3.10 Youth Enterprise Development

The NYDA has converted to a grant-based model of enterprise support since 2014 and has supported close to 8000 youth owned enterprises in six years, and has conducted three program evaluations to date.

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

- It is biased towards micro enterprises in townships and rural areas.
- This intervention seeks an innovative approach in providing competitive grant funding to youth-led enterprises who have already registered a business and are at the crucial stage of innovation, scaling-up and expansion, as well as potential employment generation (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. SEDA, SEFA, 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 Seda's existing network and resources.
- For innovation-driven business, additional support expertise will be drawn from the relevant regional TIA technology stations.

In addition, supplementary corporate grant funding and non-financial / enterprise development support (e.g. data grants, sector-specific compliance, and supplier training) will be sought from the financial services, ICTs, energy, property facilities management and other relevant sectors to support participant access to entry-level supply chain opportunities.

4. NYDA Programmes

The NYDA offers various training programmes to assist young people to function in the job market. There are four training programmes that function as business development support services, namely; Business Management Training, Cooperative Governance, BBBEE and Sales Pitch. To support young people with skills to enter the job market, the NYDA offers Life Skills and Job Preparedness Trainings.

In the past three years the achievement on training programmes is as follows:

Training Programme	2019/2020	2020/2021	2021/2022 (3 rd Quarter actual)	TOTAL
Business development support services	20 730	4859	9292	34 881

Life Skills	44 283	3371	14 074	61 728
Job Preparedness	30 100	4962	9040	44 102
TOTAL	95 113	13 192	32 406	140 711

From 2019/2020 Financial year to date 140 711 young people have been trained.

TARGET SETTING

Target setting on the Annual Performance Plan is set on an incremental basis as prescribed by National Treasury Performance Information Handbook. Target setting is also influenced by the budget and capacity that the organization has and as advised by the National Treasury, unnecessary high targets are discouraged especially when there are no resources to back them up.

As per the Medium Term Targets the NYDA has set the target based on a 5% increment per annum for the next 3 years, as the table below stipulates:

Training Programme	2021/2022	2022/2023	2023/2024	TOTAL	Incremental %
Business development support services	20 000	25 000	26 000	71 000	5%
Life Skills	50 000	75 000	80 000	205 000	10%
Job Preparedness					
TOTAL	70 000	100 000	106 000	276 000	

In the next 3 years the NYDA aims to train 276 000 young people.

The target for 2022/2023 on Trainings is set on 100 000 as per the Medium-Term Projections which were set in 2021 when there were budget cuts in Government due to Covid 19. But the number will be increased in the 2022/2023 APP as the NYDA, is now better equipped to provide online trainings and not be dependent on physical trainings only.

GRANT PROGRAMME

The NYDA Grant Programme is designed to provide young entrepreneurs with an opportunity to access both financial and non- financial business development support in order to enable them to establish or grow their businesses. The programme focuses on youth entrepreneurs who are at intentional, promising and early stages of enterprise development.

The projection of Grants to be disbursed in the next three years is as follows:

Programme	2022/2023	2023/2024	2024/2025	TOTAL	Incremental %
Grant	2000	3400	3600	9 000	80%
Vouchers	1000	1200	1400	3 600	40%
TOTAL	3000	4600	5000	12 600	

In the next three years the NYDA will issue 9000 Grants and 3600 Vouchers to young people.

The target for 2022/2023 for Grants is 3000 which is 50% increment from the previous financial year. This is based on the increased budget on the Grant Programme due to partnerships and Fund Raising measures of the Agency.

NATIONAL YOUTH SERVICE(NYS)

The NYS is a government initiative to engage young South Africans in community service activities in order to strengthen service delivery, promote nation building, foster social cohesion and assist young people to gain occupational skills necessary to access sustainable livelihood opportunities. The programme seeks to give further meaning to the constitutional principle of citizen's rights and responsibilities. It offers youth a platform to express their civic responsibilities in a more structured manner. The core pillars of the NYSP as contained in the NYSP National Coordination Framework:

- Service, leading to patriotism and nation building;
- Leadership Development and Character Building;
- Service Preparation;
- Mobilisation / scale.

The NYS model is implemented through application of any of the following:

- Accredited learning programmes with community service and supported exit streams. Targets the NEET cohort
- Voluntary service by the soon to be professionals at HET institutions. Opportunity to give back to communities and gain practical experience

Gap year programme for post matric youth who did not get admission into HET institutions

Programme	2021/2022	2022/2023	2023/2024	TOTAL	Incremental %
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NYS EVP	10 000	11 000	12 000	33 000	10%
TOTAL				33 000	

The NYS target in 2021/2022 was 10 000 which was increased to 30 000 due to a financial injection of about R400m. But the projections going forward are lower as they are based by the standard budget allocated to NYDA. The target is informed by the Presidential Youth Initiative launched in 2019 by the President where it was estimated that 250 000 young people will be involved in service in the next five (5) years (2020-2025).

With the impact of Covid 19 in 2019/2020 and 2020/2021 not much was achieved as the country was consistently on lockdown. In the next three years NYS will enroll 93 000 young people participating in NYS programmes.

5. Implications of Covid-19 on budget and mandate of NYDA

The COVID-19 pandemic is an unprecedented global crisis, affecting human health and economic welfare across the globe. It is first and foremost a health crisis, with governments around the world taking measures to prevent the spread of the virus. Yet the pandemic has also resulted in a planet-wide economic slowdown, affecting trade, investment, growth, and employment.

The measures put in place by the National Government of South Africa to manage the impact of the COVID-19 pandemic on the country, have a significant impact on how the NYDA will continue to successfully carry out its mandate. Few of these implications are:

- Effectiveness of manual internal processes to service the youth and all other stakeholders, with officials having to follow Divisional rotation schedules from time to time in limiting the number of people in our offices at any given time
- Negative impact on Government financing, which might result in additional reduction of the Agency's operating Grant allocation
- The negative economic growth brought about by the COVID-19 pandemic has led to increasing levels of youth unemployment and impacted young entrepreneurs

In response to the COVID-19 pandemic, the NYDA intends to be more innovative in the use of technology and develop a system, to address how some of the key activities and targets set out in the Annual Performance Plan will be implemented, especially those that require physical interaction, public participation and access to the Agency's offices and officials. The Agency has also developed interventions to support Youth-Owned Enterprises / SMMEs affected by the COVID-19 pandemic especially those based in the marginalised areas, our work on the youth employment intervention continues. In addition, processes and procedures are in place to ensure consistent availability and accessibility of the Agency's products and services while ensuring the safety and health of our valued officials

6. National Youth Service Lens

The purpose of the programme is to promote volunteerism, active citizenship and promoting mass participation in national activities. The National Youth Service youth participation promotes social integration, combats exclusion and promotes youth development by giving young people a stake in their society.

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

6.1 National Youth Development Agency Youth Lens

The NYDA continues to play a leading role in ensuring that all major stakeholders prioritise youth development and contribute towards identifying and implementing lasting solutions which addresses youth development within the MTSF 2019-2024 priorities. The Agency realised the importance of a streamlined, relevant and responsive youth development strategy that associates directly with broader South African development objectives, as encapsulated in the NDP 2030.

In response to MTSF 2019-2024, the NYDA will continue the Agency to prioritise, support the implementation of impactful and relevant youth development programmes. The outlook reports will be informed by legislative and strategic frameworks as informed by youth development priorities at global, regional, national, provincial and local level. The NYDA is expected to provide status of youth report on a 3-year cycle. The report has been finalised and endorsed of the Minister (DWPYD).

6.2 Young Women and Persons with Disabilities Lens

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

In response to the MTSF 2019-2024 priorities, greater attention is needed to ensure that young women, youth with disabilities target groups gain direct access to financial and non-financial support, markets and this will be coupled with relevant skills needed to ensure they gain the most effective entrepreneurial applications within and across different areas of economic value chain. The youth sector must be considered as a nodal point to promote the creation jobs and ownership of enterprises that benefit young women and youth with disabilities. This would entail a greater focus on NYDA building its internal capacity to gain traction in driving programmes targeted at young women and persons with disabilities in rural areas and informal sectors.

6.3 Civil Society Lens

South African Youth Council (SAYC) is a voluntary civil society youth council that represents the interests and aspirations of its various affiliated organizations. It aims to mobilize youth organizations to ensure their participation in the broader societal affairs of the country. Its affiliates are drawn from political youth organizations and issue-based organizations. Its diverse membership gives it a competitive advantage in serving as the “voice of the youth” and unifying divergent views into a common agenda for youth development. South Africa’s concept of youth development

is influenced by the historical conditions that have shaped the country and its democratic goals. It is based on the principles of social and economic justice, human rights, empowerment, participation, active citizenship, the promotion of public benefit, and distributive and liberal values. Youth development determines South Africa's future and should be at the core of its development agenda.

The NYDA needs respond to the social and economic forces that shaped an aftermath and challenges facing young people. It must seek to align the development of young people with government's approach in addressing poverty, inequality and unemployment, as diagnosed in the NDP 2030.

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

6.4 Strategic Options

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

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

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

			Ground breaking interventions and innovations created	
	Schools, community sports and recreation centres capacitated Healthy and active lifestyles encouraged			

PART B: OUR STRATEGIC FOCUS

7. NYDA Mandate, Vision, Mission and Values

<p>MANDATE</p> <p>Creating and promoting coordination in youth development matters.</p>	
<p>Vision</p> <p>A credible, capable, inclusive and activist stakeholder coordination development agency that is responsive to the plight of South Africa’s youth</p>	<p>Mission</p> <ul style="list-style-type: none"> • To mainstream youth issues into society through • To facilitate and champion youth development with all sectors of society • To focus on the socio-economic emancipation of youth in general, the marginalised and vulnerable youth in particular.
<p>Values</p> <p>Our shared values articulate what we stand for, what we value as an organization and inform how we interact with our valuable stakeholders especially young people.</p> <ul style="list-style-type: none"> • Integrity • Accountability • Accessibility • Respectful • Collaborative • Agility 	

These values should define a citizen - orientated approach for producing and delivering government service in line with the Batho Pele principles.

The Batho Pele (“People First”) principles are aligned to the Constitution. Government officials must follow the “Batho Pele” principles which require public servants to be polite, open and transparent and to deliver good service to the public.

i. Consultation

Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered.

ii. Service standards

Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect.

iii. Access

All citizens should have equal access to the services to which they are entitled.

iv. Courtesy

Citizens should be treated with courtesy and consideration.

v. Information

Citizens should be given full accurate information about the public services they are entitled to receive.

vi. Openness and transparency

Citizens should be told how national and provincial departments are run, how much they cost and who is in charge.

vii. Redress

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.

viii. Value for money

Public services should be provided economically and efficiently to give citizens the best possible value for money.

8. Situational Analysis

8.1 External Environment Analysis

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

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

The diagram below articulates the PESTEL analysis for the 2020-2025 Five-year Strategic period

<p>Political Factors</p> <ul style="list-style-type: none"> • Government departments have been reduced and reconfigured to create a more streamlined approach • High Unemployment rate now is the focus of government • New government priorities confirmed • Trust in government is not exceptionally high. • South Africa, like other countries also suffers from identity politics. • Young people did not vote in high numbers • Policies of government not youth centric 	<p>Economic Factors</p> <ul style="list-style-type: none"> • Unemployment rate for young people is at 50% • New government priorities to focus on growth and expansion of the economy • Focus should be on unemployment and entrepreneurship • Presidential Job summit has committed to 2 million Jobs for unemployed youth in the next 10 years • Smart cities to stimulate economic growth • Poor economic growth will have a negative impact on the NYDA's planned commitments • Limited resource allocation by public and private sector on youth programmes • South Africa has not been growing for a prolonged period. • A constrained energy supply and high levels of debt at Eskom do not create a conducive environment for economic growth. • State spending is under pressure with government debt approaching 80% of GDP. • Many large listed companies are announcing retrenchments of staff. • Resource limitations and multiple challenges show that the state is stretched in achieving its ambitious goals. • South African township youth are not responding to the full potential of business opportunities in their own communities • Youth not widely active in self-employed activities or informally employed in micro-enterprises.
<p>Social Factors</p> <ul style="list-style-type: none"> • Increasing poverty levels and inequalities • High drug use among Africans and coloured youth • Spatial inequality and injustice have not been addressed • South Africa faces many social challenges including high incidences of rape and violence against women, drug and substance abuse, crime and corruption. • Racism remains prevalent and violence against and by foreign nationals occurs sporadically. • The pace of transformation often remains painfully slow. 	<p>Technological Factors</p> <ul style="list-style-type: none"> • Cybersecurity threats from new technologies • Lack of integrated digital platforms for youth development programmes in the sector • High cost of data and infrastructure limits economic participation of young people • Lack of integrated youth development strategy and programmes on the 4IR

Environmental Factors	Legal Factors
<ul style="list-style-type: none"> • Climate change has crippled SA and drought conditions affecting food security • Less rainfall year-on year has resulted in lack of water security and increased drought • Globally the world is growing, poverty and unemployment are at all-time lows. • Inequality is increasing, and this has made capitalism and its model a focus. • There also seems to be a shift from the center to the left to counter right wing populism. • Climate change has become a huge issue globally. • The World Economic Forum has proclaimed us as • being in the advent of the Fourth Industrial Revolution. 	<ul style="list-style-type: none"> • Changing Government legislation against government wide priorities and plans might take too long • The NYDA Act implementation

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

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

The diagram below articulates the SWOT analysis for the 2020-2025 Five-year Strategic period

Strengths	Weaknesses
<ul style="list-style-type: none"> • NYDA Accessible to the youth • Established through an ACT of parliament • Youth products and services accessible in all 9 provinces and district municipalities • Coordinating and Integrating Youth work in the sector • Custodian of Youth Development in the country • 7 clean audits in succession • Clear mission and vision, being driven by a young board 	<ul style="list-style-type: none"> • Inadequate digital marketing of products and services • Inadequate funding for NYDA programmes • Inadequate resource and budget allocation for implementing youth programmes in the sector • Implementing programmes that are overlapping with other institutions • Lack of adequate utilization of technology considering the new technological digital trends (Fourth Industrial Revolution, 4IR) • Inadequate collaboration with the private sector and other relevant organisation

Opportunities	Threats
<ul style="list-style-type: none"> • Volunteer policy to regulate services components of the NYS • Introduce on-line access to our products and services • Respond to high rate of unemployment by increasing demand for our offerings • Effective use of customer feedback • Increase non-formal education approach through technology • Workspace is changing rapidly for young people millennials opt for an informal approach • Focusing on sectors and capitalize on available funding through private, public partnerships • Strong mining and manufacturing sector that contribute largely to the GDP 	<ul style="list-style-type: none"> • No integrated government business case for increased funding on youth development programs • Lack of coordinated research on youth needs • Slow impact on mainstreaming of youth development • Lack of integrated monitoring and evaluation impact on youth sector progress • Lack of funding for young people

8.1.2 Research Insights

8.1.2.1 Global Context

As Per the International Labour Organization (ILO), there are about 71 million unemployed youth, aged 15–24 years, globally with many of them facing long-term unemployment. In South Africa those aged 15–34 years are considered as youth. South Africa’s unemployment rate is high for both youth and adults, however, the unemployment rate among young people aged 15–34 was 38,2%, implying that more than one in every three-young people in the labour force did not have a job in the first quarter of 2018. ILO noted further that about 21.8% of global youth are not in employment, education or training (NEET), 76.9% of which are female.

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

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

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

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

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

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

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

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

8.1.2.2 The Regional Context

SADC Status of African Union Youth Report

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

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

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

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

- Policy alignment and harmonization
- Adopt definition of youth in the region
- Create a regional basket fund
- Establish youth leadership structures (regional/national/provincial and local levels)
- Integrate youth leadership into policy.
- Create SADC database for all the 3 sectors of entrepreneurship, employability leadership, participation, Science, Technology and Innovation.

8.1.2.3 National Context

Unemployment

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

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

Per Stats SA, 35.7% of South Africa's population are young people between the ages of 15 to 34 years. In the second quarter of 2018, 39.3% of the young people aged between 15-34 years were not in employment, education or Training (NEET).

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

8.1.2.4 Key Sector Reforms

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

Now South Africa is moving towards becoming a knowledge-based economy, with a greater focus on technology, ecommerce, financial and other services. Among the key sectors that contribute to the gross domestic product and keep the economic engine running are manufacturing, wholesale, retail trade, financial services, transport, mining, agriculture and tourism.

Among the key sectors that contribute to the gross domestic product and keep the economic engine running are manufacturing, wholesale and retail trade, financial services, transport, mining, agriculture and tourism. An important aspect of the economic recovery plan is the acceleration of key economic reforms to secure confidence in sectors affected by regulatory uncertainty and unlock greater investment in growth sectors.

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

i. Financial Sector

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

ii. Manufacturing Sector

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

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

iii. Tourism Sector

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

iv. Mining Sector

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

v. Agriculture Sector

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

vi. Information Communication & Technology Sector

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

vii. Township & Rural Economy Sector

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

viii. Energy Sector

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

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

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

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

IX. Retail Sector

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

Most of the South African population now lives in cities, which have fuelled a growing middle class. In addition to real growth in retail trade sales, the changing purchasing patterns of consumers affected the market shares of retailer outlets. There is an increased demand for private label brands as consumers see these products are providing good value during economic difficulties. E-commerce is picking up as the online shopping sector continues to experience growth and is expected to grow due to the competition in internet service providers. Most young people are highly excluded from participating in this sector

as opportunities are not availed to them and opportunities should be availed equally for young people to participate in the economy of South Africa.

8.1.3 Fourth Industrial Revolution on Youth Development programme design and development

The Fourth Industrial Revolution uses technologies such as artificial intelligence (AI), machine learning and data analytics to sift through the mountains of data that we're bombarded with every day to pick out the nuggets, and even make basic decisions on our behalf, based on algorithms. It is characterized by a combination of cyber-physical systems. This is what people are calling the Internet of Things: a network of physical devices, vehicles, home appliances, and other electronics with software and sensors connected to each other, all exchanging data.

Many analysts foresee the major breakthroughs of this revolution being made in the fields of autonomous vehicles, nanotechnology, quantum computing, 3D printing, artificial intelligence (AI) and robotics. All this means that South Africa will play a leading role in the development of new technologies that will be part of the Fourth Industrial Revolution.

Lack of access to information, lack of awareness amongst the youth on career and entrepreneurial opportunities that are available within the various sectors of the economy. High data costs in South Africa's mobile network operators are hindering young people from adequately accessing information. The network operators are not only charging more for data relative to the other countries in which they operate, but the gap between those prices keeps widening as data costs fall faster in other countries.

Work-Force Readiness

One of the key strategies towards ensuring South Africa's smooth transition into Industry 4.0 is skills development with the aim of preparing the younger generation for jobs of the future. Per a study done by the World Economic Forum (WEF) the ten skills required to thrive in the fourth industrial revolution are as follows (WEF, 2016):

1. Complex problem-solving
2. Critical thinking
3. Creativity
4. People management
5. Coordinating with others
6. Emotional intelligence
7. Judgment and decision-making
8. Service orientation
9. Negotiation skills
10. Cognitive flexibility

Per a report on the future of work by WEF (2016) 36% of all jobs across all industries will require complex problem-solving abilities as a core skill by 2020. Employers will be looking for people with critical minds who can evaluate the uses or abuses of the power of technology, and use them to benefit the company, the people in it, and the future.

Soft Skills

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

Entrepreneurship Skills

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

Technical Skills

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

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

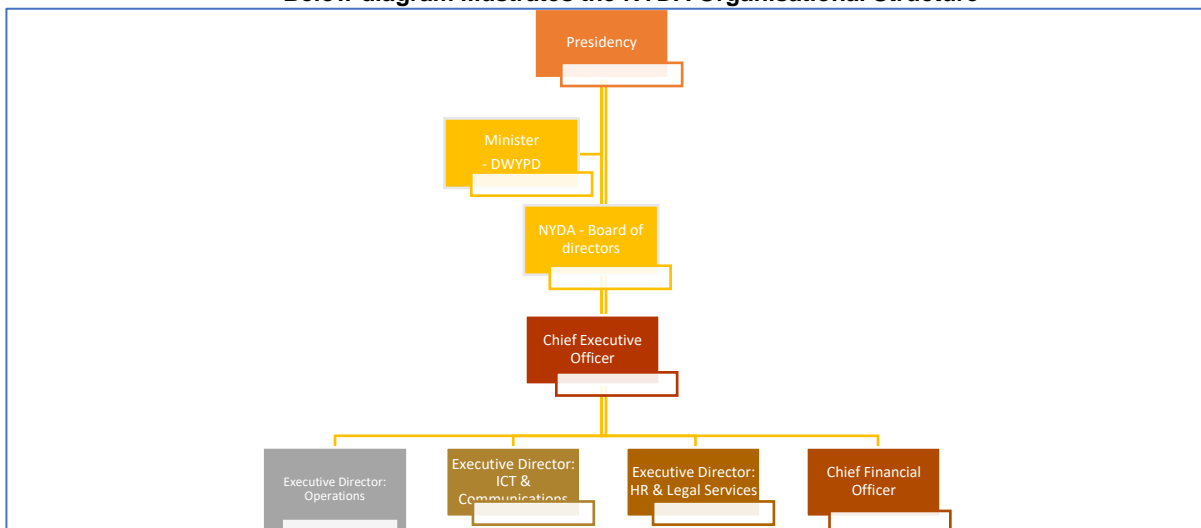
NYDA internally to provide training for a cadre of young people by the private sector and postschool institutions on the 4IR such as reverse engineering of smart cars; 3D printing; artificial intelligence; robotics; autonomous vehicle; nanotechnology; biotechnology; the internet of things quantum computing; virtual network of choice; virtual broadcasting services; visual media and networking. The agency needs to fund more innovative businesses and technological solution.

8.2 Internal Environment Analysis

The organizational structure was revised and approved in the financial year 2018 by the Board of NYDA to ensure that it delivers on its key strategic goals and objectives, as well as to ensure stability to achieve alignment between the new strategic direction and the organizational structure.

The National Youth Development Agency (NYDA) embarked on the realignment of its structure in 2018 to review and redesign its delivery model to ensure that it has adequate capacity to deliver on its strategic priorities and to take its mandate forward. This project formed the basis of diagnosing where and how the organization needed to focus, in reorganizing the organization, processes and people. The current organizational structure is not responsive to mainstreaming and delivering the full mandate as per the NYDA Act.

Below diagram illustrates the NYDA Organisational Structure



8.2.1 Problem Tree Analysis

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

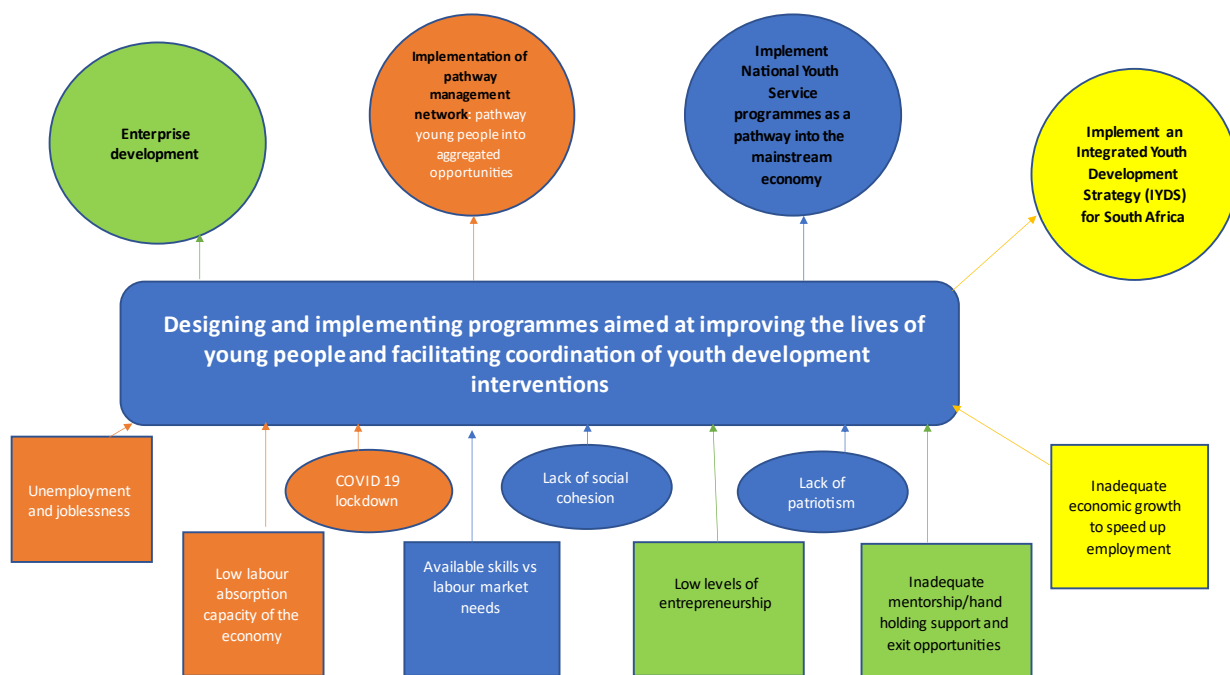
The problems that NYDA must resolve are informed by both external and internal factors. The NYDA must therefore work towards interventions that can address the following challenges:

- High unemployment rate

- Low absorption of young people in the job market
- Vulnerable youth cannot access youth development interventions
- Lack of universal access to business support services
- Enterprises for young people are not sustainable
- Lack of or minimal exposure to practical professional training.

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

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



The diagram above also 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:

- Implementing the Integrated Youth Development Strategy.
- Guiding programme initiation and design to ensure that programmes respond directly to the KPIs to meet the intended impact.
- Intensify the coordinating role of the NYDA to ensure that youth development programmes are correctly implemented.

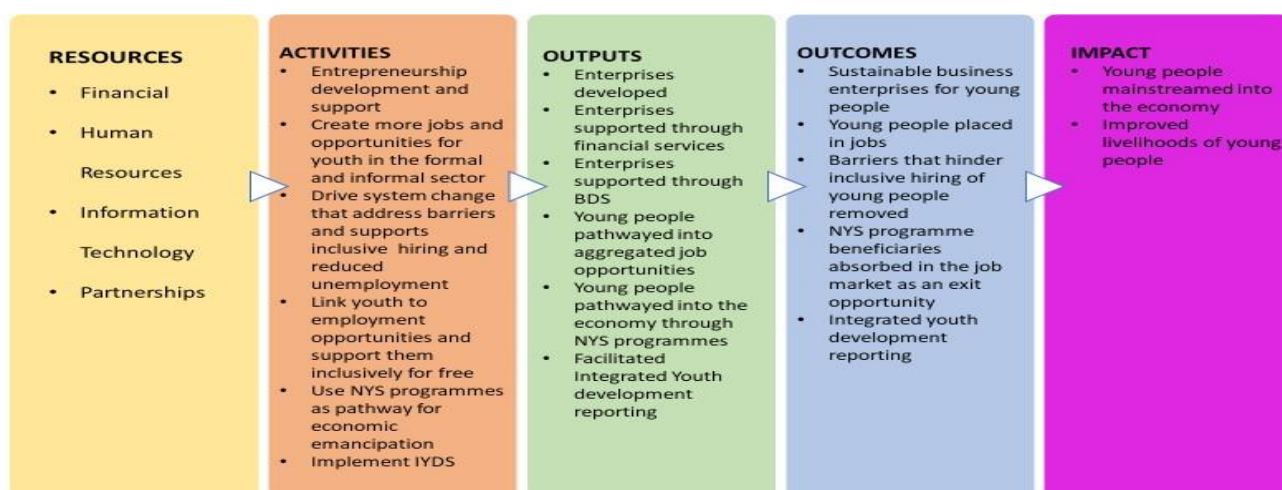
- Lobby and advocate for youth development, get buy in from stakeholders, motivate for the mainstreaming of youth development and develop policies that are youth-centric.
- Assist and monitor implementers to deliver correct training that will benefit young people to participate in the mainstream economy.

8.2.2 Results Chain

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

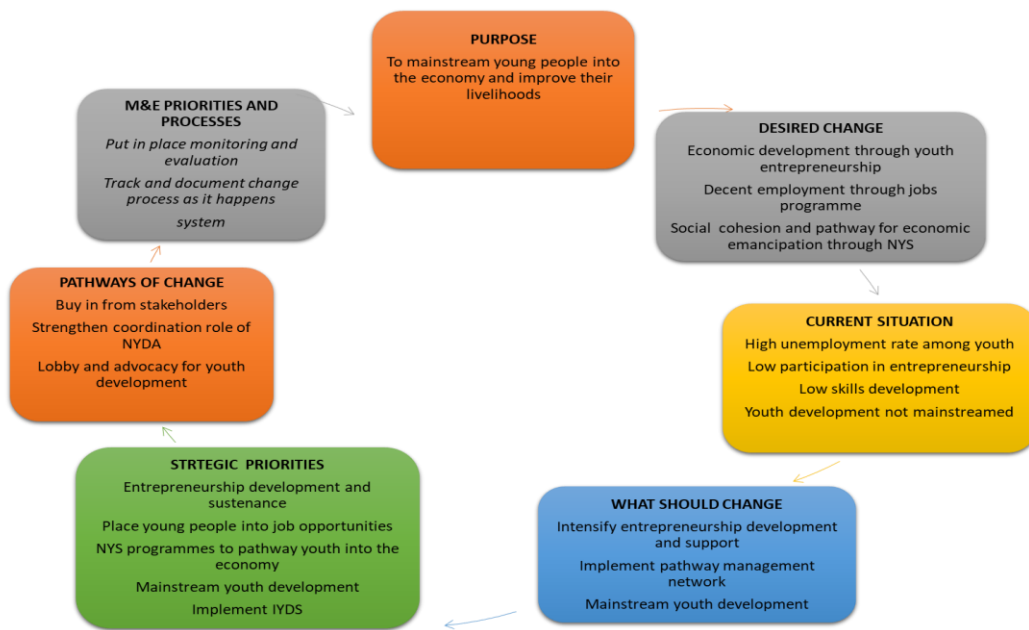
The results chain of the NYDA as illustrated in the picture below shows the logic framework that defines the process, which is a five-year view of the impact statement. This implies that in the next five years the NYDA must implement programmes that mainstream young people in the economy and improve their livelihoods. On an annual basis, the NYDA will achieve outputs that will build up to outcomes in three years' time, as reflected below:

Below is the Proposed Results Chain for the NYDA



8.2.3 Theory of Change

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



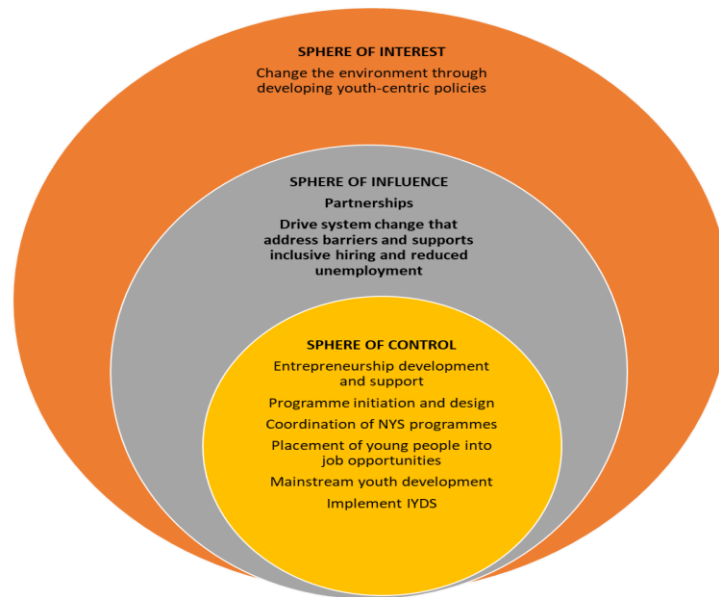
Theory of change illustrated above provides a possible way forward given the emerging developments and changes in the youth sector. The process helps us to navigate unpredictable and complex process when implementing the emerging changes. Applying the Theory of Change will lead NYDA to a solution based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

8.2.4 Spheres of influence on the desired change

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

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

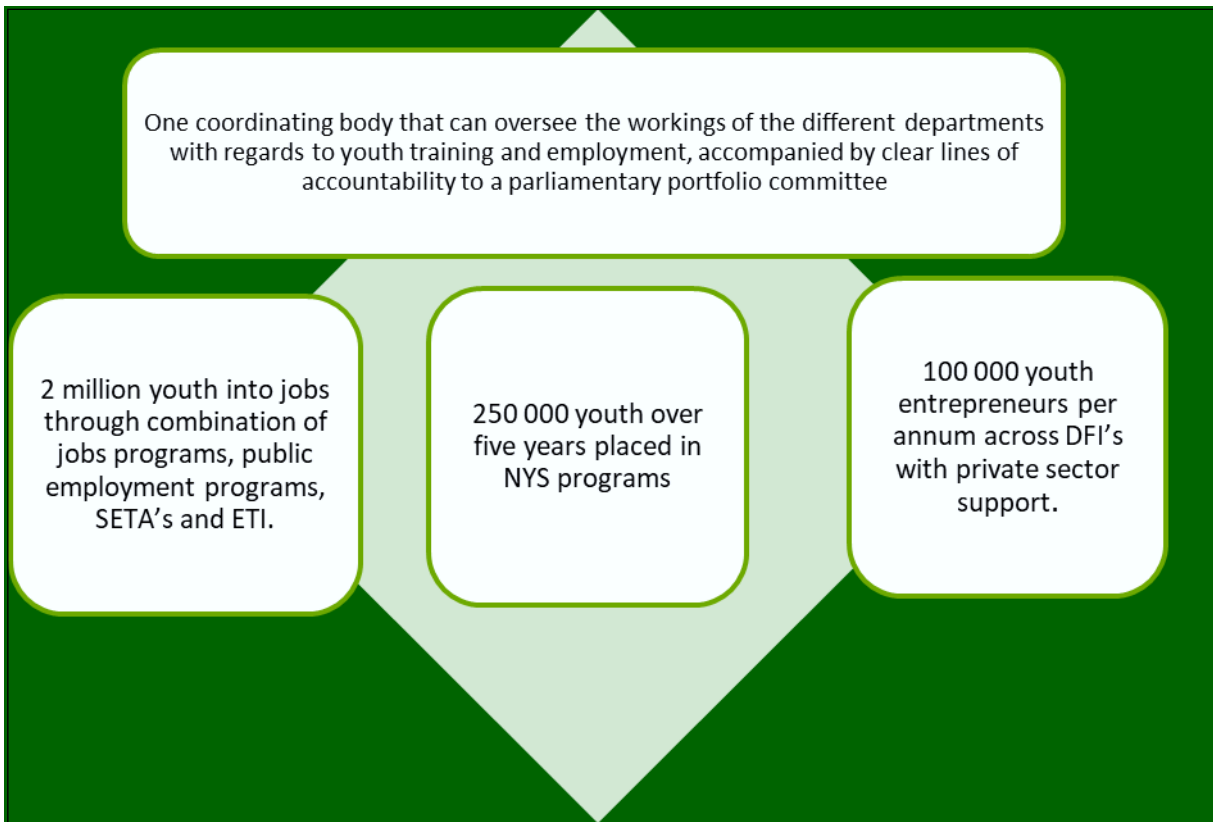
The picture depicted below provides a description of the spheres and its relationship to the results chain.



8.2.5 NYDA Strategic Position aligned to MTSF Priorities

Per the MTSF priorities the NYDA should serve as a coordinating body that can oversee the working of different Departments with regards to youth development and employment. The NYDA by promoting the coordination role that it plays, should deliver the following:

- Economic development through youth entrepreneurship
- Decent and sustainable employment through jobs program
- Revitalized National Youth Service through social cohesion
- Universal access for vulnerable youth
- Lobby and advocate coordination through integrated youth development
- Monitoring and evaluation of the integrated youth development strategy



8.2.6 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: Are we 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.

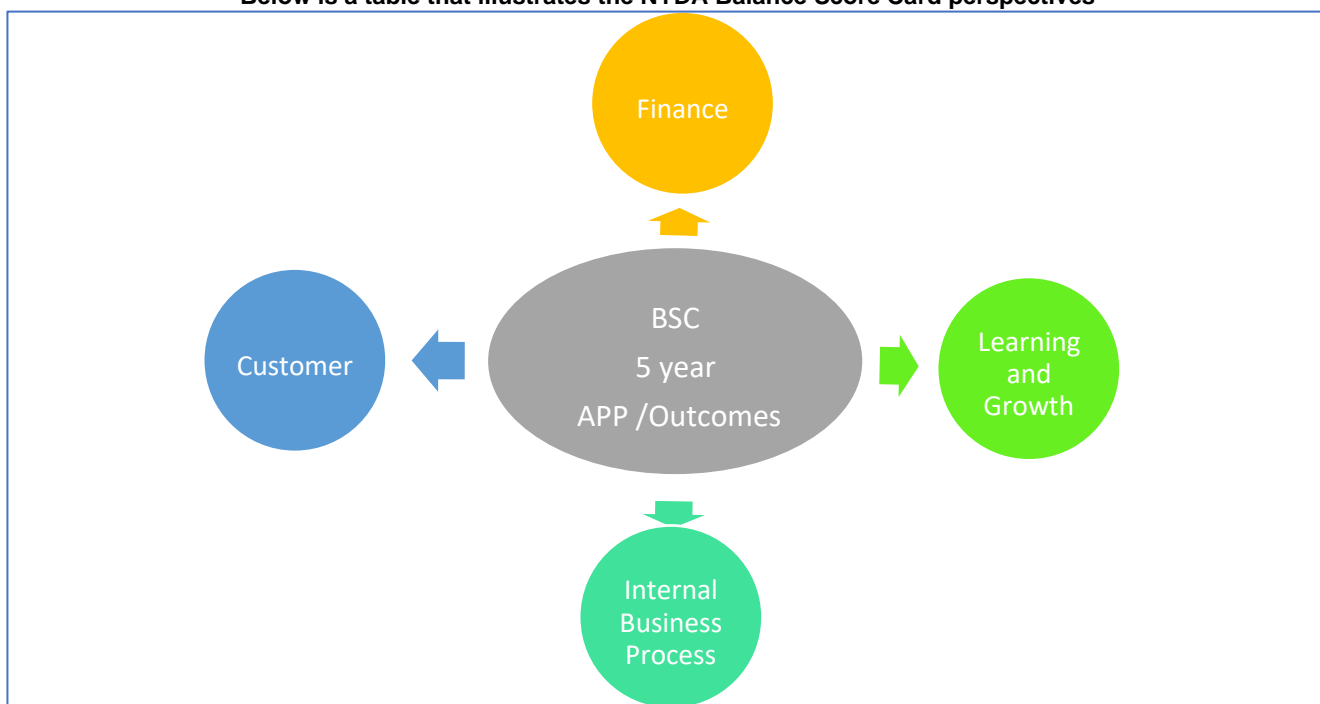
8.2.7 Balance Score Card

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.

Below is a table 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

8.2.8 Activity Based Costing

The 5-year Strategic Budget sets out what funds the agency is allocated to deliver programmes, products and services. 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.

PART C: MEASURING OUR PERFORMANCE

9. Institutional Performance Information

9.1.1 Measuring the Impact

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

OUTCOME	OUTCOME INDICATOR	BASELINES	FIVE-YEAR TARGET
An efficient and effective Agency characterized by good corporate governance and ethical leadership	Value of funds from the public and private sectors to support the youth development programmes sourced	R120 million sourced from public and private sectors to support youth development	R580 million
	Funded SETA partnerships established to support the youth development programmes	10 funded SETA partnerships established	42
	Market linkage partnerships established with public and private sector to support the youth development programmes	10 Market linkage partnerships established with public and private sector to support the youth development programmes	10
	Approved Risk register	Approved Risk Register by OPS EXCO	Approved Risk register by Ops Exco

OUTCOME	OUTCOME INDICATOR	BASELINES	FIVE-YEAR TARGET
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	Produce Quarterly Management Reports	4 Quarterly Management Reports Produced	20 Quarterly Management Reports Produced
	Partnerships signed with technology companies	2	10 Partnerships signed with technology companies
	Produced Disability Strategy to promote youth development	Disability strategy approved	Produce Annual Report on partnerships established with Disability organisations to promote youth development
	Implement ICT Strategic Plan	50% Review and implement ICT Strategic Plan	Review and implement ICT Strategic Plan indicating 100% achievement of ICT targets in the plan
	Implement the Workplace Skills Plan to achieve personal development of employees to promote informed youth development delivery	Workplace Skills Plan developed and implemented	Workplace Skills Plan developed and implemented
Increased number of young people entering the job market trained and participating in the economy	Facilitate and implement skills training programmes for young people to people enter the job market and participating in the economy	73,359 young people skilled to enter the Job market (Life Skills and Job preparedness Programmes)	72, 385 young people capacitated to enter the job market
			1250 young people capacitated with skills to participate in the economy
Increased access to socioeconomic opportunities, viable business opportunities and support for young people to participate in the economy	Increased number of interventions that result in participation of young people in the economy through decent employment, skills development, education and entrepreneurship to all young people between ages 14 to 35	1000 Youth owned enterprises supported through Grant programme	8000 Youth owned enterprises supported through the Grant programme
		23,942 Beneficiaries supported with key	100,000

OUTCOME	OUTCOME INDICATOR	BASELINES	FIVE-YEAR TARGET
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<p>Increased co-ordination and implementation of NYS programmes across all sectors of society</p>		<p>fundamentals for success offered by NYDA (Voucher, Entrepreneurship Development Programme, Market-Linkage and Mentorship)</p>	
		<p>New Indicator</p>	<p>Pathway Management Analytical Report produced on job placement opportunities facilitated</p>
		<p>New Indicator</p>	<p>40 000 Young people placed in jobs through pathway management network</p>
		<p>5 025 Jobs created or sustained through supporting entrepreneurs and enterprises</p>	<p>25,700 jobs created and sustained through supporting entrepreneurs and enterprises</p> <p>16,300 jobs facilitated through placements in Job opportunities.</p> <p>26, 203 Beneficiaries Supported with Business Development Support Services offered to Young People by NYDA</p>
		<p>5,474 Jobs facilitated through placement in job opportunities.</p> <p>1872 Business Development Support Services offered to Young People</p>	

OUTCOME	OUTCOME INDICATOR	BASELINES	FIVE-YEAR TARGET
	Increase number of young people participating in National Youth Service (NYS) programmes across all sectors of society	131 New Indicator	20 National Youth Service projects registered Developed and implemented the NYS Branding Strategy
	Increase number of young people participating in National Youth Service (NYS) programmes across all sectors of society	18 0 90 684 New Indicator	250 000 young people participating in National Youth Service (NYS) programmes across all sectors of society 3 Annual Report on the National Youth Service program produced 45 000 Young people participating in NYS Expanded Volunteer Projects 19 500 Young people participating in CWP programmes
	Increase number of young people participating in National Youth Service (NYS) programmes across all sectors of society	New Indicator New Indicator New Indicator	31 500 Young people transitioning out of the National Youth Service (NYS) into other opportunities 135 000 Young people securing paid service opportunities. 95 000 Young people that have

OUTCOME	OUTCOME INDICATOR	BASELINES	FIVE-YEAR TARGET
			completed planned service activities
		New Indicator	Design and Implement the Presidential Youth Service Programme
Produce research reports which influences change in youth sector and build sustainable relationships	Increased customer surveys conducted and reports produced.	4 Customer Satisfaction Surveys	4 Customer Satisfaction Surveys produced
	Increased programme impact evaluations conducted and reports produced.	3 Evaluations conducted	17 Evaluations conduct
	Status of Youth report produced	Developed discussion document on youth development in the country	Status of the Youth Report developed in the country
	Produce an Annual report on government wide priorities	New Indicator	5 Annual report on government wide priorities produced
	Produce Annual report on Integrated Youth Development Strategy	New Indicator	Produce Annual report on Integrated Youth Development Strategy
	Increased number of youth status outlook reports produced	6	5 youth status outlook reports produced
ERP Modules implemented in all Divisions of NYDA	Implemented ERP Modules in all NYDA Divisions	New Indicator	100% implemented and monitored ERP modules in all NYDA platforms

10. Key Risks

Outcome	Key Risk	Risk Mitigation
An efficient and effective Agency characterized by good corporate governance and ethical leadership	<ul style="list-style-type: none"> Poor audit outcomes - Material noncompliance with relevant standards, legislation, regulations, policies and procedures compromising the Agency's good governance structure As the Agency exploits digitisation of its internal processes, products and services, 	<ul style="list-style-type: none"> Development and institutionalisation of a consequence management framework Conduct training on the institutionalisation of the Code of Conduct (Professional Conduct and Dress Code)

Outcome	Key Risk	Risk Mitigation
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	<p>this opens up additional security system vulnerabilities exposing the Agency to cyber-attacks which might compromise the Agency's data security</p> <ul style="list-style-type: none"> Possible business interruptions due to migration from legacy systems to a new ICT environment (ERP) 	<ul style="list-style-type: none"> Test ICT systems for vulnerabilities and secure areas where weaknesses are identified (enhance defences to safeguard data) Exercise oversight over data administration, confirming data back-up and storage Continuous upskilling / training / organisational awareness on cybersecurity (including Board level) Run legacy system parallel to new ERP modules and based on performance of new system slowly scope-out legacy systems
<p>Increased access to socio-economic opportunities, viable business opportunities and support for young people to participate in the economy</p> <p>Increased number of young people entering the job market trained</p>	<ul style="list-style-type: none"> Possible organisational limitations in improving youth employability and youth entrepreneurship (skills, experience, education), resulting in failure to make a significant contribution in the reduction of national youth unemployment Inefficient operational processes and inadequate customer service across various service points of the Agency (frontdesk, call-centre, all service points, operations) not fully applying the eight (8) Batho Pele service delivery standards / principles which could lead to customer frustrations and negatively taint the Agency's reputation 	<ul style="list-style-type: none"> Launch/improve online training modules (have prerecorded trainings / e-learnings) Improve training programmes <ul style="list-style-type: none"> (a) Research Unit to analyse and identify job skills gap (b) Research output to inform training programmes Strengthen relationships with other youth service agencies for greater impact towards youth employability and creation of job placement opportunities (a) IYDS: Improve level of education - prevent dropouts Improvement in absorption of interns / temps / learnerships 6200 jobs created and sustained 55 000 young people capacitated with skills to enter the job market Conduct training on the institutionalisation of the Code of Conduct (Professional Conduct and Dress Code) Engage service provider to provide a centralised frontline (all calls to go through Head Office) Partner with key Divisions to regularly workshop customer services officers on important and new information (if there are changes) Translation of NYDA brochures into other languages as per the approved Language Policy Automation of query responses - NYDA WhatsApp line and Chatboard

Outcome	Key Risk	Risk Mitigation
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	<ul style="list-style-type: none"> Youth needs/applications for assistance exceeding the Agency's ability to provide financial assistance due to limited funding for specific youth development programmes, which negatively affect the Agency's reputation Insufficient human capital to coordinate, evaluate and monitor organs of state, private sector and non-governmental institutions on integrating youth employment and skills development initiatives (IYDS), negatively affecting the fulfilment of the Agency's mandate as per the NYDA Act Given the rapid change in Technology the Agency ought to review and improve current products and services offering to ready young people to access more job opportunities and find ways to improve young people's access to programmes inside and outside the Agency 	<ul style="list-style-type: none"> ERP system integration to provide clients with regular status update (automated and structured feedback mechanisms) Coordination and Implementation of IYDS, to ensure accountability and monitoring of all stakeholders responsible for implementation of youth development programmes Creation of a data/results consolidation tool that will enable the Agency to measure and report on impact Produce Annual report on Integrated Youth Development Strategy Quantification of full scope execution costs (structural/business model requirements) and sourcing of funds Research and identification of training programmes responsive to 4IR Where improvement area is required based on research outcome regarding products and services, train and upskill the internal training officers Develop Strategies to close the identified gap between job market demand vs skills demand Certification of training modules (issue certificate of competence) Explore concept of pop-up classrooms through mobile outreach vehicles to close the gap for those in rural areas Establish partnerships with well-established stakeholders such as Google
<p>Provide information and universal access to young people</p>	<p>Lack of implementation of a coherent strategy to remove barriers hindering young people living with disabilities from accessing and participating in youth programmes and business opportunities which in turn reflects negatively on the Agency as if NYDA</p>	<ul style="list-style-type: none"> Develop a Disability Strategy Implementation Plan Ensure that persons living with disabilities are fully represented in consultative platforms (internally and externally) NYDA funding mechanisms should include disabled people organisations and individuals
<p>Outcome</p>	<p>Key Risk</p>	<p>Risk Mitigation</p>

	intentionally excludes persons living with disabilities from their programmes	<ul style="list-style-type: none"> • Develop an Annual Report on partnerships established with Disability organisations promoting youth development
Increased coordination and implementation of NYS programmes across all sectors of society	Insufficient human capital to coordinate and implement National Youth Service programmes across all sectors	<ul style="list-style-type: none"> • Mobilise public, private and international funding to effectively support the implementation of NYS • Submit request to the Research Unit to assist with content on NYS to help the organisation to better understand the type of skills required to successfully deliver the service and have a significant impact

PART D: 2022/23 TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

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

PROGRAMME 1: ADMINISTRATION

Indicator Title	1. 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	Public-Private and international stakeholders
Method of calculation or assessment	Simple Count
Assumptions	Enough funds generated from private and public partnerships to support development of youth programme.
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Desired Performance	Funds sourced to support youth development programmes implemented by the NYDA or partners.
Indicator Responsibility	Manager- Public and International relations

Indicator Title	2. Number of NYDA Quarterly Management Reports Produced
Definition	The indicator seeks to measure the NYDA Quarterly Management reports produced and submitted. This report is produced every 3 months. A quarterly Management report includes the following sub reports: <ul style="list-style-type: none"> • NYDA Financial Management Reports • NYDA Performance Information Report • NYDA Internal Audit Report
Source of Data	<ul style="list-style-type: none"> • Financial Management Reports • Divisional Reports presented to OPS EXCO • Internal Audit Reports
Method of calculation or assessment	Simple Count

Assumptions	Report produced on time may not to hinder the submission/reporting to Ops Exco, Executive Authority and Treasury against the approved Annual Performance Plan and National Treasury NYDA Budget allocation.
Disaggregation of beneficiaries	None
Spatial Transformation	None
Desired Performance	NYDA quarterly Management report issued every three months.
Indicator Responsibility	Internal Audit Senior Manager, Finance Senior Manager and Corporate Strategy Senior Manager

Indicator Title	3. Reviewed and Implemented Annual Workplace Skills Plan
Definition	The indicator seeks to measure the compliance towards the Skills Development Act that guides the development and reporting of the Annual Workplace Skills Plan and Annual Training Report that the NYDA submits to PSeta on an annual basis.
Source of Data	Skills Plan and Training Reports
Method of calculation or assessment	Simple Count
Assumptions	Budget Constraints Availability of employees to attend scheduled trainings The impact of Covid-19 pandemic
Disaggregation of beneficiaries	None
Spatial Transformation	None
Desired Performance	The NYDA to submit a Workplace Plan and Annual Training Report to PSeta annually
Indicator Responsibility	Executive Director- Human Resource and Legal.

Indicator Title	4. Number of SETA partnerships established
DEFINITION	This indicator seeks to measure the number SETA partnerships established that benefit the youth.
Source of Data	Public sector stakeholders Partnerships reports

Method of calculation or assessment	Simple Count
Assumptions	Buy-in and participation by relevant stakeholders.
Disaggregation of beneficiaries	100 % youth Gender Race
	Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Desired Performance	Supported youth development programmes by partnerships established with SETAs.
Indicator Responsibility	Manager - Corporate Investment

Indicator Title	5. Review and implement ICT Strategic Plan
Definition	The indicator seeks to establish an efficient and effective organization by reviewing and implementing ICT Strategic Plan
Source of Data	ICT Strategy Plan
Method of calculation or assessment	Simple count
Assumptions	Budget availability to implement the ICT Strategic Plan
Disaggregation of beneficiaries	None
Spatial Transformation	None
Desired Performance	ICT strategic plan reviewed and implemented
Indicator Responsibility	Executive Director- ICT and Communications

Indicator Title	6. Number of partnerships signed with technology companies.
Definition	The indicator seeks to measure the number of partnerships signed with technology companies to support youth development programmes.
Source of Data	Public -private and international stakeholders

Method of calculation or assessment	Simple Count
Assumptions	Buy-in and participation by relevant stakeholders
Disaggregation of beneficiaries	100 % youth Gender Race
	Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Desired Performance	Supported youth development programmes by partnerships established with technology companies.
Indicator Responsibility	Manager Corporate Investment

Indicator Title	7. Review and implement Integrated Communications and Marketing Strategy
Definition	The indicator seeks to measure implementation of the revised Integrated Communications and Marketing Strategy
Source of Data	Communications Division
Method of calculation or assessment	Verify the submitted reports
Assumptions	There is budget allocated for the implementation of the Integrated Communications and Marketing Strategy
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Desired Performance	Integrated Communications and Marketing Strategy implemented
Indicator Responsibility	Manager- Communications

Indicator Title	8. Produce and approve NYDA Strategic Risk Register approved by OPS EXCO
Definition	The indicator seeks to produce a Strategic Risk register for the NYDA considering the organization's risk maturity level.
Source of Data	Operational Risk plans
Method of calculation or assessment	Verify document submitted
Assumptions	The report is produced on time and presented to OPS Exco
Disaggregation of beneficiaries	None
Spatial Transformation	None
Desired Performance	A Strategic Risk Register produced aligned to outcomes
Indicator Responsibility	Manager- Risk Management

Indicator Title	9. Review Annual SCM Procurement Plan and produce quarterly report
Definition	This indicator seeks to measure the development of Annual procurement plan and quarterly reports that are submitted as feedback to the implementation of the plan.
Source of Data	Supply Chain Management Unit
Method of calculation or assessment	Verify documents submitted
Assumptions	The assumption is that the procurement plan is approved by CFO
Disaggregation of beneficiaries	None
Reporting Cycle	Quarterly
Desired Performance	Quarterly reports produced in line with the Annual Procurement Plan
Indicator Responsibility	Senior Manager- Finance

Indicator Title	10. Produce Annual Report on partnerships established with Disability organisations to promote youth development
Definition	This indicator seeks to measure the development of Annual Report on partnerships established with Disability organisations

Source of Data	Corporate Investment programme
Method of calculation or assessment	Verify documents submitted
Assumptions	The assumption is that the annual report is approved by CEO
Disaggregation of beneficiaries	None
Spatial Transformation	None
Desired Performance	An Approved Annual Report
Indicator Responsibility	Manager- Corporate Investment

Indicator Title	11. % implemented and monitored ERP modules in all NYDA platforms
Definition	The indicator seeks to establish an efficient and effective organisation by introducing an integrated resource planning (ERP) system which integrates different systems into one solution.
Source of Data	ERP signed off Business Case signed off by the ED ERP Implementation plan Project plan signed off
Method of calculation or assessment	Verify documents submitted
Assumptions	Budget Availability
Disaggregation of beneficiaries	Internal NYDA officials
Spatial Transformation	NYDA Offices and programmes
Desired Performance	An Approved Annual Report
Indicator Responsibility	Senior Manager- ICT

PROGRAMME 2: Operations

SUB-PROGRAMME 1: Economic Development through Youth Entrepreneurship

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

Indicator Title	2. Number of Beneficiaries Supported with Business Development Support Services offered to Young People by NYDA
Definition	This indicator seeks to measure the number of young people that are supported through NYDA development support services .
Source of Data	<ul style="list-style-type: none"> • Voucher Programme
Method of calculation and assessment	<ul style="list-style-type: none"> ○ Each intervention is counted cumulatively
Assumptions	Budget Availability
Disaggregation of beneficiaries	<ul style="list-style-type: none"> • 100 % youth • Gender • Race • Disability status • Business sector • Geographic location (Rural/ Peri-urban/urban)

Spatial Transformation	Geographic location (rural/urban)
Desired Performance	To increase the number of jobs created and sustained by entrepreneurs or enterprises supported through business development services.
Indicator Responsibility	Senior Manager- Quality Management & Customer Services

Indicator Title	3. Number of youth supported with non-financial business development interventions.
Definition	<p>This indicator seeks to measure the number of youth that are supported through NYDA non-financial support interventions by the business development support services function.</p> <p>The key fundamentals for success comprised of the following Business Development Support services interventions:</p> <p>1. Entrepreneurship Development Training</p> <p>Business Management Training - ILO-SIYB Generate, Start or Improve Your Business/SYB Co-ops</p> <p>Sales Pitch and BBBEE Training</p> <p>Co-operative Governance Training</p> <p>1. Market linkages programme</p> <p>2. Mentorship Programme</p>
Source of Data	Business Development Services
Method of calculation or assessment	<p>Simple count</p> <p>Each young person or beneficiary will be counted once per intervention/programme.</p>
Assumptions	<p>Sufficient support to beneficiaries with business development support services.</p> <p>Budget availability.</p>
Disaggregation of beneficiaries	<p>100 % youth</p> <p>Gender</p> <p>Race</p> <p>Disability status</p> <p>Business sector</p> <p>Geographic location (Rural/ Peri-urban/urban)</p>
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Desired Performance	Increase youth owned enterprises and youth that are accessing economic opportunities.
Indicator Responsibility	Senior Manager- Quality Management & Customer Services

Indicator Title	4. Number of jobs created and sustained through supporting entrepreneurs and enterprises.
Definition	<p>This indicator seeks to measure the number of jobs created and sustained through supporting entrepreneurs and enterprises through the following Business Development Services:</p> <p>Voucher</p> <p>Market Linkages</p> <p>Grant Funding</p> <p>Jobs created – are new opportunities for paid employment, created through entrepreneurship development interventions</p> <p>Jobs sustained – are jobs maintained for 3 months after financial or nonfinancial entrepreneurship development intervention</p>
Source of Data	<p>Voucher Programme</p> <p>Market Linkages Programme</p> <p>Grant Funding Programme</p>
Method of calculation and assessment	<p>Simple count</p> <p>Each job created and sustained will be counted as one in each contributing Business Development Service.</p>
Assumptions	<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	<p>Geographic location (rural/urban)</p>
Desired Performance	<p>To increase the number of jobs created and sustained by entrepreneurs or enterprises supported through business development services.</p>
Indicator Responsibility	<p>Senior Manager- Quality Management & Customer Services</p>

SUB-PROGRAMME 2: Decent Employment through Jobs Programme

Indicator Title	1. Number of young people capacitated with skills to enter the job market.
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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> <p>Life skills</p> <p>Job preparedness training</p> <p>Skills programmes</p> <p>Internships and Learnerships</p>
Source of Data	<p>Life skills Training</p> <p>Job Preparedness Training</p> <p>OR</p> <p>Skills programmes</p> <p>OR</p> <p>Internships and Learnerships</p>
Method of calculation or assessment	<p>Simple count</p> <p>Youth trained to enter the job market by receiving one or more of the following NYDA training interventions:</p> <p>Life skills</p> <p>Job preparedness training</p> <p>Skills Programmes and Learner ships</p> <p>Internships</p>
Assumptions	<p>Adequate training provided (Training that is aligned to current jobs and youth needs).</p> <p>Sufficient participation by young people on jobs training 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	<p>Geographic location (rural/urban)</p>
Desired Performance	<p>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.</p>
Indicator Responsibility	<p>Senior Manager- Quality Management & Customer Services</p>

Indicator Title	2. Pathway Management Analytical Report produced on job placement opportunities facilitated
Definition	This indicator seeks to measure the participation of young people who are seeking job opportunities through pathway management Network
Source of Data	Pathway Management Network
Method of calculation and assessment	Memorandum of Agreement of Pathway Management Network
Assumptions	Budget Availability
Disaggregation of beneficiaries	100 %
Spatial Transformation	N/A
Calculation Type	Non-cumulative for the year
Indicator Responsibility	Senior Manager- Operations

Indicator Title	3. Number of Young people placed in jobs
Definition	This indicator seeks to measure the number of young people seeking job opportunities
Source of Data	Report from Pathway Management Network
Method of calculation and assessment	Simple count
Assumptions	Budget Availability
Disaggregation of beneficiaries	<ul style="list-style-type: none"> 100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (rural/urban)
Desired Performance	To increase the number of young people benefiting from the national pathway management platform
Indicator Responsibility	Manager- Pathway Management Networks

SUB- PROGRAMME 3: National youth services

Indicator Title	1. Number of organizations and departments lobbied to implement NYS
Definition	The indicator seeks to measure number of Departments and organisations lobbied to implement NYS.
Source of Data	National Youth Services Unit
Method of calculation and assessment	Simple count
Assumptions	There is enough capacity and budget to Lobby the number of Departments to implement NYS
Disaggregation of beneficiaries	None
Spatial Transformation	None
Desired Performance	Upscale implementation of NYS
Indicator Responsibility	Senior Manager-National Youth Service

Indicator Title	2. Produce an Annual Report on the National Youth Service programme
Definition	The indicator seeks to measure collation of programs implemented for the year on NYS in the Country.
Source of Data	NYS Divisional Reports
Method of calculation or assessment	Verify progress reports submitted by government entities and organisations partnered with the NYDA
Assumptions	There is sufficient capacity to deliver on the report
Disaggregation of beneficiaries	Not applicable
Spatial Transformation	None
Desired Performance	Approved Annual Report on the National Youth Service programme
Indicator Responsibility	Senior Manager - National Youth Service.

Indicator Title	3. Number of young people participating in NYS Expanded Volunteer Projects
Definition	The indicator seeks to measure number of young people participating in NYS Expanded Volunteer Projects.

Source of Data	Signed attendance Register or data list from partners
Method of calculation or assessment	Simple count Each young person will be counted once.
Assumptions	There is sufficient capacity and budget to coordinate the Expanded Volunteer Projects
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (urban/rural)
Desired Performance	Increase in the number of young people participated in the programme
Indicator Responsibility	Senior Manager- National Youth Service.

Indicator Title	4. Number of Young people participating in CWP programmes
Definition	The indicator seeks to measure number of young people participating in CWP community programmes
Source of Data	Signed attendance Register or data list from partners
Method of calculation or assessment	Simple count Each young person will be counted once.
Assumptions	There is sufficient capacity and budget to coordinate the Expanded Volunteer Projects
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (urban/rural)
Desired Performance	Increase in the number of young people participated in the programme

Indicator Responsibility	Senior Manager- National Youth Service.
Indicator Title	5. Number of young people securing paid service opportunities.
Definition	<p>This indicator tracks the number of individual young people who have participated in the paid service activities and have received stipends for their community service work. Each individual is only to be counted once under this indicator.</p> <p>Service work activities will fall under one or more of the broad service work categories which includes: <i>Surveys & Digital Mapping, Sports & Recreation, Arts, Culture & Entertainment, Learner Support, Social Support Services, Solidarity & Care, Early childhood development/Early Learning, Food security & Child nutrition, and Community Works, Revitalisation & Greening programmes.</i></p>
Source of Data	<p>Timesheets for each individual and/or</p> <p>electronic payroll reports and biometric databases and/or</p> <p>any other suitable sources as agreed to in the signed Grant Agreement for the project</p>
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, number and type of opportunities secured, value of stipends secured, and movement within and between PYEI interventions.</p>
Assumptions	There is sufficient capacity and budget to coordinate the Jobs fund
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)
Desired Performance	Increase in the number of young people participated in the programme
Indicator Responsibility	Senior Manager- National Youth Service.

Indicator Title	6. Number of young people who have completed planned service activities.
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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. 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). Each Service Plan will be categorised and reported under a priority service area, which include <i>Surveys & Digital Mapping, Sports & Recreation, Arts, Culture & Entertainment, Learner Support, Social Support Services, Solidarity & Care, Early childhood development/Early Learning, Food security & Child nutrition, and Community Works, Revitalisation & Greening programmes.</i></p>
Source of Data	<ul style="list-style-type: none"> • Service Completion Certificates OR Signed-off Service Plans (referencing completion), • Beneficiary Database (as per the agreed to template) • Signed Attestation (confirming the accuracy and validity of the evidence must be submitted by the CFO/ responsible person of the Contracted Intermediary).
Method of calculation or assessment	<p>Simple count</p> <p>The Unit of Measure for this indicator is a young person (participant). The reported number of young people will be disaggregated in terms of gender, age, disability, race, geographic location, number and type of programme/support services participated in, priority service area, number and type of opportunities secured, value of stipends secured, and movement within and between PYEI interventions.</p>
Assumptions	There is sufficient capacity and budget to coordinate the jobs fund
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)
Desired Performance	Increase in the number of young people participated in the programme
Indicator Responsibility	Senior Manager- National Youth Service.
Indicator Title	7. 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 6months). They also may migrate to another intervention or opportunity for ostensibly better, more applicable or different opportunities (for example: young people take up further education & training opportunities; employment opportunities; or entrepreneurial opportunities outside of the NYS).
Source of Data	<ul style="list-style-type: none"> Beneficiary Database (as per the agreed to template) Signed Attestation (confirming the accuracy and validity of the evidence must be submitted by the CFO/ responsible person of the Contracted Intermediary).
Method of calculation or assessment	Simple count Each young person will be counted once.
Assumptions	There is sufficient capacity and budget to coordinate the Jobs fund
Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (urban/rural)
Desired Performance	Increase in the number of young people participated in the programme
Indicator Responsibility	Senior Manager- National Youth Service.

PROGRAMME 3: Integrated Youth Development

Indicator Title	1. Produce Annual report on Integrated Youth Development Strategy
Definition	This indicator seeks to measure the development of the Integrated Youth Development Strategy. This is an annual report that focuses on the coordinate of youth focused programmes across all sectors of government and industries in order to align resource allocation.
Source of Data	Integrated Youth Development
Method of calculation or assessment	Verify the quarterly reports produced Annual report produced on Integrated Youth Development
Assumptions	Buy-in and sufficient cooperation by all stakeholders Budget availability

Disaggregation of beneficiaries	Indicator will be disaggregated in the following manner: Annual breakdown
Spatial Transformation	None
Desired Performance	Approved Annual Report on Integrated Youth Development Strategy
Indicator Responsibility	Manager: Integrated Youth Development

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

Indicator Title	3. Develop a status of youth report in the country
Definition	This target will focus on status of youth report in the country. This will cover all the statistics and content focusing on specific key indicators for young people
Source of Data	Integrated Youth Development Programme
Method of calculation and assessment	Verify document submitted
Assumptions	Participation of all stakeholders and engagement with all relevant stakeholders

Disaggregation of beneficiaries	100 % youth Gender Race Disability status Business sector
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Desired Performance	Increased support of young people on youth development programmes
Indicator Responsibility	Manager- Knowledge Management