

NATIONAL YOUTH DEVELOPMENT AGENCY

REVISED STRATEGIC PLAN 2020-2025

DATE: 30TH JUNE 2020

Contents

1. Country Perspective of the 25 Year Review	Error! Bookmark not defined.
2. PART A: OUR MANDATE	25
3. 1. Constitutional mandate	25
4. 2. Legislative and policy mandates	27
5. 3. Institutional Policies and Strategies over the five-year planning period.....	33
6. 3.1.1 National Development Plan 2030.....	33
7. 3.2 National Youth Policy (NYP 2020) Lens	39
8. 3.4 Integrated Youth Development Strategy (IYDS 2020) Lens.....	40
9. 3.6 National Youth Development Agency Youth Lens	41
10. 3.7 Young Women and Persons with Disabilities Lens.....	42
11. 3.8 Civil Society Lens.....	43
12. 3.9 Integration of Pathways.....	44
13. NPD Pathways.....	44
14. IYDS Outcomes	44
15. NYDA Outcomes.....	44
16. PART B: OUR STRATEGIC FOCUS.....	47
17. 5. Executive Authority – Department of Women, Youth and Persons with Disabilities.....	47
18. Mandate	47
19. Vision.....	47
20. Mission Statement	47
21. 6. National Youth Development Agency.....	47
22. Vision.....	47
23. 7. NYDA Values	47
24. 8. Situational Analysis	49
25. 8.1 External Environment Analysis.....	49
26. 8.1.1 Political, Economic, Social, Technological, Environment, Legal (PESTEL) Analysis.....	49
27. 8.1.2 Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis.....	51
28. 8.1.2 Research Insights	52

29.	8.1.2.1 Global Context	52
30.	8.1.2.2 The Regional Context	54
31.	8.1.2.3 National Context	55
32.	8.1.2.4 Key Sector Reforms.....	56
33.	8.1.3 Fourth Industrial Revolution on Youth Development programme design and development	59
34.	8.2 Internal Environment Analysis	62
35.	8.2.1 Problem Tree Analysis.....	63
36.	3.2.2 Results Chain	65
37.	8.2.3 Theory of Change	66
38.	8.2.4 Spheres of influence on the desired change	67
39.	8.2.5 NYDA Strategic Position aligned to MTSF Priorities	68
40.	8.2.6 Monitoring and Evaluation	68
41.	8.2.7 Balance Score Card.....	69
42.	8.2.8 Activity Based Costing.....	71
43.	PART C: MEASURING OUR PERFORMANCE.....	71
44.	9. Institutional Performance Information.....	71
45.	9.1.1 Measuring the Impact.....	71
46.	Measuring Outcomes	71
47.	10. Key Risks.....	74

EXECUTIVE AUTHORITY STATEMENT

The priority of the Department of Women, Youth and Persons with Disabilities (DWYPD) is to ensure that the socio-economic empowerment and rights of women, youth and persons with disabilities are mainstreamed across all sectors of society. This is done 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. The Department also facilitate and monitor 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.

To achieve the priorities of government the DWYPD will focus on the following:

- Initiatives to ensure the mainstreaming of gender, youth and rights of persons with disabilities across government;
- Coordination of Government-wide gender and youth-responsive planning, budgeting, monitoring and evaluation;
- Strengthening the National Machineries for all three sectors;
- International engagements on gender equality, youth and persons with disabilities;
- Sectoral interventions against gender-based violence;
- Leading the implementation of sanitary dignity programme;

- Design an Integrated Entrepreneurship and Enterprise Development program to act as catalyst for growing women, youth and persons with disability owned and managed SMMEs and Co-operatives; and
- Public participation activities, including dialogues with young women, youth and persons with disabilities in different sectors.

The National Youth Development Agency (NYDA) will over the next five years implement youth development programmes to address multi facet of challenges particularly unemployment, entrepreneurship and implement 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 NYDA Act 54 of 2008. The Agency has rationalized its work and will, through its Annual Performance Plan for 2020/21, 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 important therefore to develop a multi-level strategy that seeks to build a Public, Private and Civil Society Partnerships in getting the youth to participate the in 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

Honourable Ms Maite Nkoana-Mashabane

ACCOUNTING OFFICER'S FOREWORD

The Covid-19 pandemic has called the National Youth Development Agency to revised its Strategic Plan 2020-2025 with the support of the Department of Women, Youth and Persons with Disabilities, which has created 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 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 and a better Africa and World.

The Covid-19 crisis is likely to deepen the hardship 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 8.2 million (40.1%) of South Africa's 20.4 million young people aged 15 to 34 were not employed, educated or trained, according to the latest figures released by Statistics SA in the Quarterly Labour Force Survey on the 12 February, 2020.

As a rapid response to Covid-19, the Agency launched the Youth Micro Enterprises Relief Fund (YMERF) aimed at assisting youth-owned enterprises, which might not qualify for other funds. This fund responded to challenges facing youth-owned businesses, such as the inability to pay employees, lack of income and waiting periods for other funding mechanisms. Government has introduced several interventions aimed at assisting businesses during the Covid-19 lockdown period, including the Debt Relief Fund and the SMME Support Intervention by the Department of Small Business Development. The Agency continues to call on all stakeholders to work together during this period and for youth to make use of the fund.

Furthermore, the Agency is focused on three aspects during and after Covid-19, working together with other government departments and the Presidency, NYDA needs to promote localisation, firstly by increasing manufacturing through youth entrepreneurs with the youth entrepreneurship programmes being continued and upscale. Secondly, unemployment will increase so NYDA needs upscale public

employment to support young people who may be displaced in the labour market. Thirdly, by introduction paid volunteer work through the National Youth Service. These are the three aspects to ensure that young people are not left behind. The efforts by government to this end are indeed commendable, and require all stakeholders in youth development to cooperate and mitigate against the negative economic impact resulting from the Covid-19 pandemic.



Wasseem Carrim






Chief Executive Officer

National Youth Development Agency

Official Sign-off

It is hereby certified that this Revised NYDA 5-Year Strategic Plan 2020-2025:

- Was developed by the management of the NYDA under the guidance of the Chief Executive Officer of the NYDA Mr. Waseem Carrim
- Takes into account all the relevant policies, legislation, other mandates, based on the recommendation of the Portfolio Committee for Women, Youth and Persons with Disabilities, in response to the Covid-19 pandemic and the budget adjustment.
- Accurately reflects Revised outcomes which the NYDA will endeavour to achieve over the period 2020-2025.

Name of Programme Owner	Designation	Signature
Ms. Juliet Tshoke	Executive Director Strategy and Planning	
Ms. Ankie Motsoahae	Executive Director National Youth Service	
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)	

Chief Financial Officer

Mr. Thamsanqa Mkhwanazi

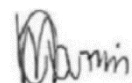
Signature:



Chief Executive Officer NYDA

Mr. Waseem Carrim

Signature:



Minister: Department of Women, Youth and Persons with Disabilities

Honorable Ms. Maite Nkoana-Mashabane

Signature:



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

Abbreviation	Term
NDP	National Development Programme
NEET	Not in Employment, Education or Training
NGO'S	Non-Governmental Organisations
NGP	New Growth Path
NIMSS	National Injury Mortality Surveillance System
NSA	National Skills Authority
NSDS	National Skills Development Strategy
NYDA	National Youth Development Agency
NYP	National Youth Policy
NYS	National Youth Service
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

The effects of Covid-19 pandemic on Youth Development in South Africa

The Covid-19 crisis is likely to deepen the hardships experienced by the youth in South Africa who are already considered to be the most vulnerable in the country's labour market. Even before the current crisis, young people were the hardest hit by the economic slowdown. Approximately 8.2 million (40.1%) of South Africa's 20.4 million young people aged 15 to 34 are not employed, educated or trained, according to the latest figures released by Statistics SA in the Quarterly Labour Force Survey on the 12 February, 2020.

With the situation expected to worsen in the wake of Covid-19 globally, the International Labour Organization estimates that 24.7 million people could be unemployed because of the Covid-19 crisis. In South Africa, the Reserve Bank estimates that about 1.6 million jobs could be lost and an estimated 10% to 12% drop in GDP for 2020. Young persons, particularly women, are already facing higher rates of unemployment and underemployment, are more vulnerable to the falling labour demand. Prior to the onset of Covid-19, youth aged 15 to 24 were three times more likely to be unemployed compared to adults. Young workers are also more likely to be in precarious employment than other age groups. Whereas some 77 % 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. According to UNESCO (2020), so far 191 countries

have implemented nationwide or localized school closures, resulting in over 91 % of enrolled students, or 1.5 billion people, not being able to go to school. These students face disruptions to their education of uncertain duration, with varying levels of alternative delivery methods. These disruptions can negatively impact learning, access to nutrition and consequently graduation rates. School closures have a particularly adverse effect on poorer students, students without stable internet access at home and children relying on help from their schools in meeting their nutrition and health needs. The situation is especially acute for girls and young women who are disproportionately excluded from education.

To alleviate the situation, governments should ensure there is continuity in learning by promoting high-tech, low-tech and no-tech solutions. Given the large digital divide that exists, solutions such as delivering text-based content via cellular networks rather than videoconferencing that relies on high-speed internet and paper-based distance learning materials for families without any digital connectivity access should also be considered. Students with special needs, such as those with disabilities, will require additional attention and support as remote learning pose challenges for them and their families.

Vulnerable and marginalised youth are at higher risk of Covid- 19 and its impacts. Young migrants and refugees, youth living in rural areas, adolescent girls and young women, indigenous and ethnic minority youth, young persons with disabilities, young people living with HIV/AIDS, young people of different sexual orientations and gender identities and homeless youth already experience challenges in accessing healthcare services and social protection services. Young people with physical or mental health conditions also face an elevated risk in relation to Covid-19. Many young people may not have stable housing and therefore cannot safely engage in home-based social distancing. The pandemic and economic recession may further fuel stigma and discrimination against certain groups of young people, which in turn would further exclude them from accessing healthcare and maintaining their livelihoods. These disparate impacts should inform the comprehensive Policy and Strategy response to this crisis.

As the crisis unfolds, there will be a diverse range of youth Strategies responses that are tailored to specific contexts and needs. This further calls for countries to invest in protecting all human rights, going beyond the right to health, towards building a more resilient society, including those of young people. Young people are being robbed of their dignity when they are deprived of work, which is a significant reason why many young people abuse substances and alcohol. Youth unemployment was already catastrophic before Covid-19 even existed, with South Africa having the worst youth unemployment rate in the world. As the state, it has an obligation to provide opportunities if young people want to work and provide them with sustainable wages. In doing this, young people can gain experience and gain the skills needed to be formal participants in the economy.

NYDA interventions during and post Covid-19

The outbreak of Covid-19 impacted a lot of enterprises globally and locally. Youth-owned enterprises have not been spared from this. A number of interventions were announced by government and the private sector to help SMME mitigate the impact of the pandemic. It is therefore appropriate that NYDA also provide a response for youth-owned enterprises. The Agency provided a Relief Fund to youth-owned enterprises for a period of three months from April – June 2020. The youth owned enterprises must have been existing and operating for a period of six (6) months prior to the lockdown. Proof of this must be submitted in a form of management accounts (i.e. invoices, orders, etc.) and they must demonstrate how the enterprise was impacted by Covid-19. The relief fund was capped at a maximum of R10,000.00 per youth owned enterprise and this is a once-off amount.

Impact of Covid-19 on business of NYDA:

- The NYDA business model is focused on face to face training, generally in groups of 25 young people. Although we have shifted to online learning, the costs of data remain high

in South Africa and many young people prefer face to face training. We have reduced training groups to ten young people to maintain social distancing criteria.

- The NYDA had to pivot its youth entrepreneurship model from providing new funding for ideation / start-up businesses towards providing relief for existing youth businesses.
- We are providing support to young people to claim UIF and special Covid-19 relief grant.
- High risk employees work from home while we implement a rotational work schedule at all our offices. (50% capacity)
- Each time a Covid-19 case is identified offices need to observe mandatory closure and sanitization. Thus, far six NYDA employees have tested positive for Covid-19, five at Umtata branch, one at head office.
- Our outreach model has also been affected as no large gatherings are permitted.
- Our employees have tools of trade to work from home and we continue to be available online if not in person to young people. Our website is zero rated and our call center is toll free.
- NYDA has been allocated a seat on economic work stream of Nat joints, to support initiatives for youth development.
- We are implementing the 1000 businesses in 100 days' campaign – complete the 1000 businesses by end of August.

Over and above the recommendations of the 25-year review, manifesto and MSFT priorities, the NYDA stays committed to achieving of the following over the next 5-year period:

- 2 million youth into jobs through combination of jobs programs, public employment programs, SETA's and ETI.
- 100 000 youth entrepreneurs per annum across DFI's with private sector support.
- 250 000 youth over five years placed in NYS programs.
- One coordinating body that can oversee the workings of the different departments with regards to youth training and employment, accompanied by clear lines of accountability to a parliamentary portfolio committee.

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 indigenous products.

Presidential Initiative for Youth Employment

Presidential Youth Employment Intervention is designed to 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.

The NYDA should 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

1. JOBS programmes
2. Partner with different sectors for training
3. Grant programme aligned to specific sectors

4. Unlocking opportunities for SETA Learnerships
5. Co-ordination NYS programmes with key stakeholders

The Presidential Youth Employment Intervention is a plan to address youth unemployment. In the 2020/2021 financial year, will:

- Launch five prototypes in five provinces which will allow young people to receive support, information, and work readiness training to increase their employability.
- Fund and is offering business support to 1000 youth owned business in 100 days through a partnership of the NYDA and the Department of Small Business Development.

The Minister of Finance signaled budgetary support for the Presidential Youth Employment Intervention in the supplementary budget.

Youth voices

- Access to data has emerged one of the most significant barriers to equality before and during the lockdown. South Africa has some of the highest data costs on the continent. When asked, young people told us because of limited cash they opt to purchase smaller data bundles more often, even if the price per unit is higher than a bulk data bundle purchase. On average young people say they are spending R360 per month on data (with some as much as R1800) for job searching, online applications, social media, research and academic work.
- 63% of young people we surveyed do not have an income—and many youths are using the childcare grant to support themselves.
- Youth tell us that they are eager to learn, but that data barriers are significant. Young people need to stay busy and employable, and that they are struggling to make ends meet. By lowering (or even removing) data costs, young people are more readily able to access information, seek learning and job opportunities and engage with others.

- We saw that when we changed our Mobi-sites to become ‘data free’ young people’s online behavior changed from logging in after midnight every evening when data was cheapest, to more even traffic during the day. Affordable data allows young people to be productive during daytime hours, with additive psychosocial benefits as well as giving them access to online communities amidst physical distancing.
- We must continue to lift youth voices to ensure resilience and recovery, and to provide young people with the opportunities to build their skills and stay positive. If we amplify the voices of young people, they will help lead us out of this crisis.

The formal sector, while a critical engine for productivity and growth, cannot provide all the answers to the growing numbers of the unemployed. It will be as critical to keep the formal sector afloat, as it will be to innovate on ideas to support and sustain the informal sector.

Research shows that of roughly 1.8million informal SMEs, slightly less than one-third are led by youth, and slightly more than a third are headed by women. The most common informal sector occupations for young men are taxi drivers and motor vehicle mechanics, and for young women—beauticians and street food vendors. Supporting these young men and women will help drive a more inclusive recovery—and without their livelihood strategies, the poverty gap could grow and inequality increase.

The suspension of the Skills Development Levy for four months has also affected many young people who are on internships and Learnerships. The most conservative estimate is that COVID-19 will strip between 1-2 million jobs from South Africa’s economy. We need swift and imaginative solutions to assist the economy to not only recover, but also rebuild towards an inclusive and resilient future.

Rural development and land reform for young people

NYDA is willing to work with local municipalities to provide funding for young people to access agricultural programmes in those rural areas. The Land Bank and the Department of Agriculture, Forestry and Fisheries should work in a coordinated way and deeply understand the needs of young Agro-entrepreneurs. They need to create a fund that is dispersed by the NYDA for example, a Youth Agro-fund marketed under NYDA- funded by Land Bank and DAFF.

Young people must be attracted, recruited and retained to pursue careers in the agriculture sector value chain (e.g. as crop scientists, livestock managers, agricultural engineers, agricultural technologists, veterinary scientists, veterinarians, veterinary technicians) including providing scholarships (to study locally and abroad) and ensuring their placement in internships/ jobs upon graduation. The Department of Higher Education, Science and Innovation and Department of Agriculture, Forestry and Fisheries should promote development of post-school curriculum provided through TVET and CET to train young people in skills relevant to agriculture and the agricultural value chain as a strategy to attract young people to the sector and promote agriculture and Agro-processing.

The Private Sector must be mobilised to complement government's funding in support of land acquisition primarily for agricultural purposes. Young Agro- entrepreneurs must also be supported and linked with established farmers for mentorship. The NYDA, working with the Department of Small Business Development, needs to facilitate the creation of ecotourism facilities and services in rural areas owned by young people. The Department of Agriculture, Land Reform and Rural Development should help young people access land. Young people should participate in a programme led by provincial and local departments of land reform whereby district municipalities that own commercial farming land identify 20 % of the commercial agricultural land in their districts to be used for commercial activities (land already in the market, land where the farmer is under severe financial pressure, land held by an absentee landlord willing to exit and land in a deceased estate).

Young people living in rural areas often struggle to participate in the economy due to a lack of access to or availability of land, poor economic and social infrastructure. They are also confronted with dualism in the rural economy where food security at a national level is controlled by white-dominated, large-scale commercial farming and subsistence farming is largely Black-dominated and smaller scale. As a result, a traditional approach to rural development and improving farm incomes, by supporting forms of Agro processing, cannot be undertaken, because the country has a highly centralised, vertically integrated, Agro-processing sector in relation to every key staple, and these value chains tend to exclude small/new/Black producers. Rural development strategies also need to consider the lack of homogeneity in rural areas throughout the country.

Fourth Industrial Revolution (4IR) post Covid-19

NYDA has taken an opportunity in having a digital programme soliciting partnerships with IT companies. This will be a particularly good opportunity for the youth and will also assist in the economic growth of the country. Most young people will get jobs opportunities to participate in that space. One of the big winners that will emerge, shaped not just by Covid-19 but by the incredible technological advancement that is occurring, will be the health sector. Young innovators are already responding to the pandemic through projects with social impact. Government and the private sector are partnering with young people to launch initiatives that leverage young people's efforts to support their communities.

Through voluntary initiatives, many young people have also supported vulnerable members of their community, for example in the distribution of groceries and medicines. Youth-driven innovation hubs, are supporting start-ups to develop technological solutions to address Covid-19, as the pandemic shifts more and more activities online. Policies and Strategies that enable partnerships with young people in this area can deliver future economic dividends and provide an avenue for youth to contribute and demonstrate their solidarity in a time of crisis.

Our youth are beacons of hope and fierce protagonists in the face of social injustice and they have a vital role to play at this time of uncertainty. Whether through individual or collective action, young people are reclaiming power and acting to safeguard themselves and their communities. On the education front, the use of technology in teacher development and curriculum review to promote problem solving, employability, entrepreneurship and adaptation to the 4IR. The private sector and post school institutions must intensify training of young people in the areas of the Fourth Industrial Revolution (4IR) such as reverse engineering of smart cars, 3D printing, artificial intelligence, robotics, autonomous vehicle, nanotechnology, biotechnology, virtual broadcasting services, visual media and network as required by industry.

The biggest challenge is still enhancing access to broadband and Wi-Fi for internet connectivity to enable young people to use the internet. South Africa can serve as a technology hub for much of the region and as a preferred investment destination for Africans themselves. novate new possibilities. Young innovators are already responding to the pandemic through social impact projects. Around the world, governments and the private sector are partnering with young people to launch initiatives that leverage young people's efforts to support their communities. Youth-driven innovation hubs, are supporting start-ups to develop technological solutions to address Covid-19, as the pandemic shifts more and more activities online.

National Youth Development Agency and the Department of Women, Youth and Persons with Disabilities Collaboration

NYDA and DWYPD have agreed and signed a Shareholders compact. The Youth Branch is responsible for the National Youth Policy while NYDA for Policy implementation. The Youth Branch will attend all NYDA Strategic Sessions and Audit Committee meetings and provide input to the Annual Performance Plan and Five Year Strategic Plan. DWYPD is responsible for sharing Policy information as it relates to all vulnerable groups so that such information can be used in the design and develop of youth programs. NYDA works with other government Departments to scale up the

implementation of youth programs across all sectors of society. These programs cut across youth entrepreneurship, jobs and skills development programs and National Youth Service programmes.

The transformational agenda for women in South Africa is hindered and challenged by the violation of women's rights, patriarchy and patriarchal practices in all its forms and manifestations, sex stereotyping and the gendered nature of women's roles, responsibilities and work. All these elements continue to impede women's full enjoyment of freedom. Critical to the success of national efforts to build a united, prosperous and a non-sexist society is to confront head-on the culture of toxic masculinity, misogyny, hierarchies and languages that permeates society at all levels. A critical challenge in debunking patriarchy has been the inadequate resourcing and budgetary allocations to the institutions and programmes that champion the gender agenda in the country over the past twenty-five years.

In addition, the lived experiences of women, young women and persons with disabilities reveal that laws on their own are not enough to create the requisite change. Structures within which cultures, customs, religion and the law operate need to change. 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. Focus on areas that talk to mainstreaming of gender, youth, young women and youth with disabilities across government department and how to ensure gender responsive coordination happens through Planning, Budgeting, Monitoring, Evaluation and Auditing. This would also ensure that the NYDA

is gender responsive in tie efforts of coordinating young development interventions and identify global strategic opportunities, ensure coordinated input, facilitate and support sustainable follow-up mechanisms. The collaboration should be strengthened to ensure effective and efficient Machinery for coordination by:

- Ensuing that the NYDA and DWYPD jointly develop interventions to combating Gender Base Violence and Social ills that impact negatively on the youth.
- Ensuring Public participation activities are implemented that included all sectors (Women, Youth, persons with disabilities). This is guided by a Standard Operation of Practice Document which outlines the value chain on DWYPD Stakeholder Coordination.
- Identifying key joint priorities and plan collaboratively to implement related initiatives. Upscale existing programmes such as TECHNOGIRLS and initiate new programmes to improve the pass rate of girls studying mathematics, physical science and technology. Provide sanitary towels to indigent girls and women in schools and TVET colleges.
- Sharing good practices and expertise and to promote implementation of gender responsive programmes.

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 56.5 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 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 Africa 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"> • <i>Providing a shared long-term strategic framework within which more detailed planning can take place to advance the long-term goals set out in the NDP.</i> • <i>Creating a basis for making choices about how best to use limited resources.</i>
<p><i>National Youth Policy (NYP 2020)</i></p>	<p><i>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.</i></p>
<p><i>Preferential Procurement Policy Framework Act (2000)/Preferential Procurement Regulation (2017)</i></p>	<p><i>Preferential procurement in South Africa is not only about proper financial management of public money, it also presents an opportunity for government to correct the socio-economic imbalances of the past by awarding government work to individuals disadvantaged by historical practices.</i></p> <p><i>The purpose of this act is to enhance the participation of Historically Disadvantaged Individuals (HDIs) and the Small, Medium and Micro Enterprises (SMMEs) in the public-sector procurement system.</i></p> <p><i>Procurement is regulated in the South African Constitution in the provisions dealing with general financial matters, imposing certain obligations on government entities to ensure the proper and responsible expenditure of public funds.</i></p>

<p><i>The New Growth Path (2011)</i></p>	<p><i>This emphasises the need for the state to create jobs through:</i></p> <ul style="list-style-type: none"> • <i>Direct employment schemes.</i> • <i>Targeted subsidies.</i> • <i>Expansionary macro-economic package.</i> • <i>Supporting labour absorption activities.</i> • <i>Generate large-scale employment.</i> • <i>Creation of incentives and support mechanisms to encourage the private sector to invest in new ventures.</i> • <i>Extend existing operations and concentrating resources in areas that yield the most jobs will ensure the greatest impact.</i>
<p><i>Youth Employment Accord</i></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><i>National Youth Development Agency (NYDA), Act Number 54 of 2008</i></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><i>Public Finance Management Act, No 1 of 1999 as amended (PFMA)</i></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><i>Broad Based Black Economic Empowerment Act 53 of 2003</i></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><i>Skills Development Act of 1998 (as Amended in 2010)</i></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><i>Integrated Youth Development Strategy (IYDS 2020)</i></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</i></p>

	<p><i>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><i>White Paper on the Rights of Persons with Disabilities</i></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><i>Young Women’s Socio-Economic Empowerment Framework</i></p>	<p><i>The objectives of the framework are to lay the foundation for socio-economic empowerment of young women through:</i></p> <ul style="list-style-type: none"> • <i>Improved access to economic resources, formal and informal employment, viable business opportunities and services for sustainable livelihoods.</i> • <i>Equal access to education, skills development and training, food and nutrition, integrated comprehensive health and protection services.</i> • <i>Effective participation in decision making and leadership at household, community and societal levels.</i>

<p><i>The Commonwealth Youth Charter (2005)</i></p>	<p><i>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.</i></p>
<p><i>Gender Based Violence Frameworks or Guidelines</i></p>	<p><i>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.</i></p>
<p><i>SGD Framework</i></p>	<p><i>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.</i></p> <p><i>SDGs-Tests-of-success-cover200 The ‘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</i></p>

	<p><i>currently underway to create a new set of global goals to eradicate poverty through sustainable development.</i></p> <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></p>
Regional indicative development plan	<p><i>The plan is a comprehensive strategic plan, which provides the strategy direction for achieving SADCS long term social and economic goals</i></p>
UN 2063 (A better Africa we want)	<p><i>Agenda 2063 is a strategic framework for the socioeconomic transformation of the continent over the next 50 years.</i></p> <p><i>It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development.</i></p>

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

3.1.1 National Development Plan 2030

South Africa's current National Development Plan 2030 (NDP), is a socioeconomic growth initiative 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 urbanizing, 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 centers.
- 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 formalized graduate recruitment schemes for the public service.
- Expand leadership the role of state-owned enterprises in training artisans.

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 the 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 Agro-processing, 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	Prioritize jobs for young people for Railway upgrades and Station modernization programmes.

<p>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).</p> <p>Revitalize old railway lines.</p>	
---	--

iv. Young Women

Intervention	Indicator
<p>Upscale existing programmes such as TECHNOGIRLS and initiate new programmes to improve the pass rate of girls studying mathematics, physical science and technology.</p>	<p>Support through life skills, job preparedness training and entrepreneurship education.</p>
<p>Provide sanitary towels to indigent girls and women in schools and TVET colleges.</p>	<p>Align Executive Office Programs.</p>
<p>Produce a national strategic plan to end gender-based violence</p>	<p>Align Gender Based Programmes to the National Strategic Plan for GBV.</p>

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</p>	<p>Promote coordination of implemented NYS projects on Government wide priorities and plans.</p>

<p>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) 	
--	--

vi. A Capable, Ethical and Developmental State

Intervention	Indicator
<p>Strengthen intergovernmental implementation forums to ensure focus on the 7 key priorities, and budget coordination.</p>	<p>Mainstreaming youth development.</p>
<p>Strengthen integrated planning and implementation across departments across departments and spheres of government must be improved</p>	<p>Department of Women, Youth and Persons with Disability.</p> <p>Inter- Governmental Relations.</p> <p>National Youth Services Programmes.</p> <p>Integrated Youth Development Programmes.</p>

Institutionalise and implement a Youth Responsive Planning, Budgeting, Monitoring and Evaluation across government departments.	Number of government departments implementing Youth Responsive Planning, Budgeting, Monitoring, Evaluation through IYDS and NYS by 2020.
Strengthen the National Youth Machinery through appointing youth focal points in government departments.	Lobby and Advocate for Annual Youth Responsive National Budget Statement from 2020.

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.

3.2 National Youth Policy (NYP 2020) Lens

The National Youth Policy (NYP) for 2015–2020 (NYP 2020) is developed for all young people in South Africa, with a focus on redressing the wrongs of the past and addressing the specific challenges and immediate needs of the country's youth. The NYP 2020 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.

3.4 Integrated Youth Development Strategy (IYDS 2020) Lens

The Mandate of the NYDA as per the Act is to initiate, design, coordinate, evaluate, monitor all programmes and develop the Integrated Youth Development Strategy (IYDS 2020) for South Africa. The IYDS 2020 was developed as a strategic framework for coordinating government wide priorities born from the National Youth Policy 2015-2020. The priorities were 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 that were included in the Annual Plans 2018-2020 of government, private sector and civil society.

The IYDS 2020 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 DPME.

In response to promoting co-ordination, the NYDA has consulted with stakeholders, submitted a report and awaiting final approval of the IYDS 2020. Going forward, the NYDA needs to ensure review, alignment and development of IYDS 2025. The Agency will also produce an Annual Report on Government Wide Priorities aligned to the MTSF priorities.

3.5 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.

3.6 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.

The NYDA planned performance over the next five years is focused on providing a comprehensive suite of interventions through its network of Full Service Branches and districts Satellite Offices across the all 9 Provinces that will lead 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.

In response to MTSF 2019-2024, the NYDA will continue 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 by the Minister (DWPYD).

3.7 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.

3.8 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.

3.9 Strategic Options

South Africa has an urbanizing, youthful population. This presents an opportunity to boost economic growth, increase employment and reduce poverty. The table below illustrates the cross-cutting persistent challenges cutting across the NDP 2020, 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 labour-market entrants.			

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

5. Executive Authority – Department of Women, Youth and Persons with Disabilities

<p>Mandate</p> <p>To lead on socio-economic transformation and implementation of the empowerment and participation of women, youth and persons with disabilities through mainstreaming, advocacy, monitoring and evaluation.</p>	
<p>Vision</p> <p>A transformed, inclusive society free from all forms of discrimination and capable of self-actualization.</p>	<p>Mission Statement</p> <p>To provide strategic leadership, advocacy, coordinate, monitor and evaluate mainstreaming country-wide programmes on women, youth and persons with disabilities.</p>

6. National Youth Development Agency

<p>Mandate</p> <p>Creating and promoting coordination in youth development matters.</p>	
<p>Vision</p> <p>A credible, capable and activist 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 and • To Facilitate youth development with all sectors of society.

7. NYDA Values

Our shared values articulate what we stand for, what we value as an organization and inform how we interact with our valuable stakeholders.

TABLE 1: VALUES

<i>NYDA Values</i>	<i>What the NYDA values mean to us</i>
<i>Integrity and Honesty</i>	<ul style="list-style-type: none"> • <i>Accountable</i> • <i>Public scrutiny</i> • <i>Above board</i>
<i>Excellence</i>	<ul style="list-style-type: none"> • <i>High standards and consistency</i>

	<ul style="list-style-type: none"> • <i>Quality of service</i> • <i>Going the extra mile</i>
<i>Respect and Humility</i>	<ul style="list-style-type: none"> • <i>Care</i> • <i>Empathy</i> • <i>Compassion</i>
<i>Professionalism</i>	<ul style="list-style-type: none"> • <i>Punctuality</i> • <i>Responsive</i> • <i>Timeliness</i>
<i>Accessibility</i>	<ul style="list-style-type: none"> • <i>Availability</i> • <i>Reliability</i> • <i>Knowledge to assist</i>

These values above 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 annual performance plan.

The diagram below articulates the PESTEL analysis for the 2020-2025 Five-year Strategic and 2020-2021 APP 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. • The ruling ANC won 58% of the national vote and retained 8 out of 9 provinces. • 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 over 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.

<p>Environmental Factors</p> <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. 	<p>Legal Factors</p> <ul style="list-style-type: none"> • Changing Government legislation against government wide priorities and plans might take too long. • The NYDA Act review process might take too long.
--	---

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

<p>Strengths</p> <ul style="list-style-type: none"> • NYDA Accessible to the youth. • Established through an ACT of parliament. • Youth products and services accessible through Full Service Branches across all 9 Provinces and district municipalities that are operationalized. • Coordinating and Integrating Youth work in the sector. • Custodian of Youth Development in the country • 5 clean audits in succession. • Minimal budget allocated used effectively and efficiently. • Clear mission and vision, being driven by a young board. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Inadequate digital marketing of products and service. • Inadequate funding for NYDA programmes. • Inadequate resource and budget allocation for implementing youth programmes in the sector. • Implementing programmes that are overlapping with other institution. • Lack of adequate utilization of technology considering the new technological digital trends (Fourth Industrial Revolution, 4IR).
---	---

	<ul style="list-style-type: none"> Inadequate collaboration with the private sector and other relevant organisation.
<p>Opportunities</p> <ul style="list-style-type: none"> Volunteer policy to regulate services components of the National Youth Service. 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. 	<p>Threats</p> <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. NYDA not implementing its full mandate. Lack of integrated monitoring and evaluation impact on youth sector progress.

8.1.2 Research Insights

8.1.2.1 Global Context

As Per the International Labour Organization (ILO) Report, there are about 71 million unemployed youth, aged 15–24 years, globally in 2017, 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 re-engage NEETs with the labour market or education. The different needs and characteristics of the various subgroups must be considered and the one-size-fits-all approach must be avoided. Only a tailored approach to tackling the needs of the different subgroups will effectively and successfully reintegrate NEETs. (Eurofound, 2012: 25).

The United Nations Inter-Agency Network on Youth Development (IANYD) is a network consisting of UN entities, the aim of the Network is to increase the effectiveness of UN work in youth development by strengthening collaboration and exchange among all relevant UN entities, while respecting and harnessing the benefits of their individual strengths and unique approaches and mandates. It promotes the development of similar inter-agency networks on youth development at the regional and country levels. The relevant entities need to ensure global and cross-regional coordination of collaborative initiatives. As a step to strengthen and support cooperation to promote youth development, members of the UN Inter-Agency Network on Youth Development have jointly undertaken various activities, preparations for international conferences addressing youth development, as well as joint research initiatives and publications.

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

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

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

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

- Lobby and advocate for integration and mainstreaming of youth development programmes in all spheres of government, the private sector and civil society.
- Initiate, implement, facilitate and coordinate youth development programmes.

- 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 sectors of entrepreneurship, employability leadership, participation, Science, Technology and Innovation.

8.1.2.3 National Context

Unemployment

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 4 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, e-commerce, financial and other services. Among the key sectors that contribute to the gross domestic product and keep the economic engine running are manufacturing, wholesale, retail trade, financial services, transport, mining, agriculture and tourism.

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

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

i. Financial Sector

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

ii. Manufacturing Sector

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

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

iii. Tourism Sector

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

iv. Mining Sector

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

v. Agriculture Sector

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

vi. Information Communication & Technology Sector

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

vii. Township & Rural Economy Sector

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

viii. Energy Sector

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

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

The NYDA should forge partnerships with the sectors undergoing major reforms to unlock opportunities within their value chains for young people for young people to access their commodities, products and

services. The sectors should treat the young people as a heterogeneous group who are continuously transitioning from childhood to adulthood and they must offer young people with opportunities that equally align to these transitions.

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

IX. Retail Sector

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

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

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. As per the study conducted 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

The report on the future of work by WEF (2016) also reflects that 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.

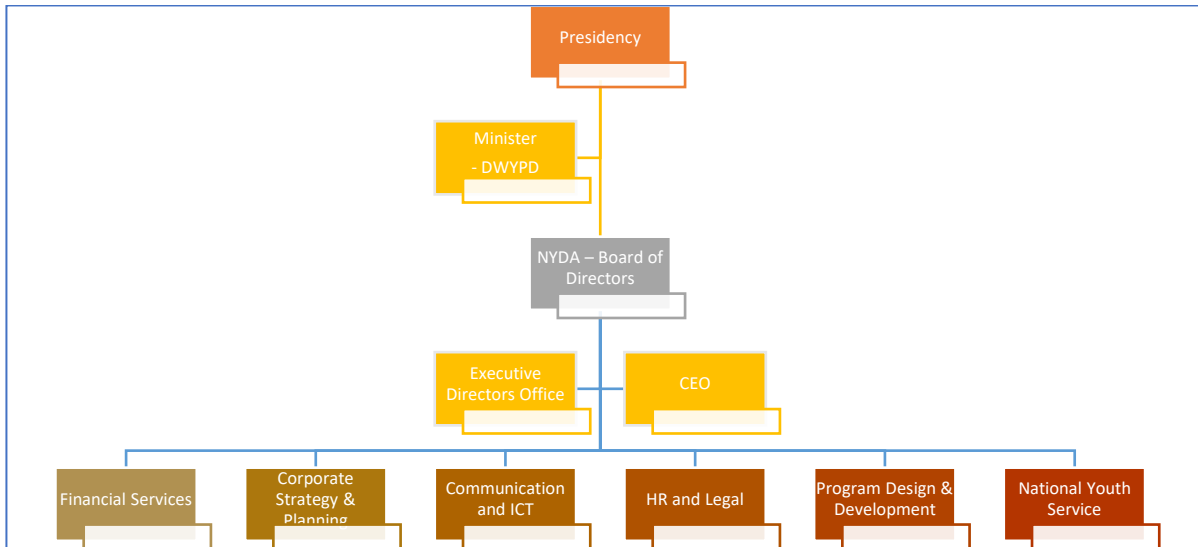
The Fourth Industrial Revolution (4IR) is expected to impact various sectors of the economy in different ways. These impacts need to be carefully considered to evaluate the potential opportunities and risks. To qualitatively assess some of the major impacts of the fourth industrial revolution on South 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 needs 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



Graphic 1

8.2.1 Problem Tree Analysis

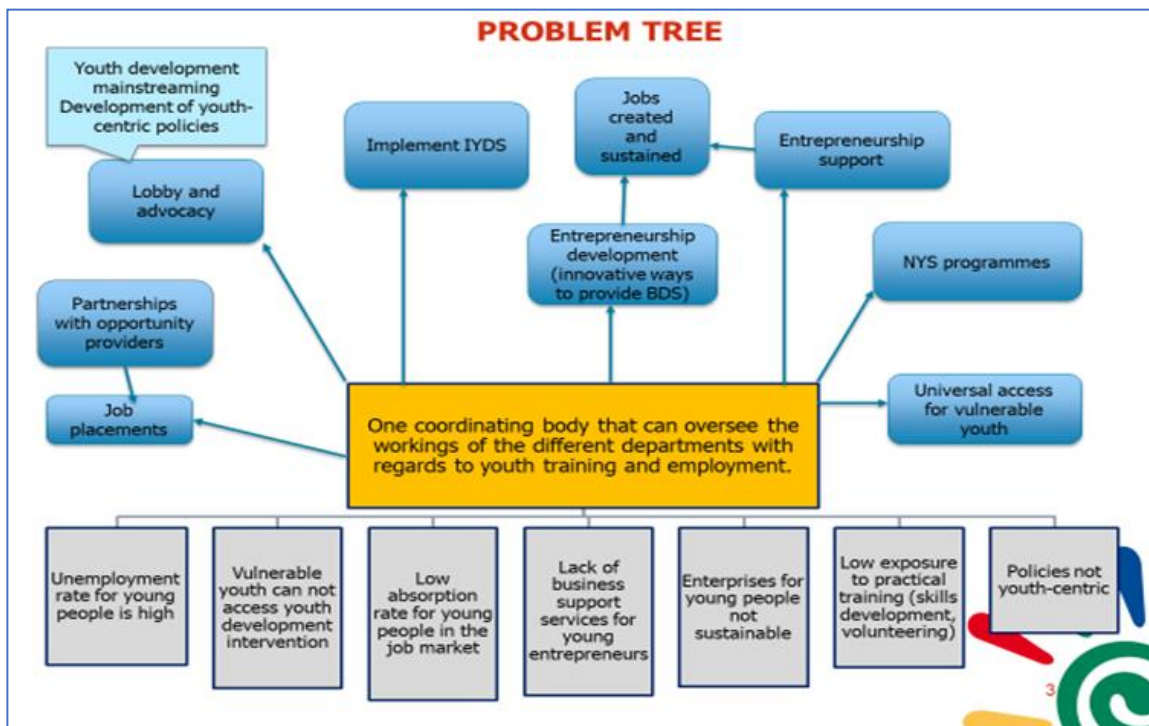
The problem tree aims to address challenges faced by young people. By implementing the NYDA mandate, of a coordinating body on youth development matters it will be able to action the possible solutions. The targets have been set through the MTSF indicators relate to entrepreneurship, job placement and 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’s analysis helps stakeholders to establish a realist overview and awareness of the challenges by identifying causes and effects of the problem they are trying to solve. The Problem Tree as illustrated below provides the hierarchy of these cause and effects of problems and challenges that the NYDA needs to address.

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



Graphic 2

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.

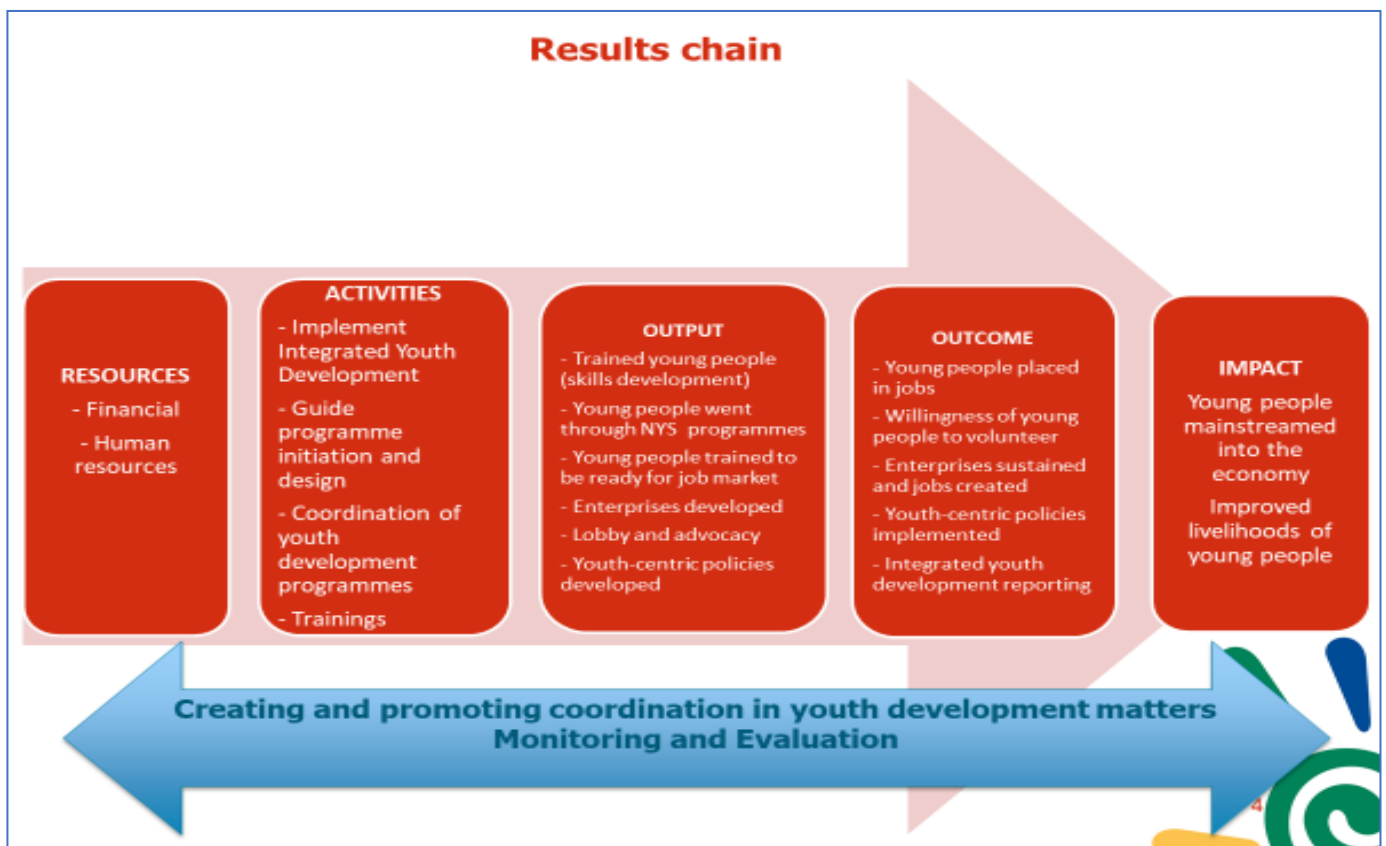
- Assist and monitor implementers to deliver correct training that will benefit young people to participate in the mainstream economy.

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:

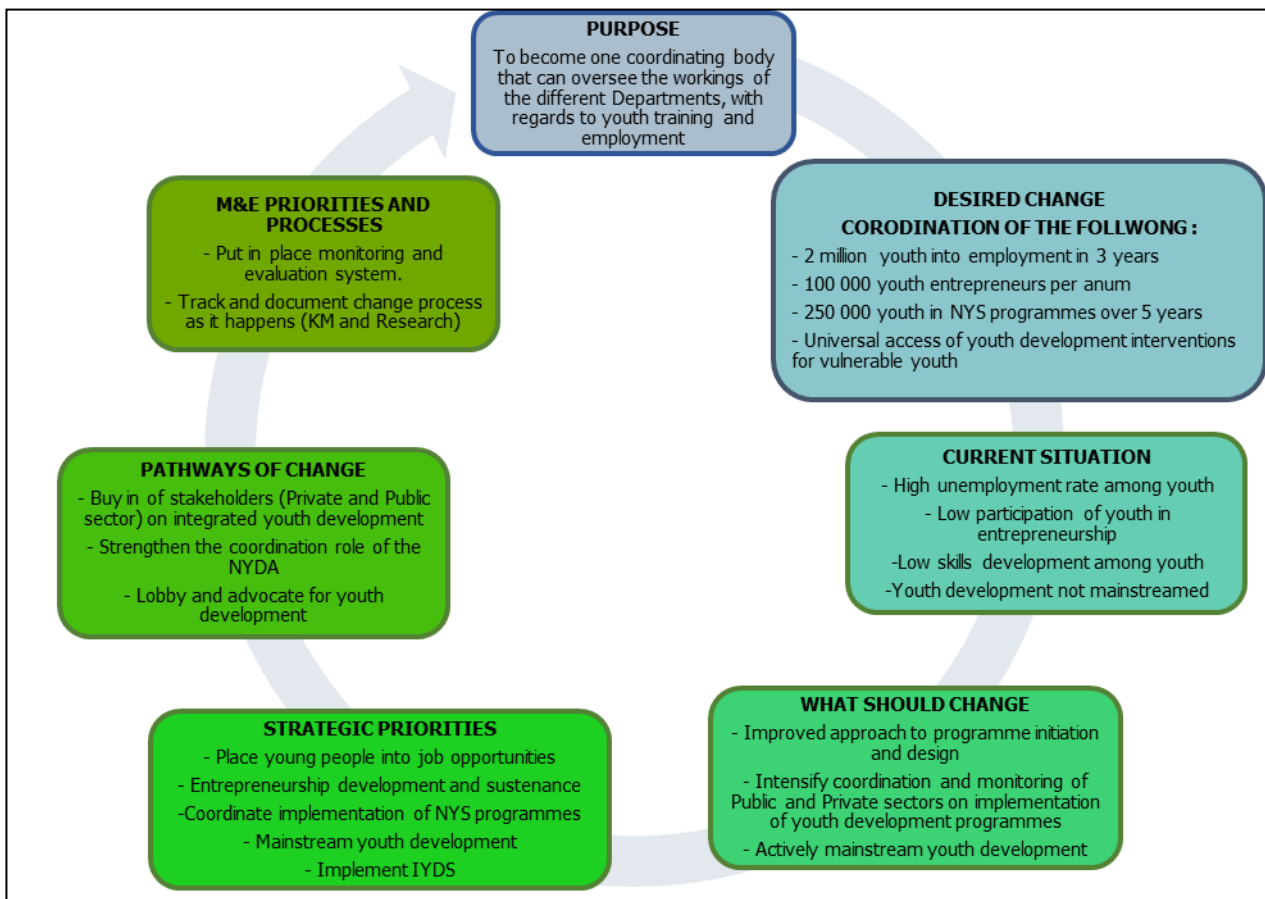
Below is the Proposed Results Chain for the NYDA



Graphic 3

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

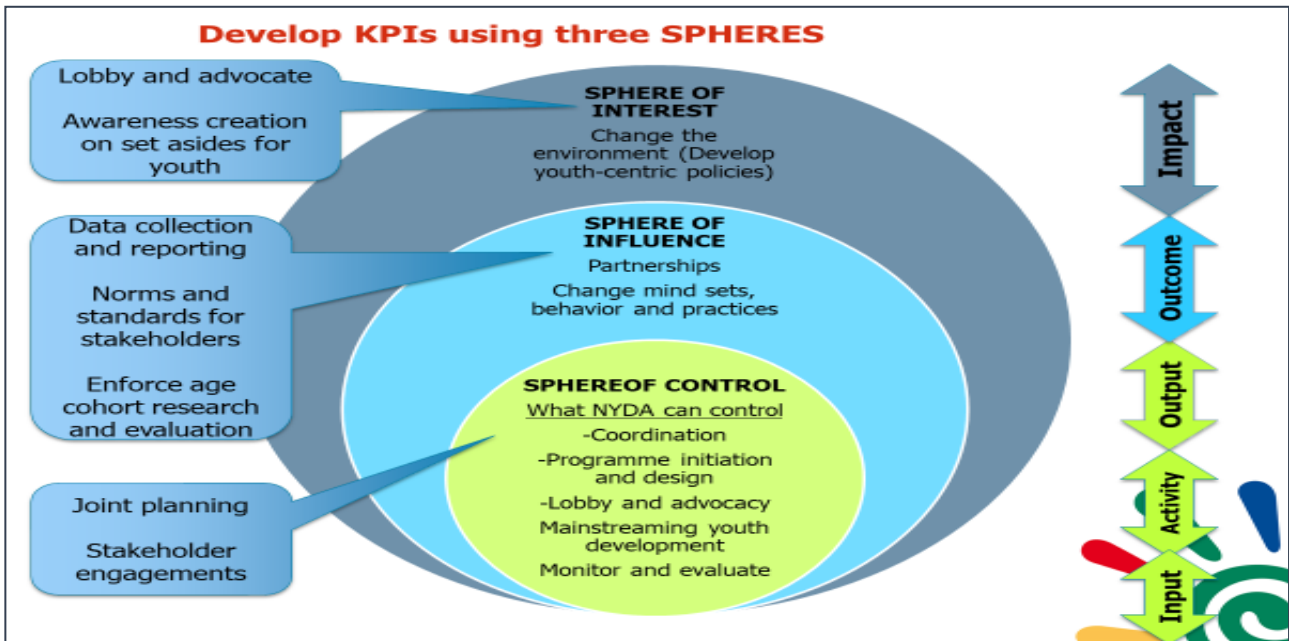
when implementing the emerging changes. Applying the Theory of Change will lead NYDA to a solution based thinking in overcoming emerging changes.

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.

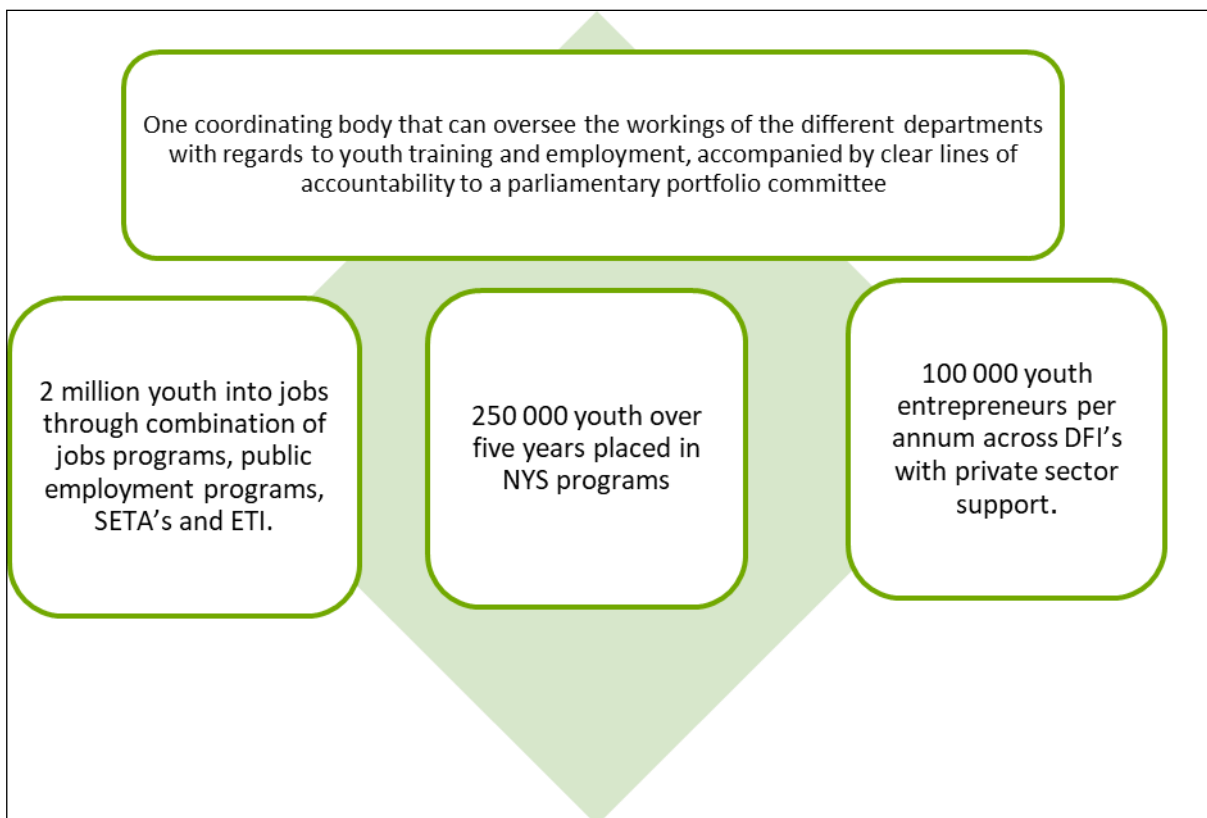
The picture depicted below provides a description of the spheres and its relationship to the results chain.



8.2.5 NYDA Strategic Position aligned to MTSF Priorities

According to 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 employment through jobs program.
- Social cohesion and pathway for economic emancipation through National Youth Service.
- Universal access for vulnerable youth.
- 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: Is the organisation making a difference in the following areas?

- i. Achieving improved livelihoods for young people in South Africa.
- ii. Promoting self-reliance for targeted youth.
- iii. Enhancing economic and social growth in targeted communities.

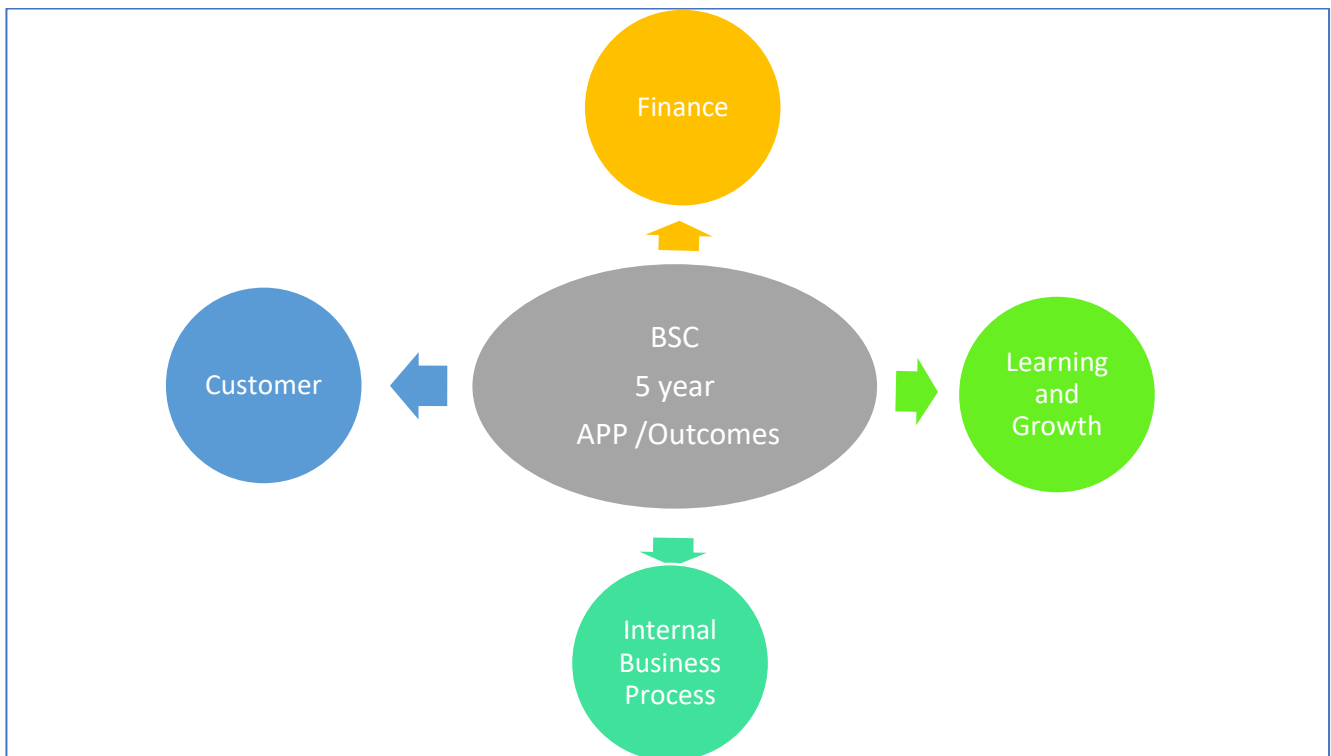
8.2.7 Balance Score Card

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 graphic that illustrates the NYDA Balance Score Card perspectives



The above model reflects the approach that the NYDA will adopt in institutionalising Performance Management System. It will reflect the following perspectives:

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

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. Revised Planned Performance over the 5-year planning period

The NYDA's planned performance over the next 5-year planning period relates to MTSF Priorities 2019-2024 of Entrepreneurship, Jobs, National Youth Service and Skills training. The outcomes related are illustrated in the table below

9.1. Measuring the Impact

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

Measuring Outcomes

OUTCOME	OUTCOME INDICATOR	BASELINES	FIVE-YEAR TARGET
An efficient and effective Agency characterized by good corporate governance and ethical leadership	Value of funding from the public and private sectors to support the youth development programmes sourced	R114 549 000.00 sourced from public and private sectors to support youth development	R580 million

OUTCOME	OUTCOME INDICATOR	BASELINES	FIVE-YEAR TARGET
	SETA partnerships established to support the youth development programmes	10 SETA partnerships established	40
	Partnerships signed with technology companies	10 jobs partnerships established with public and private sector 10 Market linkage partnerships established with public and private sector	10
	Produce NYDA Quarterly Management Reports	4 Quarterly Financial Management Reports produced	19 NYDA Quarterly Management Reports Produced
	Implement the Workplace Skills Plan to achieve personal development of employees to promote informed youth development delivery	Developed and implemented Annual Workplace Skills Plan	Workplace Skills Plan developed and implemented to achieve personal development of employees to promote informed youth development programmes delivery.
	Review and implement ICT Strategic Plan	New Indicator	Review and implement ICT Strategic Plan indicating 50% achievement of ICT targets in the plan
	Review and implement Integrated Communication and Marketing Strategy	New indicator	Review and implement Integrated Communication and Marketing Strategy
	Review annual SCM Procurement Plan	Developed compliant SCM policy and standard operating procedures	Review annual SCM Procurement Plan and produce quarterly reports
	NYDA Strategic Risk Register produced and approved	New Indicator	Produce and approve the NYDA Strategic Risk Register
Increased number of young people entering the job market trained	Facilitate and implement skills training programmes for young people to people enter the job market and participating in the economy	74 383 young people skilled to enter the Job market (Life Skills and Job preparedness Programmes)	76 250 young people capacitated to enter the job market
			92 250 young people capacitated with skills to

OUTCOME	OUTCOME INDICATOR	BASELINES	FIVE-YEAR TARGET
			participate in the economy
Increased access to socio-economic 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	1 136 Youth owned enterprises supported through Grant programme	6 500 Youth owned enterprises supported through Grant programme
		20 731 Beneficiaries supported with key fundamentals for success offered by NYDA (Voucher, Entrepreneurship Development Programme, Market-Linkage and Mentorship)	11 500 youth supported with Business Consultancy Services
		5 013 Jobs created or sustained through supporting entrepreneurs and enterprises	26 000 jobs created and sustained through supporting entrepreneurs and enterprises
		14 087 Jobs facilitated through placement in job opportunities.	23 500 jobs facilitated through placements in Job opportunities
Increased co-ordination and implementation of NYS programmes across all sectors of society	Implement the NYS Communications and Marketing Strategy	Developed and approved NYS Communications and Marketing Strategy	Implemented the NYS Communications and Marketing Strategy
	Number of partnerships coordinated to deliver on NYS programmes	222 Government Departments partnerships established and coordinated to implement NYS at National, Provincial, local level and with Civil Society	295
	National Youth Service projects registered and implemented across all sectors of society	New Indicator	410
	Design and Implement the Presidential Youth Service Programme	New Indicator	Designed and Implemented the Presidential Youth Service Programme
	Design and Implement the Higher Education Youth Service Programme	New Indicator	Designed and Implemented the Higher Education

OUTCOME	OUTCOME INDICATOR	BASELINES	FIVE-YEAR TARGET
			Youth Service Programme
Produce research reports which influences change in youth sector and build sustainable relationships	Increased customer surveys conducted and reports produced.	4 Annual Customer Satisfaction Surveys	19 Quarterly Customer Satisfaction Surveys produced
	Increased programme impact evaluations conducted and reports produced.	3 Annual Evaluations conducted	12 Evaluations conducted
	Produce Annual report on government wide priorities	1 Annual report on government wide priorities produced	5 Annual report on government wide priorities produced
	Increased number of youth status outlook reports produced	4 Quarterly Youth Status Outlook reports produced	14 Quarterly Youth Status Outlook reports produced

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"> • Non-compliance with the relevant standards, regulations, legislation, policies and procedures. • Lack of cost saving culture amongst staff. • Fraudulent or corrupt activities committed against NYDA by either own employees, collusion with service providers and members of the public. 	<ul style="list-style-type: none"> • PFMA checklist and GRAP compliance checklist. • Monthly management accounts and variance analysis submitted to Ops Exco. • Quarterly review of budget and the strategic plan by Divisional Heads, CFO and CEO. • SCM policies and standard operating procedures. • Annual procurement plan. • Quarterly compliance risk management plans / checklists • Regulatory Universe • Consolidation of all NYDA policies and procedures • Fraud Prevention Plan
Increased access to socio-economic opportunities, viable business opportunities and support for young	<ul style="list-style-type: none"> • Customer service lacking on the frontline thus meaning that even where young people are assisted, they leave feeling unhappy and worse where they are not 	<ul style="list-style-type: none"> • Campaign to encourage young people to use the NYDA call center for assistance or to log a website or social media enquiry.

Outcome	Key Risk	Risk Mitigation
<p>people to participate in the economy.</p>	<p>assisted, they lambast the Agency.</p> <ul style="list-style-type: none"> • Inadequate funding for youth development programmes. Demand continues to exceed supply. 	<ul style="list-style-type: none"> • Pilot the Richards Bay (Empangeni) branch on Presidential Youth Initiative Pathway Management which will consider a new way of doing things and a different customer experience for young people. • NYDA to have strong referral system with DEL, SEFA and SEDA and a referral only to be made only where 95% certainty that a young person will be assisted such that young people are not sent from pillar post. • Commitment in State of the Nation Address of 1% top slice of the national budget for youth initiatives - Presidency sees NYDA as a key partner in delivery of the Presidential Youth Employment Intervention. • NYDA to deliver on the 1000 businesses in 100 days - Presidency commitment to run campaign again if successful.
<p>Provide information and universal access to young people</p>	<ul style="list-style-type: none"> • NYDA's lack of agility to respond to current political willingness in respect of youth development. • Despite increased communications and establishment of district centres, NYDA still not known amongst multitude of young people. • Lack of implementation plan to remove barriers for youth living with disabilities. 	<ul style="list-style-type: none"> • NYDA to keep developing and pitching innovative campaigns which can bring the Presidency vision to life. • NYDA to play a key role in the launch of the SA. Youth. Mobi app and in creating a network on young people who access the app. • Zero rating of the SAYouth.mobi app • 280 planned outreach activities • Building a National Pathway Management network together with Presidency and other social partners that matches candidates with work opportunities - this starts to eliminate

Outcome	Key Risk	Risk Mitigation
		<p>the risk of meeting young people and engaging them but not being able to offer them anything.</p> <ul style="list-style-type: none"> • Designing a strategy of ensuring presence in local municipalities, although this may not look like brick and mortar. • Establish partnerships with institutions that offer free data e.g. posters of what NYDA does in internet cafes. • Stronger partnership with the Department of Employment and Labour which also offers job seeking services to young people. • Develop and implement standard operating procedures for mainstreaming disability. • Aligned performance targets to address removal of barriers for youth living with disabilities. • Strong institutional partnership with Disabled Youth South Africa. • Young people with disabilities assisted to be measured on the APP.
<p>Increased co-ordination and implementation of NYS programmes across all sectors of society</p>	<p>Failure to incorporate the vision of the Presidential Youth Service into the current model of National Youth Service.</p>	<ul style="list-style-type: none"> • Capacitate the NYSU to be able to carry out the increased mandate. • Presidency to avail the necessary budget for the NYDA to coordinate, brand and communicate the PYS. • Build technical capacity to support government to transition into the PYS. • Continue to conduct workshops with NYS implementers with the view of redefining NYSP for better understanding of NYSP by Stakeholders.

Outcome	Key Risk	Risk Mitigation
		<ul style="list-style-type: none"> • Implementation of the NYS Communication Strategy and plan • Continue to implement Stakeholder Engagement Plan (lobbying of partners) • Continue to create a value proposition for stakeholders (new ways of implementing the NYS, new partnerships, maintain partnerships).
<p>Produce research reports which influences change in youth sector and build sustainable relationships</p>	<p>Inability by the Agency to conduct youth needs based research.</p>	<ul style="list-style-type: none"> • Customer satisfaction surveys to be done quarterly. • Profiling of beneficiary success stories. • Annual reports on government wide priorities. • Youth status outlook reports.

Annexure D: Technical Indicator Descriptions

1. PURPOSE

The indicator protocol sheet is developed to clearly define performance indicators captured in the Strategic Plan and the Annual Performance Plan (APP) for 2020/2021, for the National Youth Development Agency (NYDA). It further defines roles and responsibilities for the various business units within the NYDA to meet the stated objectives and performance goals.

2. APPLICABILITY

The indicator protocol sheet covers the 2020/2021 financial year. It must be read as an adjunct to the APP and the Business Unit Operational Plans.

3. REVISION

The indicator protocol sheet will be updated on a yearly basis or as and when new performance indicators are developed and added as measures in pursuit of attaining overall organizational performance.

4. PRECISE DEFINITION(S)

The indicator definition states exactly what should be measured. It must be detailed enough to ensure that different people, given the task of collecting data for a given indicator, have the same understanding of what is being measured.

5. DEFINITION OF YOUTH

According to the NYDA Act no. 54 of 2008, a young person or youth is a person between the ages of 14 to 35 years of age.

6. NEW/EXISTING INDICATOR

Identifies whether the indicator is new, has significantly changed, or continues without change from the previous year.

7. PURPOSE/ IMPORTANCE

Explains what the indicator is intended to show and why it is important.

8. DESIRED PERFORMANCE

Identifies whether actual performance that is higher or lower than targeted performance is desirable.

9. CONTRIBUTING PROGRAMME

Identifies the different NYDA programmes contributing to the indicator. Whilst in some cases the contributing programme may seem the same as the Key Performance Area (KPA), the emphasis is on programme not the KPA.

10. DATA SOURCE DOCUMENTS

The source is the place/tools utilized where the original data is obtained recorded for use during verification processes to determine whether the service has been provided etc.

11. UNIT OF MEASURE

The standard of measure utilised to gauge the indicator; it could be numerical, physical units etc.

12. INDICATOR TYPE

Identifies whether the indicator is measuring inputs, activities, outputs, outcomes or impact, or some other dimension of performance such as efficiency, economy or equity.

13. CALCULATION TYPE

Method of calculation, specifically period within which data is accumulated and utilised for measuring performance.

14. DATA LIMITATIONS

Identifies potential issues in data capturing, verification, analysis, or reporting and limitations/short comings of the indicator or Identifies where data may be weak or limited.

15. REPORTING CYCLE

Frequency and timing of reporting, i.e. how often data will be collected.

16. RESPONSIBLE UNIT

Identifies who will take the lead/be the primary person or business unit responsible for implementing and collecting data on this indicator.

17. DATA DISAGGREGATION

Identify how data will be delineated to improve the understanding of results reported. Typical ways to disaggregate data include geographic location and gender.

18. INDICATOR RISKS

Identifies some of the risks that may emanate from applying the indicator.

19. NYDA 2020/2021 KEY OUTPUT INDICATORS

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	<ul style="list-style-type: none"> • Signed MOU/MOA as per delegation of authority inclusive of funding commitments, or • Letters of commitment, or • Costed projects implementation plan, or • Valuation of implemented projects by third parties.
Method of calculation	Cumulative for the year.
Assumptions	Sufficient funds generated from private and public partnerships to support development of youth programme.
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/ Peri-urban/urban)

Reporting Cycle	Quarterly
Desired Performance	Funds sourced to support youth development programmes implemented by the NYDA or partners.
Indicator Responsibility	Corporate Investment

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 Report • NYDA Performance Information Report • NYDA Internal Audit Report
Source of Data	NYDA Quarterly Management Report produced
Method of calculation	Cumulative for the year.
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
Reporting Cycle	Quarterly
Desired Performance	NYDA quarterly Management report issued every three months.
Indicator Responsibility	Finance and Corporate Strategy

3. 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	<ul style="list-style-type: none"> E-Mail from PSeta confirming the submission of the Annual Workplace Skills Plan Training Plan and Implementation Report
Method of calculation	Cumulative for the year.
Assumptions	<ul style="list-style-type: none"> Budget Constraints Availability of employees to attend scheduled trainings The impact of Covid-19 pandemic
Disaggregation of beneficiaries	None
Spatial Transformation	None
Reporting Cycle	Annually
Desired Performance	The NYDA to submit a Workplace Plan and Annual Training Report to PSeta annually
Indicator Responsibility	Human Resource – Learning and Development.

4. Number of SETA partnerships established

DEFINITION	This indicator seeks to measure the number SETA partnerships established that benefit the youth.
Source of Data	<ul style="list-style-type: none"> Signed MOUs or MOAs with SETAs
Method of calculation	Cumulative (for the year). Signed MOUs/MOA's
Assumptions	Buy-in and participation by relevant stakeholders.

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/ Peri-urban/urban)
Reporting Cycle	Quarterly
Desired Performance	Supported youth development programmes by partnerships established with SETAs.
Indicator Responsibility	Corporate Investment

5. Review and implement ICT Strategic Plan

DEFINITION	The indicator seeks to establish an efficient and effective organization by reviewing and implementing 50% of ICT Strategic Plan
Source of Data	Progress report indicating achievement per month
Method of calculation	Non-Cumulative Progress report
Assumptions	Budget availability to implement the ICT Strategic Plan
Disaggregation of beneficiaries	None
Spatial Transformation	None
Reporting Cycle	Monthly
Desired Performance	ICT strategic plan reviewed and 50% of the strategic plan implemented
Indicator Responsibility	Information and Communication Technology (ICT).

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	<ul style="list-style-type: none"> Signed MOUs or MOAs with technology companies
Method of calculation	<ul style="list-style-type: none"> Cumulative (for the year). Signed MOUs/MOA's
Assumptions	Buy-in and participation by relevant stakeholders
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/ Peri-urban/urban)
Reporting Cycle	Quarterly
Desired Performance	Supported youth development programmes by partnerships established with technology companies.
Indicator Responsibility	Corporate Investment

7. Review and implement Integrated Communications and Marketing Strategy

DEFINITION	The indicator seeks to measure 80% implementation of the revised Integrated Communications and Marketing Strategy
Source of Data	<ul style="list-style-type: none"> Integrated Communications and Marketing Strategy Monthly progress report of achieved activities on the Communications Plan
Method of calculation	Cumulative for the year.

Assumptions	There is budget allocated for the implementation of the Integrated Communications and Marketing Strategy
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/ Peri-urban/urban)
Reporting Cycle	Quarterly
Desired Performance	80% of the Integrated Communications and Marketing Strategy implemented
Indicator Responsibility	Communications

8. Produce an NYDA Strategic Risk Register	
DEFINITION	The indicator seeks to produce a Strategic Risk register for the NYDA considering the organization's risk maturity level.
Source of Data	<ul style="list-style-type: none"> • Strategic Risk Register • Maturity Risk Report
Method of calculation	Cumulative for the year.
Assumptions	The report is produced on time and presented to Operations Exco
Disaggregation of beneficiaries	None
Spatial Transformation	None
Reporting Cycle	Annually
Desired Performance	A Strategic Risk Register produced
Indicator Responsibility	Corporate Strategy and Planning

10. Develop and implement Annual Procurement plan and produce quarterly reports	
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	<ul style="list-style-type: none"> • Annual procurement plan • Quarterly reports
Method of calculation	Cumulative for the year.
Assumptions	The assumption is that the procurement plan is approved by CEO/CFO
Disaggregation of beneficiaries	None
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	Quarterly reports produced in line with the Annual Procurement Plan
Indicator Responsibility	Finance – Supply Chain Management

10. Number of youth owned enterprises supported with financial interventions.	
DEFINITION	<p>This indicator seeks to measure the number of youth and youth owned enterprises assisted with enterprise finance.</p> <p>Comprised of the following interventions:</p> <ul style="list-style-type: none"> • Grant offering.
Source of Data	<p>Youth (individual) grants:</p> <ul style="list-style-type: none"> • Proof of grant disbursement • Certified ID copies • Grant disbursement approval <p>For youth owned enterprises:</p> <ul style="list-style-type: none"> • Proof of grant disbursement

	<ul style="list-style-type: none"> • Company registration certificate • Grants disbursement approval
Method of calculation	<ul style="list-style-type: none"> • Cumulative (for the year). • Each youth owned enterprise or youth supported with grant funding will be counted once per intervention.
Assumptions	Sufficient support (financial) provided to youth owned enterprises. Budget Availability
Disaggregation of beneficiaries	<ul style="list-style-type: none"> • 100 % youth • Gender • Race • Disability status • Provincial • Business sector • Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Reporting Cycle	Quarterly
Desired Performance	Increase in youth participating in the mainstream economy through enterprise development or entrepreneurship.
Indicator Responsibility	Programme Design Development and Delivery

11. Number of youth supported with business consultancy services.

DEFINITION	<p>This indicator seeks to measure the number of youth supported with business consultancy services.</p> <p>Comprised of the following interventions:</p> <ul style="list-style-type: none"> • Voucher offering.
Source of Data	<p>Voucher programme</p> <ul style="list-style-type: none"> • Voucher Programme Form 40
Method of calculation	Cumulative (for the year)

	Youth supported with business voucher will be counted once per intervention.
Assumptions	Sufficient number of business consultants to provide business development support services for the youth. 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/ Peri-urban/urban)
Reporting Cycle	Quarterly
Desired Performance	Increase in youth receiving business consultancy support services to enable them to participating in the mainstream economy through enterprise development.
Indicator Responsibility	Programme Design Development and Delivery

12. 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. Business Management Training Programme</p> <ul style="list-style-type: none"> • ILO- Generate, Start or Improve Your Business Idea • Sales Pitch and BBBEE Training • Co-operative Governance Training
-------------------	--

	<p>2. Market linkages programme</p> <p>3. Mentorship Programme</p>
<p>Source of Data</p>	<p>1. Business Management Training Programme</p> <ul style="list-style-type: none"> • BMT training plan • Signed BMT attendance register (applicable to GYB/SYB & IYB) • Business pitch attendance register (applicable to SYB & IYB) • Certificate issuance report (applicable to GYB/SYB & IYB) <p>2. Co-operative Governance Training Plan</p> <ul style="list-style-type: none"> • Co-operative Governance training plan. • Signed Co-operative Governance attendance register. • Certificate issuance report. <p>3. Sales Pitch and BBBEE Training</p> <ul style="list-style-type: none"> • Sales pitch and BBBEE training plan • Signed sales pitch and BBBEE attendance Register <p>4. Market Linkages</p> <p>For facilitated linkages one of the following:</p> <ul style="list-style-type: none"> • Market linkages form signed by opportunity provider or invoice or contract or written confirmation from opportunity provider • Beneficiary verification forms. <p>5. Mentorship Programme</p> <ul style="list-style-type: none"> • Signed one(many)-on-one mentee and mentor engagement form
<p>Method of calculation</p>	<p>Cumulative (for the year)</p> <p>Each young person or beneficiary will be counted once per intervention.</p>
<p>Assumptions</p>	<p>Sufficient support to beneficiaries with business development support services.</p>

	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/ Peri-urban/urban)
Reporting Cycle	Quarterly
Desired Performance	Increase youth owned enterprises and youth that are accessing economic opportunities.
Indicator Responsibility	Programme Design Development and Delivery

13. Number of jobs facilitated through placements in job opportunities.

DEFINITION	The indicator seeks to measure the number of facilitated job opportunities for placements of young people, including training or internship opportunities with stipend payment.
Source of Data	Confirmation letter or contract or e-mail from the opportunity provider where the young person is placed indicating the start date of the job or training or internship opportunities.
Method of calculation	Each job placement opportunity facilitated will be counted as one per placement.
Assumptions	Increased support for young people to access job opportunities. Budget availability.
Disaggregation of beneficiaries	<ul style="list-style-type: none"> • 100 % youth • Gender • Race • Disability status

	<ul style="list-style-type: none"> • Business sector • Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Reporting Cycle	Monthly
Desired Performance	Increase in the number of young people accessing job opportunities including training or internships opportunities with stipends paid.
Indicator Responsibility	Programme Design Development and Delivery

14. Number of young people capacitated with skills to enter the job market.	
DEFINITION	<p>The indicator seeks to measure the number of young people capacitated with soft skills to enter the job market by receiving one or more of the following NYDA training interventions:</p> <ul style="list-style-type: none"> • Job preparedness training; • Skills programmes • Internships and Learnerships
Source of Data	<p>1. Job preparedness training</p> <ul style="list-style-type: none"> • Training Plan • Attendance register <p>2. Technical skills training</p> <ul style="list-style-type: none"> • Attendance register or Learner contracts • Contract/MoU between NYDA and Technical Skills Provider <p>3. Internship</p> <ul style="list-style-type: none"> • Attendance register or Learner contracts • Appointment letters
Method of calculation	<p>Each individual receiving training will be counted once per intervention.</p> <p>Youth trained to enter the job market by receiving one or more of the following NYDA training interventions:</p> <ul style="list-style-type: none"> • Job preparedness training

	<ul style="list-style-type: none"> • Skills Programmes and Learner ships • Internships
Assumptions	<ul style="list-style-type: none"> • Adequate training provided (Training that is aligned to current jobs and youth needs). • Sufficient participation by young people on jobs training • Budget availability.
Disaggregation of beneficiaries	<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)
Reporting Cycle	Quarterly
Desired Performance	Increase in the number of young people trained through vocational, technical, job preparedness, Skills programmes and Learnerships training interventions leading to increased employability and self-employment.
Indicator Responsibility	Programme Design Development and Delivery

15. Number of young people capacitated with skills to participate in the economy.

DEFINITION	The indicator seeks to measure the number of young people capacitated with skills to participate in the economy through the NYDA life skills training interventions.
Source of Data	Life skills training <ul style="list-style-type: none"> • Training Plan • Attendance register
Method of calculation	<ul style="list-style-type: none"> • Each individual receiving training will be counted once per intervention. • Youth trained to increase employability or to enter the job market by receiving life skills training.

Assumptions	<ul style="list-style-type: none"> • Sufficient participation by young people on life skills training. • 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)
Reporting Cycle	Quarterly
Desired Performance	Increase in the number of young people trained to improve their life skills.
Indicator Responsibility	Programme Design Development and Delivery

16. 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> <ul style="list-style-type: none"> • Voucher • Market Linkages • Grant Funding
Source of Data	<ul style="list-style-type: none"> • Job creation confirmation forms that are signed by the client. • Job sustained confirmation forms that are signed by the client.
Method of calculation	<ul style="list-style-type: none"> • Each job created will be counted as one in each contributing Business Development Service. • Each job sustained will be counted as one in each contributing Business Development Service.
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)
Reporting Cycle	Quarterly
Desired Performance	To increase the number of jobs created and sustained by entrepreneurs or enterprises supported through business development services.
Indicator Responsibility	Programme Design Development and Delivery

17. Implement the NYS Communications and Marketing Strategy

DEFINITION	The indicator seeks to report on the reviewed and implementation of the NYS Marketing and Communications Strategy.
Source of Data	<ul style="list-style-type: none"> • Reviewed NYS Communications and Marketing Strategy by the NYS Executive Director • Implementation report
Method of calculation	Report on the reviewed and implementation of the NYS Communications and Marketing Strategy will be counted once
Assumptions	There is sufficient budget and capacity to review and implement the NYS Communication and Marketing strategy.
Disaggregation of beneficiaries	None
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	Reviewed and implemented NYS Communications and Marketing Strategy

Indicator Responsibility	National Youth Service
--------------------------	------------------------

18. Number of National Youth Service projects registered.

DEFINITION	The indicator seeks to measure the number of National Youth Service projects registered on a database/ERP by the National Youth Service Programme.
Source of Data	NYS Certificates signed by the NYS Executive Director.
Method of calculation	Each registered project is counted once as per the certificate issued.
Assumptions	There are sufficient projects to be registered to meet the registration target.
Disaggregation of beneficiaries	Not applicable
Spatial Transformation	Geographic location (rural/urban)
Reporting Cycle	Quarterly
Desired Performance	National Youth Service (NYS) projects registered
Indicator Responsibility	National Youth Service.

19. Number of partnerships coordinated to deliver on NYS Programme.

DEFINITION	The indicator seeks to measure the number of partnerships coordinated to deliver the National Youth Service Programme.
Source of Data	Partnership agreements registered and signed by the NYS Executive Director.
Method of calculation	Each partnership agreement registered and signed by the NYS Executive Director will be counted once.
Assumptions	There is sufficient budget and resource to coordinate the NYS Programme.
Disaggregation of beneficiaries	Not applicable.

Spatial Transformation	Geographic location (urban/rural)
Reporting Cycle	Quarterly
Desired Performance	Increase in the number of partnerships coordinated to implement the National Youth Service Programme.
Indicator Responsibility	National Youth Service.

20. Design of the Presidential Youth Service Programme.

DEFINITION	The indicator seeks to measure the models designed for the Presidential Youth Service Programme.
Source of Data	A Presidential Youth Service Programme model designed and approved by the NYS Executive Director.
Method of calculation	The designed and approved Presidential Youth Service Programme will be counted once.
Assumptions	There is capacity and resources to design the Presidential Youth Service Programme.
Disaggregation of beneficiaries	Not applicable.
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	Designed and approved Presidential Youth Service Programme-
Indicator Responsibility	National Youth Service Programme

21. Design of the Higher Education Youth Service programme

DEFINITION	The indicator seeks to measure the models designed for the Higher Education Youth Service Programme.
Source of Data	A Higher Education Youth Service Programme designed and approved by the NYS Executive Director.

Method of calculation	The designed and approved Higher Education Youth Service Programme will be counted once.
Assumptions	There is capacity and resources to design the Higher Education Youth Service Programme.
Disaggregation of beneficiaries	Not applicable.
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	Designed and approved Higher Education Youth Service Programme
Indicator Responsibility	National Youth Service

22. Number of satisfaction surveys conducted	
DEFINITION	This indicator seeks to measure the satisfaction of customers on products and services offered by the NYDA through a survey.
Source of Data	Customers Surveys <ul style="list-style-type: none"> • Customer satisfaction survey reports signed by the ICT & Communication's Executive Director • Internal Communication email publishing the Survey
Method of calculation	1 Customer satisfaction survey will be produced as a report quarterly
Assumptions	<ul style="list-style-type: none"> • Buy-in and sufficient cooperation by customer • Budget availability
Disaggregation of beneficiaries	Indicator will be disaggregated in the following manner: <ul style="list-style-type: none"> • Quarterly breakdown
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	To produce Customer satisfaction surveys that give input to the NYDA's Programme improvement.

Indicator Responsibility	Communications
--------------------------	----------------

23. Number of Impact programme Evaluations conducted	
DEFINITION	This indicator seeks to measure the number of impact programme evaluations to be conducted on NYDA programmes.
Source of Data	Programme Evaluations <ul style="list-style-type: none"> Signed Programme Evaluation Reports.
Method of calculation	Programme impact Evaluation reports will be produced and signed by the Corporate Strategy and Planning Executive Director.
Assumptions	<ul style="list-style-type: none"> Limited number of impact programme evaluation conducted Budget availability
Disaggregation of beneficiaries	Indicator will be disaggregated in the following manner: <ul style="list-style-type: none"> Quarterly breakdown
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	To produce impact assessment that give input to the NYDA's Programmes.
Indicator Responsibility	Corporate Strategy and Planning

24. Produce Annual report on government wide priorities	
DEFINITION	This target will focus on stakeholder implementation and coordination on government wide priorities supporting youth development
Source of Data	Annual Report signed by the Corporate Strategy and Planning Executive Director.
Method of calculation	Annual report signed by the Corporate Strategy and Planning Executive Director.
Assumptions	Submission of annual report to relevant stakeholders Budget availability

Disaggregation of beneficiaries	Quarterly breakdown
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	Increased support of young people on youth development programmes
Indicator Responsibility	Corporate Strategy and Planning

25. Number of Youth Status Outlook reports produced	
DEFINITION	This indicator seeks to measure the in-depth analysis of the trends in youth reports produced and to seek guide for better planning and understanding youth needs.
Source of Data	Youth Status Outlook Reports produced
Method of calculation	Report signed by the Corporate Strategy and Planning Executive Director.
Assumptions	<ul style="list-style-type: none"> Quality assured youth reports submitted Budget availability
Disaggregation of beneficiaries	Quarterly breakdown
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	Proper analyses of Youth needs, trends and well informed youth reports
Indicator Responsibility	Corporate Strategy and Planning

Annexure D: Technical Indicator Descriptions

1. PURPOSE

The indicator protocol sheet is developed to clearly define performance indicators captured in the Strategic Plan and the Annual Performance Plan (APP) for 2020/2021, for the National Youth Development Agency (NYDA). It further defines roles and responsibilities for the various business units within the NYDA to meet the stated objectives and performance goals.

2. APPLICABILITY

The indicator protocol sheet covers the 2020/2021 financial year. It must be read as an adjunct to the APP and the Business Unit Operational Plans.

3. REVISION

The indicator protocol sheet will be updated on a yearly basis or as and when new performance indicators are developed and added as measures in pursuit of attaining overall organizational performance.

4. PRECISE DEFINITION(S)

The indicator definition states exactly what should be measured. It must be detailed enough to ensure that different people, given the task of collecting data for a given indicator, have the same understanding of what is being measured.

5. DEFINITION OF YOUTH

According to the NYDA Act no. 54 of 2008, a young person or youth is a person between the ages of 14 to 35 years of age.

6. NEW/EXISTING INDICATOR

Identifies whether the indicator is new, has significantly changed, or continues without change from the previous year.

7. PURPOSE/ IMPORTANCE

Explains what the indicator is intended to show and why it is important.

8. DESIRED PERFORMANCE

Identifies whether actual performance that is higher or lower than targeted performance is desirable.

9. CONTRIBUTING PROGRAMME

Identifies the different NYDA programmes contributing to the indicator. Whilst in some cases the contributing programme may seem the same as the Key Performance Area (KPA), the emphasis is on programme not the KPA.

10. DATA SOURCE DOCUMENTS

The source is the place/tools utilized where the original data is obtained recorded for use during verification processes to determine whether the service has been provided etc.

11. UNIT OF MEASURE

The standard of measure utilised to gauge the indicator; it could be numerical, physical units etc.

12. INDICATOR TYPE

Identifies whether the indicator is measuring inputs, activities, outputs, outcomes or impact, or some other dimension of performance such as efficiency, economy or equity.

13. CALCULATION TYPE

Method of calculation, specifically period within which data is accumulated and utilised for measuring performance.

14. DATA LIMITATIONS

Identifies potential issues in data capturing, verification, analysis, or reporting and limitations/shortcomings of the indicator or Identifies where data may be weak or limited.

15. REPORTING CYCLE

Frequency and timing of reporting, i.e. how often data will be collected.

16. RESPONSIBLE UNIT

Identifies who will take the lead/be the primary person or business unit responsible for implementing and collecting data on this indicator.

17. DATA DISAGGREGATION

Identify how data will be delineated to improve the understanding of results reported. Typical ways to disaggregate data include geographic location and gender.

18. INDICATOR RISKS

Identifies some of the risks that may emanate from applying the indicator.

19. NYDA 2020/2021 KEY OUTPUT INDICATORS

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	<ul style="list-style-type: none"> • Signed MOU/MOA as per delegation of authority inclusive of funding commitments, or • Letters of commitment, or • Costed projects implementation plan, or • Valuation of implemented projects by third parties.
Method of calculation	Cumulative for the year.

Assumptions	Sufficient funds generated from private and public partnerships to support development of youth programme.
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/ Peri-urban/urban)
Reporting Cycle	Quarterly
Desired Performance	Funds sourced to support youth development programmes implemented by the NYDA or partners.
Indicator Responsibility	Corporate Investment

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 Report • NYDA Performance Information Report
Source of Data	NYDA Quarterly Management Report produced
Method of calculation	Cumulative for the year.
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
Reporting Cycle	Quarterly
Desired Performance	NYDA quarterly Management report issued every three months.

Indicator Responsibility	Finance and Corporate Strategy
--------------------------	--------------------------------

3. 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	<ul style="list-style-type: none"> • Annual Workplace Skills Plan approved by Ops Exco • Training plan and the training report • Letter from Pseta confirming the submission of the Annual Workplace Skills Plan • Letter from Pseta confirming the submission of the Annual Training Report
Method of calculation	<p>Cumulative for the year.</p> <p>The NYDA to submit reports on the Annual Workplace Skills Plan and Annual training report that has been implemented.</p>
Assumptions	Training plan and training report submitted as per the Pseta compliance date.
Disaggregation of beneficiaries	<ul style="list-style-type: none"> • Race • Gender • Disability
Spatial Transformation	<ul style="list-style-type: none"> • NYDA Branches • District Offices
Reporting Cycle	Annually
Desired Performance	The NYDA to submit an Annual Workplace Plan and Annual training plan report on training that has been implemented.
Indicator Responsibility	Human Resource – Learning and Development.

4. Number of SETA partnerships established	
DEFINITION	This indicator seeks to measure the number SETA partnerships established that benefit the youth.

Source of Data	<ul style="list-style-type: none"> Signed MOUs or MOAs with SETAs
Method of calculation	Cumulative (for the year). Signed MOUs/MOA's
Assumptions	Buy-in and participation by relevant stakeholders.
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/ Peri-urban/urban)
Reporting Cycle	Quarterly
Desired Performance	Supported youth development programmes by partnerships established with SETAs.
Indicator Responsibility	Corporate Investment

5. Review and implement ICT Strategic Plan

DEFINITION	The indicator seeks to establish an efficient and effective organization by reviewing and implementing 50% of ICT Strategic Plan
Source of Data	Progress report indicating achievement per month
Method of calculation	Progress report
Assumptions	Budget availability to implement the ICT Strategic Plan
Disaggregation of beneficiaries	None
Spatial Transformation	None
Reporting Cycle	Monthly
Desired Performance	ICT strategic plan reviewed and 50% of the strategic plan implemented

Indicator Responsibility	Information and Communication Technology (ICT).
--------------------------	---

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	<ul style="list-style-type: none"> Signed MOUs or MOAs with technology companies
Method of calculation	<ul style="list-style-type: none"> Cumulative (for the year). Signed MOUs/MOA's
Assumptions	Buy-in and participation by relevant stakeholders
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/ Peri-urban/urban)
Reporting Cycle	Quarterly
Desired Performance	Supported youth development programmes by partnerships established with technology companies.
Indicator Responsibility	Corporate Investment

7. Review and implement Integrated Communications and Marketing Strategy

DEFINITION	The indicator seeks to measure 80% implementation of the revised Integrated Communications and Marketing Strategy
Source of Data	<ul style="list-style-type: none"> Integrated Communications and Marketing Strategy Monthly progress report of achieved activities on the Communications Plan
Method of calculation	Cumulative for the year.
Assumptions	There is budget allocated for the implementation of the Integrated Communications and Marketing Strategy

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/ Peri-urban/urban)
Reporting Cycle	Quarterly
Desired Performance	80% of the Integrated Communications and Marketing Strategy implemented
Indicator Responsibility	Communications

8. Produce an NYDA Strategic Risk Register	
DEFINITION	The indicator seeks to produce a Strategic Risk register for the NYDA considering the organization's risk maturity level.
Source of Data	<ul style="list-style-type: none"> • Strategic Risk Register • Maturity Risk Report
Method of calculation	Cumulative for the year.
Assumptions	The report is produced on time and presented to Operations Exco
Disaggregation of beneficiaries	None
Spatial Transformation	None
Reporting Cycle	Annually
Desired Performance	A Strategic Risk Register produced
Indicator Responsibility	Corporate Strategy and Planning

9. Review annual SCM Procurement Plan and produce quarterly reports indicating the percentage of achievement of the targets in the plan

DEFINITION	This indicator seeks to measure the implementation of reviewed SCM Procurement Plan.
Source of Data	Progress Reports indicating the percentage achievement of targets in the SCM Procurement plan
Method of calculation	Cumulative for the year.
Assumptions	Annual SCM Procurement Plan is reviewed and approved by Ops Exco
Disaggregation of beneficiaries	None
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	Quarterly reports produced in line with the reviewed Annual SCM Procurement Plan indicating the percentage of achievement of the targets in the plan
Indicator Responsibility	Finance – Supply Chain Management

10. Number of youth owned enterprises supported with financial interventions.

DEFINITION	<p>This indicator seeks to measure the number of youth and youth owned enterprises assisted with enterprise finance.</p> <p>Comprised of the following interventions:</p> <ul style="list-style-type: none"> • Grant offering.
Source of Data	<p>Youth (individual) grants:</p> <ul style="list-style-type: none"> • Proof of grant disbursement • Certified ID copies • Grant disbursement approval <p>For youth owned enterprises:</p> <ul style="list-style-type: none"> • Proof of grant disbursement • Company registration certificate • Grants disbursement approval

Method of calculation	<ul style="list-style-type: none"> Cumulative (for the year). Each youth owned enterprise or youth supported with grant funding will be counted once per intervention.
Assumptions	<p>Sufficient support (financial) provided to youth owned enterprises.</p> <p>Budget Availability</p>
Disaggregation of beneficiaries	<ul style="list-style-type: none"> 100 % youth Gender Race Disability status Provincial Business sector Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Reporting Cycle	Quarterly
Desired Performance	Increase in youth participating in the mainstream economy through enterprise development or entrepreneurship.
Indicator Responsibility	Programme Design Development and Delivery

11. Number of youth supported with business consultancy services.

DEFINITION	<p>This indicator seeks to measure the number of youth supported with business consultancy services.</p> <p>Comprised of the following interventions:</p> <ul style="list-style-type: none"> Voucher offering.
Source of Data	<p>Voucher programme</p> <ul style="list-style-type: none"> Voucher Programme Form 40
Method of calculation	<p>Cumulative (for the year)</p> <p>Youth supported with business voucher will be counted once per intervention.</p>
Assumptions	<p>Sufficient number of business consultants to provide business development support services for the youth.</p> <p>Budget availability</p>
Disaggregation of beneficiaries	<ul style="list-style-type: none"> 100 % youth Gender Race Disability status

	<ul style="list-style-type: none"> Business sector <ul style="list-style-type: none"> Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (Rural/ Peri-urban/urban)
Reporting Cycle	Quarterly
Desired Performance	Increase in youth receiving business consultancy support services to enable them to participating in the mainstream economy through enterprise development.
Indicator Responsibility	Programme Design Development and Delivery

12. 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> <ol style="list-style-type: none"> 1. Business Management Training Programme <ul style="list-style-type: none"> ILO- Generate, Start or Improve Your Business Idea Sales Pitch and BBBEE Training Co-operative Governance Training 2. Market linkages programme 3. Mentorship Programme
Source of Data	<ol style="list-style-type: none"> 1. Business Management Training Programme <ul style="list-style-type: none"> BMT training plan Signed BMT attendance register (applicable to GYB/SYB & IYB) Business pitch attendance register (applicable to SYB & IYB) Certificate issuance report (applicable to GYB/SYB & IYB)

	<p>2. Co-operative Governance Training Plan</p> <ul style="list-style-type: none"> • Co-operative Governance training plan. • Signed Co-operative Governance attendance register. • Certificate issuance report. <p>3. Sales Pitch and BBBEE Training</p> <ul style="list-style-type: none"> • Sales pitch and BBBEE training plan • Signed sales pitch and BBBEE attendance Register <p>4. Market Linkages</p> <p>For facilitated linkages one of the following:</p> <ul style="list-style-type: none"> • Market linkages form signed by opportunity provider or invoice or contract or written confirmation from opportunity provider • Beneficiary verification forms. <p>5. Mentorship Programme</p> <ul style="list-style-type: none"> • Signed one(many)-on-one mentee and mentor engagement form
Method of calculation	<p>Cumulative (for the year)</p> <p>Each young person or beneficiary will be counted once per intervention.</p>
Assumptions	<p>Sufficient support to beneficiaries with business development support services.</p> <p>Budget availability.</p>
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	<p>Geographic location (Rural/ Peri-urban/urban)</p>
Reporting Cycle	<p>Quarterly</p>
Desired Performance	<p>Increase youth owned enterprises and youth that are accessing economic opportunities.</p>
Indicator Responsibility	<p>Programme Design Development and Delivery</p>

13. Number of jobs facilitated through placements in job opportunities.

DEFINITION	The indicator seeks to measure the number of facilitated job opportunities for placements of young people, including training or internship opportunities with stipend payment.
Source of Data	Confirmation letter or contract or e-mail from the opportunity provider where the young person is placed indicating the start date of the job or training or internship opportunities.
Method of calculation	Each job placement opportunity facilitated will be counted as one per placement.
Assumptions	Increased support for young people to access job opportunities. 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/ Peri-urban/urban)
Reporting Cycle	Monthly
Desired Performance	Increase in the number of young people accessing job opportunities including training or internships opportunities with stipends paid.
Indicator Responsibility	Programme Design Development and Delivery

14. Number of young people capacitated with skills to enter the job market.

DEFINITION	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: <ul style="list-style-type: none"> • Job preparedness training; • Skills programmes • Internships and Learnerships
Source of Data	<ol style="list-style-type: none"> 1. Job preparedness training <ul style="list-style-type: none"> • Training Plan • Attendance register 2. Technical skills training

	<ul style="list-style-type: none"> • Attendance register or Learner contracts • Contract/MoU between NYDA and Technical Skills Provider <p>3. Internship</p> <ul style="list-style-type: none"> • Attendance register or Learner contracts • Appointment letters
Method of calculation	<p>Each individual receiving training will be counted once per intervention.</p> <p>Youth trained to enter the job market by receiving one or more of the following NYDA training interventions:</p> <ul style="list-style-type: none"> • Job preparedness training • Skills Programmes and Learner ships • Internships
Assumptions	<ul style="list-style-type: none"> • Adequate training provided (Training that is aligned to current jobs and youth needs). • Sufficient participation by young people on jobs training • Budget availability.
Disaggregation of beneficiaries	<ul style="list-style-type: none"> • 100 % youth • Gender • Race • Disability status • Business sector <ul style="list-style-type: none"> • Geographic location (Rural/ Peri-urban/urban)
Spatial Transformation	Geographic location (rural/urban)
Reporting Cycle	Quarterly
Desired Performance	Increase in the number of young people trained through vocational, technical, job preparedness, Skills programmes and Learnerships training interventions leading to increased employability and self-employment.
Indicator Responsibility	Programme Design Development and Delivery

15. Number of young people capacitated with skills to participate in the economy.

DEFINITION	The indicator seeks to measure the number of young people capacitated with skills to participate in the economy through the NYDA life skills training interventions.
Source of Data	<p>Life skills training</p> <ul style="list-style-type: none"> • Training Plan • Attendance register
Method of calculation	<ul style="list-style-type: none"> • Each individual receiving training will be counted once per intervention.

	<ul style="list-style-type: none"> Youth trained to increase employability or to enter the job market by receiving life skills training.
Assumptions	<ul style="list-style-type: none"> Sufficient participation by young people on life skills training. 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)
Reporting Cycle	Quarterly
Desired Performance	Increase in the number of young people trained to improve their life skills.
Indicator Responsibility	Programme Design Development and Delivery

16. 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> <ul style="list-style-type: none"> Voucher Market Linkages Grant Funding
Source of Data	<ul style="list-style-type: none"> Job creation confirmation forms that are signed by the client. Job sustained confirmation forms that are signed by the client.
Method of calculation	<ul style="list-style-type: none"> Each job created will be counted as one in each contributing Business Development Service. Each job sustained will be counted as one in each contributing Business Development Service.
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)

Reporting Cycle	Quarterly
Desired Performance	To increase the number of jobs created and sustained by entrepreneurs or enterprises supported through business development services.
Indicator Responsibility	Programme Design Development and Delivery

17. Implement the NYS Communications and Marketing Strategy

DEFINITION	The indicator seeks to report on the reviewed and implementation of the NYS Marketing and Communications Strategy.
Source of Data	<ul style="list-style-type: none"> Reviewed NYS Communications and Marketing Strategy by the NYS Executive Director Implementation report
Method of calculation	Report on the reviewed and implementation of the NYS Communications and Marketing Strategy will be counted once
Assumptions	There is sufficient budget and capacity to review and implement the NYS Communication and Marketing strategy.
Disaggregation of beneficiaries	None
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	Reviewed and implemented NYS Communications and Marketing Strategy
Indicator Responsibility	National Youth Service

18. Number of National Youth Service projects registered.

DEFINITION	The indicator seeks to measure the number of National Youth Service projects registered on a database/ERP by the National Youth Service Programme.
Source of Data	NYS Certificates signed by the NYS Executive Director.
Method of calculation	Each registered project is counted once as per the certificate issued.

Assumptions	There are sufficient projects to be registered to meet the registration target.
Disaggregation of beneficiaries	Not applicable
Spatial Transformation	Geographic location (rural/urban)
Reporting Cycle	Quarterly
Desired Performance	National Youth Service (NYS) projects registered
Indicator Responsibility	National Youth Service.

19. Number of partnerships coordinated to deliver on NYS Programme.	
DEFINITION	The indicator seeks to measure the number of partnerships coordinated to deliver the National Youth Service Programme.
Source of Data	Partnership agreements registered and signed by the NYS Executive Director.
Method of calculation	Each partnership agreement registered and signed by the NYS Executive Director will be counted once.
Assumptions	There is sufficient budget and resource to coordinate the NYS Programme.
Disaggregation of beneficiaries	Not applicable.
Spatial Transformation	Geographic location (urban/rural)
Reporting Cycle	Quarterly
Desired Performance	Increase in the number of partnerships coordinated to implement the National Youth Service Programme.
Indicator Responsibility	National Youth Service.

20. Design of the Presidential Youth Service Programme.

DEFINITION	The indicator seeks to measure the models designed for the Presidential Youth Service Programme.
Source of Data	A Presidential Youth Service Programme model designed and approved by the NYS Executive Director.
Method of calculation	The designed and approved Presidential Youth Service Programme will be counted once.
Assumptions	There is capacity and resources to design the Presidential Youth Service Programme.
Disaggregation of beneficiaries	Not applicable.
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	Designed and approved Presidential Youth Service Programme-
Indicator Responsibility	National Youth Service Programme

21. Design of the Higher Education Youth Service program.

DEFINITION	The indicator seeks to measure the models designed for the Higher Education Youth Service Programme.
Source of Data	A Higher Education Youth Service Programme designed and approved by the NYS Executive Director.
Method of calculation	The designed and approved Higher Education Youth Service Programme will be counted once.
Assumptions	There is capacity and resources to design the Higher Education Youth Service Programme.
Disaggregation of beneficiaries	Not applicable.
Spatial Transformation	None

Reporting Cycle	Quarterly
Desired Performance	Designed and approved Higher Education Youth Service Programme
Indicator Responsibility	National Youth Service

22. Number of satisfaction surveys conducted	
DEFINITION	This indicator seeks to measure the satisfaction of customers on products and services offered by the NYDA through a survey.
Source of Data	Customers Surveys <ul style="list-style-type: none"> Customer satisfaction survey reports signed by the ICT & Communication's Executive Director Internal Communication email publishing the Survey
Method of calculation	1 Customer satisfaction survey will be produced as a report quarterly
Assumptions	<ul style="list-style-type: none"> Buy-in and sufficient cooperation by customer Budget availability
Disaggregation of beneficiaries	Indicator will be disaggregated in the following manner: <ul style="list-style-type: none"> Quarterly breakdown
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	To produce Customer satisfaction surveys that give input to the NYDA's Programme improvement.
Indicator Responsibility	Communications

23. Number of Impact programme Evaluations conducted	
DEFINITION	This indicator seeks to measure the number of impact programme evaluations to be conducted on NYDA programmes.
Source of Data	Programme Evaluations <ul style="list-style-type: none"> Signed Programme Evaluation Reports.

Method of calculation	Programme impact Evaluation reports will be produced and signed by the Corporate Strategy and Planning Executive Director.
Assumptions	<ul style="list-style-type: none"> Limited number of impact programme evaluation conducted Budget availability
Disaggregation of beneficiaries	Indicator will be disaggregated in the following manner: <ul style="list-style-type: none"> Quarterly breakdown
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	To produce impact assessment that give input to the NYDA's Programmes.
Indicator Responsibility	Corporate Strategy and Planning

24. Produce Annual report on government wide priorities

DEFINITION	This target will focus on stakeholder implementation and coordination on government wide priorities supporting youth development
Source of Data	Annual Report signed by the Corporate Strategy and Planning Executive Director.
Method of calculation	Annual report signed by the Corporate Strategy and Planning Executive Director.
Assumptions	Submission of annual report to relevant stakeholders Budget availability
Disaggregation of beneficiaries	Quarterly breakdown
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	Increased support of young people on youth development programmes
Indicator Responsibility	Corporate Strategy and Planning

25. Number of Youth Status Outlook reports produced

DEFINITION	This indicator seeks to measure the in-depth analysis of the trends in youth reports produced and to seek guide for better planning and understanding youth needs.
Source of Data	Youth Status Outlook Reports produced
Method of calculation	Report signed by the Corporate Strategy and Planning Executive Director.
Assumptions	<ul style="list-style-type: none"> • Quality assured youth reports submitted • Budget availability
Disaggregation of beneficiaries	Quarterly breakdown
Spatial Transformation	None
Reporting Cycle	Quarterly
Desired Performance	Proper analyses of Youth needs, trends and well informed youth reports
Indicator Responsibility	Corporate Strategy and Planning