



nyda

NATIONAL YOUTH DEVELOPMENT AGENCY

STRATEGIC PLAN 2013-2018

DATE: MAY 2013

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The National Youth Development Agency is an authorised and registered credit provider (NCRCP4260)

TABLE OF CONTENTS

VISION	3
TO BE A CREDIBLE AND CAPABLE AGENCY THAT FACILITATES THE DEVELOPMENT OF SOUTH	ERROR!
BOOKMARK NOT DEFINED.	
AFRICA'S YOUTH	ERROR!
BOOKMARK NOT DEFINED.	
MISSION	3
VALUES	3
PART A: STRATEGIC OVERVIEW	3
1. UPDATED SITUATIONAL ANALYSIS	3
1.1 ORGANISATIONAL ENVIRONMENT	6
2. NYDA CONTRIBUTION TO GOVERNMENT PROGRAMMES	9
3. STRATEGIC PLANNING PROCESS	11
THE IMPLEMENTATION OF STRATEGY AND PERFORMANCE WILL BE REVIEWED THROUGH MECHANISMS SUCH AS MONTHLY OPERATIONAL EXCO MEETINGS, QUARTERLY REPORTING, HALF-YEARLY REPORTS AND REVIEWS. IN ADDITION THE PERFORMANCE OF THE ORGANISATION WILL BE LINKED TO INDIVIDUAL PERFORMANCE AGREEMENTS OF ALL STAFF.	11
4. OVERVIEW OF 2013/14 BUDGET AND MTEF ESTIMATES	13
PART B: HIGH LEVEL PERFORMANCE INDICATORS	15
1. IMPROVED SUSTAINABLE LIVELIHOOD OPPORTUNITIES FOR YOUNG PEOPLE IN SOUTH AFRICA	15
I. ECONOMIC PARTICIPATION	15
II. EDUCATION AND SKILLS DEVELOPMENT	15
III. HEALTH AND WELL BEING	15
1.2 RESOURCE CONSIDERATIONS	17
1.3 RISK.....	17
2. ENHANCED AN ENABLING ENVIRONMENT THAT PROMOTES YOUTH DEVELOPMENT IN ALL SECTORS OF SOUTH AFRICAN SOCIETY	18
IV. POLICY, RESEARCH AND DEVELOPMENT	18
V. PARTNERSHIPS MANAGEMENT	18
3. ENHANCED PARTICIPATION OF YOUTH IN SOCIAL COHESION TOWARDS NATION BUILDING	20
1.2 RESOURCE CONSIDERATIONS	20
1.3 RISK.....	20
1.1 RESOURCE CONSIDERATIONS	21
1.2 RISK.....	21
4. DEVELOP AND ENHANCE A CREDIBLE AND CAPABLE AGENCY FOR YOUTH DEVELOPMENT	21
VI. GOVERNANCE	21
1.1 RESOURCE CONSIDERATIONS.....	22
1.2 RISK	22
5. OFFICIAL SIGN-OFF	23

VISION

To be a Credible and Capable Development Agency for South Africa's Youth

MISSION

- *To Mainstream youth issues into society and*
- *To facilitate youth development with all sectors of society*

VALUES

- **Excellence**
- **Respect**
- **Integrity and Honesty**
- **Care**
- **Punctuality and timeliness**

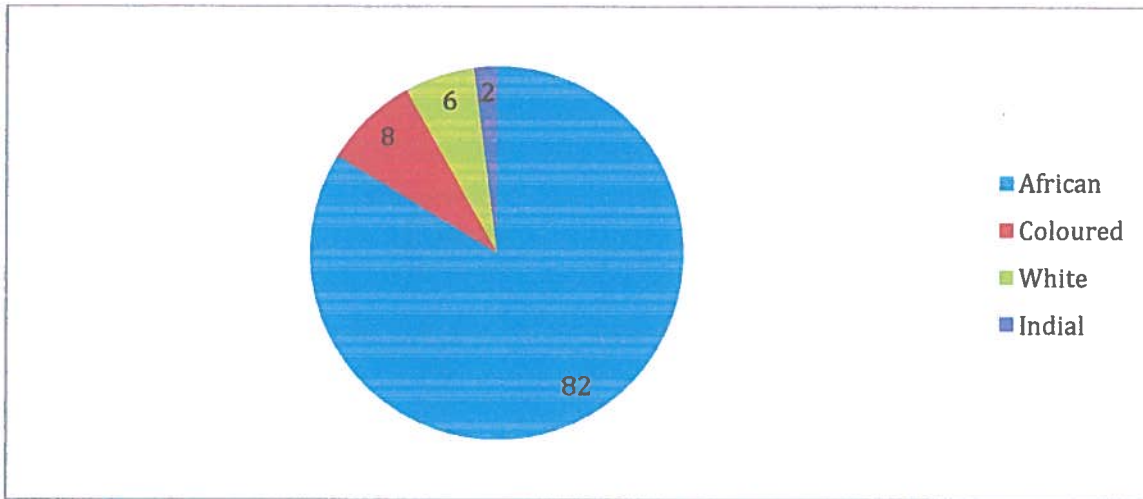
PART A: STRATEGIC OVERVIEW

1. Updated situational analysis

The Census 2011 results confirm that South Africa is a youthful country with youth aged 15-34 years constituting about 38% (about 20 Million) of the total population, estimated at 51.8 Million. When age 14 and age 35 are included in the estimations, the figure of youths as a proportion of the total population will go up to about 42% (about 21.7 million). In fact, the average age of Census 2011 is 25 years.

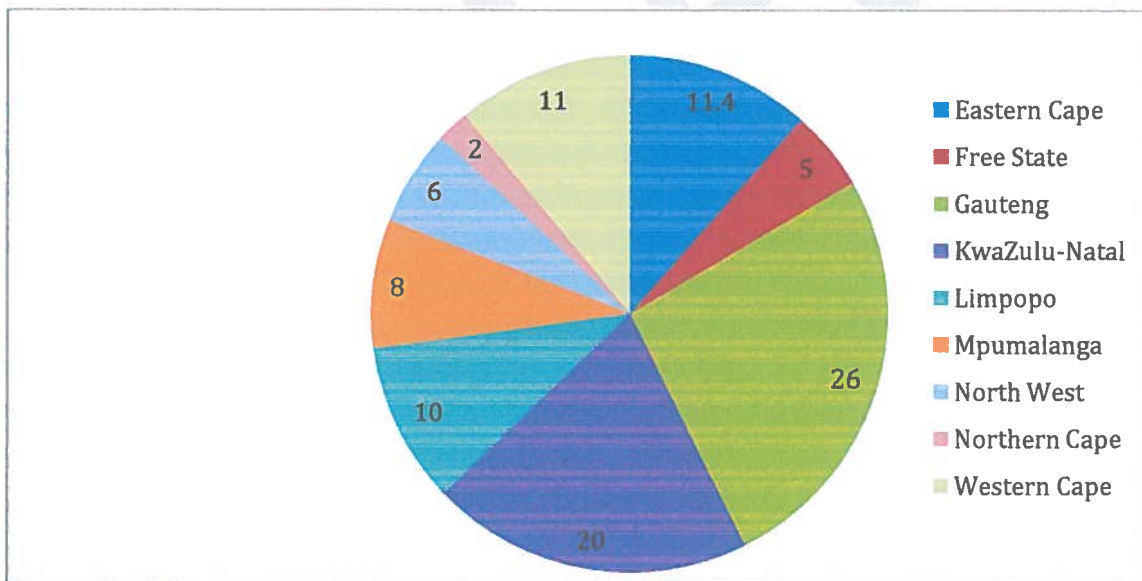
African youth constitute about 82% of the youth population, followed by Coloured youths at about 8%. White youth constitute about 6% of the youth population while Indians constitute about 2%. Gender distribution of young people is at about 50% for males and females.

Percentage distribution of youth (15-34) by race, 2011



About 26% of youth reside in Gauteng, followed by KwaZulu-Natal with about 20% of the youth. The rest of the figures are as follows, 11.4% (Eastern Cape), 11% (Western Cape), 10% (Limpopo), 8% (Mpumalanga), 6% (North West), and 2% (Northern Cape).

Percentage distribution of youth (15-34) by province, 2011



This group is further characterised by high numbers of young people who have not completed their education, the poor quality of education, the inability of the economy to absorb labour, the high rate of unemployment amongst the youth, and the low life expectancy (mainly attributable to the scourge of HIV/AIDS). Ideally, high numbers of young people in the economy should benefit the growth of the economy and conversely even out the structural inequalities which characterise the South African economy. As stated in the ILO global youth trends study,

Young men and women today build the foundations for the economies and societies of today and tomorrow. They bring energy, talent and creativity to economies and make important contributions as productive workers, entrepreneurs, consumers, agents of change and as members of civil society. There is no doubt that what young people strive for is the chance of a decent and productive job from which to build a better future. Take away that hope and you are left with a disillusioned youth trapped in a cycle of working poverty or in danger of detaching from the labour market altogether – thus representing a vast waste of economic potential (ILO, 2010:2).

Census 2011 has also confirmed the high level of unemployment among young people. Young people between the 14 and 19 are the most affected with 64.9% being unemployed. This is followed closely by those aged between 20 and 24 years with an unemployment rate of about 49%. If an expanded definition of unemployment is used, the unemployment figures increased to 78% for those aged between 15 and 19 and to about 60% for those aged 20 to 24 years. According to the CDE (2011:29), approximately 5.6m more young people currently in the secondary and tertiary education systems will be looking for work over the next five years. This implies that the NYDA should and must be better equipped, positioned and agile enough to respond to the needs of young people in South Africa

a. Youth Vulnerability

The National Youth Policy identifies a list of youth groupings that it described as “target youth groups”. It is important to discuss some of these groups and present indications of the status of youth cohort that falls within these categories. NYDA interventions seek to address challenges faced by these groups of young people.

b. Youth with Disabilities (YWDS)

Young persons with disabilities face the same issues as their peers who do not have disabilities, societal prejudices, barriers, and ignorance further exacerbate their concerns. The greatest impediments against the advancement of young persons with disability are discrimination, prejudice, and social isolation. These factors contribute greatly towards the inability of this cohort of young people accessing, education, employment and health care.

c. Youth in Conflict with the Law

Youth in conflict with the law indicate how our society is dealing with deviant youth behaviour. Crime statistics still indicate that the level of crime is still very high in South Africa and

Correctional Services indicate that a significant proportion of those incarcerated, sentenced or un-sentenced, are young people. The level of recidivism is also very high. Given the economic status of youth people, coupled with the very high youth unemployment rate, most young people released from these facilities are likely to return to prison. These high-risk youth require programmes that will support them even after release from incarceration to ensure that they are properly re-integrated to the society

d. Youth-Headed Households

A significant proportion of youth in South Africa are heading households. About 6% of youth aged 15-24 years are heading households and around 20% of youth aged 25-34 years are heading households (NYDA, SoYR, 2011). This may suggest that a quarter of the young people in South Africa are heading households. The phenomenon of youth headed households is largely attributable to the prevalence of HIV and Aids in communities. Whilst factors such as natural disaster and other ailments may contribute to the exponential increase in the number of youth, a significant proportion of youth in South Africa are heading households.

About 6% of youth aged 15-24 years are heading households and around 20% of youth aged 25-34 years are heading households. This may suggest that a quarter of the young people in South Africa are heading households headed households, the effect is not as drastic as HIV and Aids.

Given the dire conditions faced by youth as highlighted hereabove, carefully crafted and thoroughly thought out programmes must be designed and implemented to address such.. These interventions must be multi-pronged in nature and versatile enough to address issues of social development, economic development and participation, education and skills development and most importantly, integration into society.

1.1 Organisational environment

The National Youth Development Agency (NYDA) is a South African based agency established primarily to tackle challenges that the nations youth are faced with. The NYDA was established by an Act of parliament, act no 54 of 2008. The institution was established to be a single, unitary structure, established to address youth development issues at National, Provincial and Local government level The existence of the NYDA should be located within the broad context of South Africa's development dynamics. Similar to many developing countries, South Africa has a large population of youth, those between the ages 14-35; represent 42% of the total population. Given the youthful nature of the South African population much of the socio

economic challenges faced by the nation, i.e. poverty, inequality and joblessness, poor health etc, are borne by the youth. The gravity of challenges South Africa is faced with, require multi - pronged efforts, that simultaneously promote the development of sustainable livelihoods, reduce poverty, inequality and prioritise the development of policies which create an enabling environment for youth development.

The NYDA plays a lead role in ensuring that all major stakeholder's, i.e government, private sector and civil society , prioritise youth development and contribute towards identifying and implementing lasting solutions which address youth development challenges.

Furthermore, the NYDA designs and implements programmes aimed at improving lives and opportunities available to youth. These programmes could be clustered as follows:

At an individual level (Micro level), the NYDA provides direct services to youth in the form of information provision, career guidance services, mentorship, skills development and training, entrepreneurial development and support and loan funding, health awareness programmes and involvement in sport.

At a Community level (Meso Level), the NYDA encourages young people to be catalysts for change in their communities through involvement in community development activities, social cohesion activities, national youth service programmes and dialogue.

At a Provincial and National level (Macro Level), through its policy development, partnerships and research programmes, the NYDA facilitates the participation of youth in developing key policy inputs which shape the socio economic landscape of South Africa.

The National Youth Development Agency derives its mandate from the legislative frameworks, including the NYDA Act (54 of 2008), the National Youth Policy (2009-2014) and the draft Integrated Youth Development Strategy as adopted by the Youth Convention of 2006.. In furtherance of the NYDA mandate as outlined in the NYDA act, (54 Of 2008) NYDA activities could be summarized as follows:

- a) Lobby and advocate for integration and mainstreaming of youth development in all spheres of government, private sector and civil society.
- b) Initiate, implement, facilitate and coordinate youth development programmes.
- c) Monitor and evaluate youth development intervention across the board and Mobilise youth for active participation in civil society engagements

The NYDA faces challenges key challenges of meeting the expectations of youth, addressing all the challenges that young people face on a daily basis. This requires continued innovation in developing products and services responsive to the challenges of the youth. The diagram below describes those factors, internal, external impacting on the NYDA's environment.

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2. NYDA CONTRIBUTION TO GOVERNMENT PROGRAMMES

STRATEGIC OUTCOME ORIENTED GOAL	GOAL STATEMENT		PROGRAMME	SUB-PROGRAMME		CONTRIBUTION TO GOVERNMENT OUTCOMES
	<i>APP and Strategic Plan</i>			<i>APP</i>		
1. <i>Improved and sustainable livelihood opportunities for young people in South Africa</i>	Provide a comprehensive suite of interventions that leads to decent employment, skills development, Education, Entrepreneurship to all young people between ages 14 to 35		<ol style="list-style-type: none"> Economic Participation Education and Skills Development Health and well being 	<ul style="list-style-type: none"> Entrepreneurship development and support, Grant Funding Education and skills Development 		<ol style="list-style-type: none"> Improved Quality of basic Education Long and Healthy life for all SA All People in SA are and feel safe Decent employment through inclusive economic growth A skilled and capable workforce to support and inclusive growth path Vibrant equitable and sustainable rural communities and food security for all Environmental assets and natural resources protected and continuously enhanced Contribute to a better and safer Africa and a better world An efficient, effective and development orientated public service and an empowered and fair inclusive citizenship
2. <i>Enhanced enabling environment that promotes youth development in all sectors of South African Society</i>	Fostering a mainstreamed, evidence based, integrated and result oriented youth development approach, through relevant research, policy development, capacity building, regulations, monitoring and evaluation and partnerships.		<ol style="list-style-type: none"> Policy, Research and Development 	<ul style="list-style-type: none"> Lobby and Advocacy Research Monitoring and Evaluation Youth Development Research Institute Youth Employment Accord 2050 Policy and legislation development and formulation Knowledge Management 		

STRATEGIC OUTCOME ORIENTED GOAL	GOAL STATEMENT	PROGRAMME	SUB-PROGRAMME	CONTRIBUTION TO GOVERNMENT OUTCOMES
	<i>APP and Strategic Plan</i>		<i>APP</i>	
3. <i>Enhanced Participation of youth in social cohesion towards nation building</i>	Promote and maximize initiatives for the active participation of young people through Social cohesion, Sports & Recreation, Health and well-being, Information and awareness, Community participation activism for improved social conditions of young people in South Africa (14 – 35)	1. Health and well being	<ul style="list-style-type: none"> - Health and well being - Special projects 	
4. <i>Develop and enhance a credible and capable agency for youth development</i>	Efficient and effective utilization of resources through provision of judicious governance, technology and systems, business operations systems, human capital, financial management systems that adhere to relevant legislative requirements for public funded entities.	1. Governance	<ul style="list-style-type: none"> - Policies, Systems and HR - Resource Mobilization 	

3. Strategic Planning Process

The implementation of strategy and performance will be reviewed through mechanisms such as monthly operational EXCO meetings, Quarterly reporting, Half-yearly reports and reviews. In addition the performance of the organisation will be linked to individual performance agreements of all staff. The NYDA will focus on a partnership driven model of delivery to leverage resources from partners. In addition this method will enable more youth development integration and mainstreaming.



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4. Overview of 2013/14 budget and MTEF estimates

4.1 Table 1: Economic Classification

Programme Budget Excluding Employee Cost					
Items		Main Appropriation	MTEF		
Main Appropriation		2013/14	2014/15	2015/16	2016/17
No.	PROGRAMMES				
1	Economic Development	51 837	54 377	56 878	59 722
2	Executive Directors Office	16 471	17 278	18 072	18 976
3	Communications and Public Relation	22 159	23 245	24 314	25 530
4	Corporate Services	54 808	57 494	60 139	63 146
5	Research and Policy	18 921	19 848	20 761	21 799
6	Partnership and Stakeholder Management	1 586	1 664	1 740	1 827
7	Financial Management	7 488	7 855	8 216	8 627
8	Chief Executive Office	6 007	6 302	6 592	6 921
9	Information Communication Technology	14 645	15 363	16 070	16 873
10	National Youth Service and Skills Development	53 649	56 277	58 866	61 809
11	Service Delivery Channel	7 434	7 799	8 157	8 565
12	Chief Operating Office	1 092	1 145	1 198	1 258
TOTAL PROGRAMMES		256 097	268 646	281 004	295 054
ECONOMIC CLASSIFICATION					
Compensation of Employees		171 467	179 869	188 143	197 550
<i>Goods and Services</i>		<i>256 097</i>	<i>268 646</i>	<i>281 003</i>	<i>295 054</i>
<i>Payments of capital assets</i>		<i>4 862</i>	<i>5 101</i>	<i>5 335</i>	<i>5 602</i>
TOTAL ECONOMIC CLASSIFICATION		432 427	453 616	474 482	498 206

5. Table 2: Summary Expenses

Expenditure	Adjusted	Medium Term		
	Appropriation	2013/14	2014/15	2015/16
Administration	13 830 395	14 508 085	15 175 457	15 934 230
Communication and PR	22 159 000	23 245 000	24 314 000	25 530 000
Employee costs	82 509 468	86 552 432	90 533 844	95 060 536
Information Technology	14 645 101	15 363 572	16 070 932	16 874 479
Outsourcing & External Services	20 192 117	21 181 531	22 155 882	23 263 676
Overheads	36 185 220	37 958 296	39 704 378	41 689 596
Seminars & Training	6 973 087	7 313 171	7 649 210	8 031 671
Travel & Entertainment	8 609 855	9 031 737	9 447 197	9 919 557
Project disbursements	227 322 757	238 461 399	249 430 293	261 901 808
Total Budget	432 427 000	453 615 223	474 481 193	498 205 552

PART B: HIGH LEVEL PERFORMANCE INDICATORS

1. Improved sustainable livelihood opportunities for young people in South Africa

Goal Statement: Provide a comprehensive suite of interventions that leads to decent employment, skills development, Education, Entrepreneurship to all young people between ages 14 to 35

This strategic outcome area focuses on providing a comprehensive suite of interventions that leads to decent employment, skills development, Education, Entrepreneurship to all young people between ages 14 to 35. The work undertaken in this area is covered through the following programmes:

- i. Economic Participation*
- ii. Education and Skills Development*
- iii. Health and well being*

Implementation is at a sub programme level and covers the following:

- *Grant funding*
- *Entrepreneurship development and support,*
- *Education*
- *Skills Development*
- *Job placement*

KEY PROGRAMME AREA 1: ECONOMIC PARTICIPATION	
STRATEGIC OBJECTIVE 1.1	To enhance the participation of young people in the economy
Objective statement	Assist and facilitate youth participation leading to improvement of livelihoods through NYDA grants as financial support and non-financial support interventions
Baseline	Over the two years in operation the NYDA has assisted 56,972 youth with entrepreneurship training, mentorship and business support vouchers, the performance over these years will be used as a baseline for the 5 year plan.
Expected outcomes over 5 years	<ul style="list-style-type: none"> - 3,052 new youth owned enterprises will be established through NYDA grant funding - 231, 841 youth owned enterprises supported through NYDA grant funding - 85 Communities will be assisted to develop and design their own programmes - 24,420 employment opportunities secured through Economic Development Programmes, i.e NYDA grant funding (business consultancy services, market linkages, NYDA Micro, SME and external partners) and then job placement programme
Justification	Youth Economic participation is a key challenge in the South African economy. The programme addresses this by enabling youth to acquire entrepreneurial skills, leading to sustainable self-employment, and creation of youth owned businesses

KEY PROGRAMME AREA 2: EDUCATION AND SKILLS DEVELOPMENT	
STRATEGIC OBJECTIVE 1.1	To facilitate and implement education opportunities in order to improve the quality education attainment for the youth
Objective Statement	The NYDA will place 22,830 learners in education opportunities over the period of 5 years, these will include young people who want to re-write their matric (21, 978) and those who need bursaries to continue with their higher education studies (852)
Baseline	The NYDA facilitated access to higher education by providing bursaries to 10youth in 2010/11 and another 10youth in 2011/12 to study abroad in various fields classified as scarce skills by the Department of Labour. A total number of 6677 have participated in the programme in previous financial years
Expected Outcome over 5 years	18,315 young people will be enrolled in the NYDA Matric (Grade12) re-write programme over a five years Approximately 793 young people will be supported through the scholarships programme 4, 273, 530 young people to be supported with individual and group career guidance activities A total number of 5090 young people will be placed in educational opportunities to improve their livelihoods
Justification	An estimated 70% of matriculants fail or pass with marks that exclude them from enrolling with higher education institutions in the country; these young people require a second chance to improve their subject grades NYDA offers that opportunity to these young people. Some young people require financial assistance to enroll in higher education institutions; NYDA is also contributing to these young people so that they can pursue their educational careers in higher education institutions locally and abroad.
STRATEGIC OBJECTIVE 1. 2	To facilitate and implement skills programmes
Objective Statement	Number of young people participating in structured youth build programmes and job preparedness training
Expected Outcome over 5 years	9, 157 young people will participate in structured youth build programmes

KEY PROGRAMME AREA 2: EDUCATION AND SKILLS DEVELOPMENT

Justification	610, 510 young people will be supported through the job preparedness programme Youth skills development programmes provide an opportunity for young people to learn skills at the same time provide them with practical experience of applying their acquired skills whilst they are still on training. The programme focuses on lower end skills required by local development economies such as artisans, community workers and auxiliary workers in various fields. In addition young people will be provided with job preparedness training.
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KEY PROGRAMME AREA 3: HEALTH AND WELL BEING

Objective Statement	To increase awareness on the healthy lifestyles that promote good health practices amongst the youth of South Africa, including dangers of substance abuse, unprotected sex, nutrition, sexual transmitted diseases and the impact of HIV Infection and Aids among young people in South Africa.
Expected outcome over 5 years	About 7200 young people will be supported through programme designed to address health and well-being issues.
Baseline	The NYDA will establish its baseline through its monitoring and evaluation system during the implementation of the programme. Currently there is no baseline data to measure the NYDA contribution towards health and wellbeing of the youth in South Africa. Year to year data on the programme will provide a reliable baseline to measure success on the programme.

1.2 RESOURCE CONSIDERATIONS

The above programmes account for the bulk of NYDA resources as they mainly focus on direct service delivery to beneficiaries. The resources committed are mainly and funds for service and product delivery

1.3 RISK

RISK	MITIGATING ACTION
Insufficient funding- due to financial constraints, NYDA direct service delivery will be impeded	Rigorous fund raising activities through NYDA established partnership both local and internationally

2. Enhanced an enabling environment that promotes youth development in all sectors of South African Society

Goal Statement:Fostering a mainstreamed , evidence based, integrated and result oriented youth development approach ,through relevant research, policy development, regulations, monitoring and evaluation , communication and advisory service.

Strategic Outcome 2: Enhanced enabling environment that promotes youth development in all sectors of South African Society

This strategic Outcome area focuses on fostering a mainstreamed, evidence based, integrated and result oriented youth development approach, through relevant research, policy development, regulations, monitoring and evaluation, communication and advisory service. This area of NYDA activities is implemented through the following key programme areas:

- iv. Policy, Research and Development***
- v. Partnerships Management***

This Strategic outcome area covers the following sub programmes:

- ***Policy Research***
- ***Long Term Planning***
- ***Monitoring and evaluation***
- ***Policy and legislation development and formulation***
- ***Knowledge Management***
- ***Development Communication***

KEY PROGRAMME AREA 4: POLICY, RESEARCH AND DEVELOPMENT

STRATEGIC OBJECTIVE 1.1		To create and produce youth development information and knowledge that informs the public sector, private sector, and civil society in developing policy, planning, implementation and review of all [100%] of their programmes related to government priorities
Objective statement	Generate information and knowledge that inform innovation of project and programme implementation to all stakeholders	
Baseline	There is no baseline data for the strategic objective. Baseline data will be established through a survey that will be conducted in the private sector, NGO and public sector – by the NYDA Research Unit at the beginning of the year (2012/13) which will measure the creation and production of information and knowledge produced by the NYDA.	
Expected Outcome over 5 years	30 new youth development programmes designed 488 knowledge management and youth related research produced 610 research, evaluation/ policy reports and KM publications 18 policies and legislative documents developed	
Justification	This objective will contribute in generating new evidence and information on how to better plan, review policies and set relevant and realistic indicators for youth development in South Africa.	
STRATEGIC OBJECTIVE 1.2		To provide access to informants and create awareness on youth development programmes.
Objective statement	Provide information and knowledge to all stakeholders to inform youth development processes for policy, planning, implementation and review.	
Baseline	There is no baseline data for the strategic objective. Baseline data will be established through a survey that will be conducted in the private sector, NGO and public sector – by the NYDA Research Unit at the beginning of the year (2012/13) which will measure access and availability of information and knowledge produced by the NYDA.	
Expected Outcome over 5 years	4, 273, 570 young people will receive information on youth development through NYDA access points	
Justification	This objective will improve the access to critical up to date information and lessons that can be used in improving youth development programmes and interventions.	
STRATEGIC OBJECTIVE 1.1		To lobby key stakeholders to implement youth development programmes in accordance with National Youth Policy
Objective Statement	External stakeholders provide support to, and collaborate with the NYDA in delivering Youth Development Work.	
Baseline	40% of NYDA is delivered in conjunction with partners.	
Expected Outcome over 5 years	<ul style="list-style-type: none"> - 164 national, provincial departments and Public Entities lobbied to establish youth directorates or similar structures - 61 Government Departments implementing youth development programmes - 109 Municipalities lobbied to establish Local Youth Units or similar structures and a further 109 Municipalities lobbied to establish Youth Councils - 152 private sector companies lobbied to implement Youth Development Programmes in accordance with the National Youth Policy - 183 Partnerships established with government, civil society, the private sector and public entities and 30 partnerships established with SETA's - 250 million raised in partnership relationships 	
Justification	To mainstream and integrate youth development across all sectors of society.	

KEY PROGRAMME AREA 4: POLICY, RESEARCH AND DEVELOPMENT

STRATEGIC OBJECTIVE 1.2		To profile NYDA Internationally to lobby for international partnerships
Objective Statement	Positioning the NYDA as the “go to” agency for international partners to go into partnership with the NYDA	
Expected Outcome over 5 years	30international partners lobbied	

3. Enhanced Participation of youth in social cohesion towards nation building

KEY PROGRAMME AREA 3: HEALTH AND WELLBEING		
STRATEGIC OBJECTIVE 1.1	To build a culture of community service amongst the youth at the same time providing young people with the opportunity of learning skills and culture of working whilst serving their communities. The main emphasis of the programme will be running the health and wellbeing campaigns, information and awareness sessions.	
Objective Statement		
Baseline	The NYDA will establish its baseline through its monitoring and evaluation system during the implementation of the programme. Currently there is no baseline data to measure the NYDA contribution towards health and wellbeing of the youth in South Africa.	
Expected Outcome over 5 years	Year to year data on the programme will provide a reliable baseline to measure success on the programme 10 000 young people reached through NYDA health and well being campaigns	
Justification	South Africa has a high substance (drugs, alcohol, smoking) abuse problem amongst the youth, have a very high HIV infection rate amongst the youth, have a high death rate due to injury and trauma amongst the youth, therefore the NYDA needs to contribute in national efforts to improve the health conditions of young people in the country.	

1.2 RESOURCE CONSIDERATIONS

Resources committed to the above programmes areas entail staff and programme delivery resources.

1.3 RISK

RISK	MITIGATING ACTION
Reputational risk due to unfavorable media reports and perceptions may deter partners seeking to support	Lobby and advocacy campaigns targeting decision makers in the public, private and civil society sectors, and publishing beneficiary stories to share experiences with the broader

NYDA activities	South African society
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1.1 RESOURCE CONSIDERATIONS

The above programmes account for the bulk of NYDA resources as they mainly focus on direct service delivery to beneficiaries. The resources committed are mainly and funds for service and product delivery

1.2 RISK

RISK	MITIGATING ACTION
Insufficient funding- due to financial constraints, NYDA direct service delivery will be impeded	Rigorous fund raising activities through NYDA established partnership both local and internationally

4. Develop and enhance a credible and capable agency for youth development

STRATEGIC OUTCOME AREA 4: Maintaining an accountable, prudent and efficient centre for youth development

This strategic outcomes area focuses on Efficient and effective utilization of resources through provision of judicious governance, technology and systems, business operations systems, human capital, financial management systems that adhere to relevant legislative requirements for public funded entities. It covers the following programme areas:

vi. *Governance*

Through this area of work the NYDA will be able to raise necessary resources to support its programmes and establish and efficient well class youth development agency

KEY PROGRAMME AREA 10: GOVERNANCE AND ADMINISTRATION	
STRATEGIC OBJECTIVE 1.1	To provide effective IT systems, business processes, human resources capacity development and improve operations of the

	NYDA.
Objective statement	TO ensure that all NYDA systems and process support NYDA products and services for effective service delivery,
Expected Outcome over 5 years	Efficient, credible institution established

1.1 RESOURCE CONSIDERATIONS

Resources committed to the above programmes areas entail organizational support costs, capital expenditures and maintenance of organizational infrastructure.

1.2 RISK

RISK		MITIGATING ACTION	
Reputational risk due to unfavorable media reports and perceptions may deter partners seeking to support NYDA activities		Lobby and advocacy campaigns targeting decision makers in the public, private and civil society sectors, and publishing beneficiary stories to share experiences with the broader South African society	

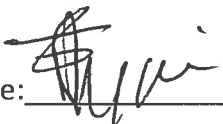
5. Official Sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of National Youth Development Agency under the guidance of Ministry of Performance, Monitoring and Evaluation.
- Was prepared in line with the current Strategic Plan of National Youth Development Agency.
- Accurately reflects the performance targets which National Youth Development Agency will endeavor to achieve given the resources made available in the budget for 2012/13 Financial Year.

GENERAL MANAGER: CORPORATE STRATEGY: NYDA

Name and Surname: **Ms Teboho Sejane**

Signature: 

Date: 12/05/2013

CHIEF FINANCIAL OFFICER: NYDA

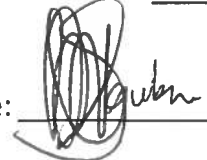
Name and Surname: **Mr Khathutshelo Ramukumba**

Signature: 

Date: 12/05/2013

CEO : NYDA

Name and Surname: **Mr Steven Ngubeni**

Signature: 

Date: 12/05/2013

NYDA BOARD CHAIRPERSON

Name and Surname: **: Mr. Yershen Pillay**


Signature: 

Date: 12/05/2013

APPROVED BY EXECUTIVE AUTHORITY:

DEPUTY MINISTER: PERFORMANCE, MONITORING AND EVALUATION


Name and Surname: **Mr Obed Bapela**

Signature: 

Date: 13/05/2013

MINISTER: PERFORMANCE, MONITORING AND EVALUATION

Name and Surname: **Mr Collins Ohm Chabane**

Signature: 

Date: 14/05/2013