



Evaluation of Impact

JOBS Programme

Evaluation Report prepared by
Genesis Analytics for

NYDA

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ACRONYMS

CRM	Customer Relationship Management
EPWP	Expanded Public Works Programme
NYDA	National Youth Development Agency
JOBS programme	Job and Opportunities Seekers Programme
SETA	Sector Education and Training Authority
MSC approach	Most Significant Change approach
NEET	Not in Employment, Education or Training
MRM	Monitoring and Results Measurement

EXECUTIVE SUMMARY

INTRODUCTION

Genesis Analytics (hereafter “Genesis”) was contracted by the National Youth Development Agency (NYDA) to conduct an impact evaluation of the Job and Opportunities Seekers (JOBS) Programme. The NYDA is tasked with addressing youth development issues at the macro, meso and micro levels and the JOBS Programme is one of the agency’s initiatives to achieve this mandate. The purpose of the evaluation was to assess whether the JOBS Programme has achieved its objectives and to determine what the impact of the programme has been on the youth beneficiaries that participated in one or more of the programme components.

The rationale for the JOBS programme is based on the National Development Plan (2012) and includes initiating, designing and coordinating programmes aimed at integrating the youth into the economy. The JOBS programme is designed and implemented to empower young people in order to access opportunities that enable them to develop, improve their lives, become productive citizens and participate in the mainstream economy¹. The main aim of the JOBS programme is to recruit, train, prepare, place and sustain young people in a job or training opportunities that are available in the public and private sectors and civil society organisations in South Africa. In doing so, the programme seeks to ultimately increase youth employment in the longer-term.

This report specifically evaluates the overall impact of the JOBS Programme.

APPROACH AND METHODOLOGY

The evaluation used a mixed methods approach, adopting both qualitative and quantitative research methods to collect primary and secondary data. These included:

- Conducting a review of priority documentation;
- Conducting 16 key informant interviews with the NYDA Head Office staff including the Programme Manager, M&E Manager, M&E Officer, M&E Specialist, Specialist in Skills And Education and Strategy officials. The interview guides developed for the branch staff included Branch Managers, Product Coordinators, Jobs Officers and Training Officers. There was also a guide for partners, that is, Lulaway and Catalyx;
- An online telephonic survey developed using Surveygizmo and administered with a sample of youth beneficiaries that received at least one of the three services. The survey was administered to the youth beneficiaries only; and,
- A case study protocol with open-ended in depth questions for interviews with six youth beneficiaries.

Genesis used the OECD Development Assistance Committee (DAC) criteria as the basis for the evaluation framework and data collection. The criteria encompass five thematic areas; being relevance, effectiveness, efficiency, impact and sustainability.

The main limitations that affected the collection of data are that not all key informant interviews were conducted as initially agreed upon by the NYDA and Genesis as key staff were not available at the branch level and employers in instances where the youth were placed; the lack of a Customer

¹ NYDA Skills training programmes operations manual

Relations Management (CRM) system resulted in difficulties contacting youth beneficiaries due to incorrect phone numbers.

In order to develop the analysis framework for the evaluation, Genesis facilitated a Theory of Change workshop with programme staff in December 2016. During this workshop, the NYDA staff were able to map out the current structure of the programme and the paths towards achieving its goals. Through this process, it was decided that it was more feasible to describe the longer-term outcome as improving the employability of young people.

The focus on improved employability also accommodates the high number of internships and training opportunities that young people have benefitted from but, using initial definitions, does not meet the definition of a job. The shift towards improving employability is also much more inclusive in nature, but much work remains to be done in understanding and defining what is regarded as improved employability, and what benchmarks can be used to establish the minimum criteria for each opportunity while ensuring the quality of the job.

HIGH LEVEL FINDINGS

The evaluation finds that the programme is highly relevant and is responding to a real and growing need of young people in South Africa. It has sought to respond to youth unemployment by developing and facilitating programmes directed at improving life skills and job readiness with the view to securing placements for such young people. These three components are universal interventions which are provided to a greater or lesser degree by many organisations working to address youth unemployment.

NYDA has undergone an extensive restructuring process which has had significant impact on resourcing at head office and branch level. At the same time, the agency has faced a number of reputational risks with undue political influence. For the NYDA to improve its delivery of the JOBS Programme, it needs to carefully consider and articulate its unique value proposition which differentiates it from other agencies working to address youth unemployment.

JOBS PREPAREDNESS TRAINING

The NYDA pursues very high targets of the number of young people it intends to reach through Job Preparedness training across South Africa, with lower targets for Life Skills and Placements. The two training components have been implemented by NYDA and two service providers, and the Jobs Placement function is shared between Jobs Officers employed by NYDA and located at branch level, and the two identified partners. This has resulted in a situation where there are inconsistencies in the nature of training developed, the content covered and the extent to which trainers were able to impart skills to participants. Trainers are currently working across a number of NYDA programmes limiting the time available to provide Jobs Preparedness or Life Skills training. Trainers have typically allocated approximately 6 hours to these sessions; which is in stark contrast to the longer duration used by Catalyx and Lulaway. This is an issue that requires the attention of NYDA senior programme management staff.

JOBS Programme has a valuable opportunity to review and re-design training materials in line with the changing needs of young people, new approaches and content that will make the training more interesting and attractive to young people. This needs to be accompanied by sound training in facilitation skills for trainers. Consideration should also be given to identifying online resources and activities which allow for some self-study, and then developing sessions with a NYDA trainer to go through particular content. This will help youth to develop initiative, extend the depth of training and introduce innovative ways of learning.

LIFE SKILLS TRAINING

There are a number of life skills modules that the NYDA has developed. These are implemented to a greater or lesser extent, dependent on the context. The lifeskills modules are directed at alleviating issues which are associated with unemployment, and it is hard to establish the causal link between life skills and improved employability.

Careful consideration needs to be given as to whether lifeskills should remain a part of the programme in its current form, and whether there are alternative methods of delivery using online training materials mediated by a NYDA trainer.

PLACEMENTS

The JOBS Programme has historically functioned such that Jobs Officers are responsible for sourcing and identifying opportunities for young people in the areas surrounding relevant Branches. This has been very time-consuming with very little results, and inefficient in the volume of placements secured for time spent. NYDA has also entered into contracts with two service providers that have been responsible for sourcing placements in particular geographies in South Africa. This has improved the total number of placements. There remains a need to streamline how activities are undertaken and ensure that this role is shifted over fully to the partners and to NYDA Head Office who can manage the relationship at a very high level, and Jobs Officers become responsible for quality assuring such placements and following up with youth.

The NYDA has faced major constraints in being able to process the high volume of young people who are submitting CVs and expecting to secure an opportunity. There are delays in capturing CVs and inconsistency in process which has meant that those who have been in the system the longest are often de-prioritised below those who have recently submitted their CV.

NYDA has faced major constraints in fully implementing the Value Chain Approach in the absence of a sound Customer Relations Management System to collect beneficiary data and to track a young person's path through the programme, the services that they have received and their highest level of qualification, so as a young person can be matched to a job that is most suitable to their level of knowledge and skills.

The young people interviewed as part of this evaluation reported a number of very positive experiences with NYDA staff, the experience of interacting with the branches and how this training has better positioned them to find a job or training opportunity, irrespective of whether they accessed an opportunity through NYDA or were able to identify a suitable opportunity themselves. These include the ability to contribute to household costs, pay for the education of another sibling and to eliminate debt; accompanied by growing levels of confidence, assertiveness and future planning.

RECOMMENDATIONS

Genesis has proposed a model which sees youth being channelled into three different service areas as aligned with the expected potential of individuals. This model does not in any way change the eligibility criteria and the extent to which young people can use the services of NYDA but rather looks to establish strategic relationships that will support this channelling and enable speedier processing times. This segmentation will assist in targeting people or particular opportunities, understanding the target audience better and the expectations of opportunity providers.

Currently the skills and capacity of young people is so variable, as is the nature of work and training opportunities creating a mismatch where opportunity providers may feel that their needs are not met.

Successfully implementing the model will require the NYDA to identify and enter into strategic partnerships to support this process, both by working with partners, communicating frequently with young people and identifying key role-players who could participate at varying stages of implementation.

The JOBS Programme requires sound M&E data to enable ongoing review and re-design of the programme. This means that the M&E function needs to strengthen their own capacity and that the programme needs to start collecting and using data related to services which are provided as part of the JOBS Programme.

This evaluation has identified a number of challenges that have affected the implementation of the JOBS Programme, and identifies a number of recommendations for consideration. These recommendations relate to the overall programme design; design and implementation of the three components individually and scope for combining activities to maximise the use of resources while also extending impact.

POLICY IMPLICATIONS

The following policy recommendations are made in order to strengthen the JOBS Programme in its current form, or in a different form as proposed.

- Mainstream youth development in programmes as implemented by a variety of role players. The implication is that NYDA needs to enter into formal arrangements and partnerships that prioritise the needs of youth in programmes such as CWP or EPWP.
- Comprehensive Monitoring & Evaluation processes need to be put in place so that data can be used to inform the revision of programme design and services adapted accordingly. This requires implementing a comprehensive CRM which is of use to the NYDA, partners and the youth themselves. The CRM should be on-line with various levels of user access and fields which can be populated by youth themselves as their circumstances may change.
- The focus on a holistic response to the challenges faced by youth affirms the importance of creating a programme that can be implemented systemically and holistically to maximise results for youth. In the case of the JOBS Programme, this requires adopting a value chain approach.
- While life skills training is important and the NYDA seeks to respond to the needs of youth holistically, the provision of life skills has no clear link to improved employability (Overall impact of the JOBS Programme), and while life skills training may disseminate information, the information itself does not increase employability.
- The National Youth Policy (2015-2020) identifies a set of priority actions which include working with local government departments and state-owned enterprises to create internship or apprenticeship opportunities. The opportunities arising out of this could be considered as part of the Jobs Placement component, however there will need to be very clear criteria about what is regarded as an opportunity and how such opportunities increase employability.
- The recommendation that the NYDA undertake career guidance or job preparedness in schools be considered distinct from implementing the JOBS Programme. This should be discussed and negotiated with DBE independently of the JOBS Programme and NYDA staff located at branch level. Consideration should be given to whether NYDA can provide input into content and activities that is then implemented in schools by DBE. This will avoid additional burden on staff located at branch level while maintaining the core focus of the JOBS Programme.

1 INTRODUCTION

Genesis Analytics (hereafter “Genesis”) was contracted by the National Youth Development Agency (NYDA) to conduct an impact evaluation of the Job and Opportunities Seekers (JOBS) Programme. The NYDA is tasked with addressing youth development issues at the macro, meso and micro levels and the JOBS programme is one of the agency’s initiatives to achieve this mandate. The purpose of the evaluation was to assess whether the JOBS Programme has achieved its objectives and to determine what the impact of the programme has been on the youth beneficiaries that participated in one or more of the programme components. This report provides overall findings and recommendations for the NYDA Programme.

NYDA JOBS programme comprises of three components, namely, Life skills training, job preparedness training, and job placements. During the theory of change workshop, the evaluation team discovered that although the three components of the programme were designed to operate in a value chain approach, they function independently of each other. On this basis, Genesis evaluated the effectiveness of each component, and then analysed the data to generate recommendations. The evaluation drew on quantitative and qualitative data sources to provide a holistic view of the programme. The evaluation was completed in a five-phase approach as illustrated in the figure below.

Figure 1: Outline of the evaluation approach in six phases



An initial kick-off meeting was held between Genesis, and representatives from the NYDA at the NYDA Midrand offices on 9 November 2016, where the purpose of the assignment was discussed and context to the evaluation was provided. A follow-up meeting was held at the NYDA offices on 2 December 2016 where the deliverables and timelines were finalised. A theory of change workshop was held on 13 December 2016. Genesis then submitted an inception report on 15 December 2016 and presented the draft report with interim findings to NYDA on 7 March 2017. This report constitutes the last deliverable of the evaluation and contains information on the evaluation approach and methods, findings and recommendations for the programme.

2 BACKGROUND

2.1 SOUTH AFRICAN YOUTH UNEMPLOYMENT

Youth unemployment is a global challenge which is particularly relevant to the South African labour market. The National Development Plan highlights concerns surrounding a 'youth bulge' in the South African economy, while recent Stats SA data indicates that the **youth² unemployment rate in 2015 was 36.9%, which is significantly higher than the adult unemployment rate of 17%³.**

Young people are more vulnerable to unemployment due to the economy's shift towards a high productivity, technology-led growth path that required high-skilled workers. This demand for higher-skilled labour stands in strong contrast to the reality of the majority of young people in South Africa. Many enter the labour force without the necessary work readiness skills due to the failures of the basic and post-secondary education systems. In addition, employers are demanding higher benchmarks (such as a matric certificate) for entry-level positions and apply additional selection criteria such as references from current employers and previous work experience. The lack of work readiness skills and the resultant skills mismatch are major impediments to young people accessing entry-level job opportunities (without matric or higher education and without the necessary degree of work readiness) are key factors that exacerbate youth unemployment⁴. **Due to this mismatch between demand side job availability and current supply side employee skills, unemployment is often described as a structural problem⁵, which has persisted in both pre and post-Apartheid labour markets.**

Youth who are not in employment, education or training (NEETs) pose a significant threat to societal stability, future economic growth prospects and overall well-being at both the individual and community level. The Department of Higher Education and Training in conjunction with Stats SA, indicated that in 2015 there were 3.2 Million South Africa NEETs between the ages of 15-24 years old⁶.

Clearly, youth unemployment in South Africa is an overwhelmingly important and pressing socio-economic challenge which needs comprehensive engagement from a variety of private and public stakeholders to establish and test solutions which can solve for structural failures and facilitate greater youth inclusion.

2.2 YOUTH UNEMPLOYMENT PROGRAMMES

A number of interventions and initiatives exist to address the persistent and structural issue of youth unemployment. These can be characterised in terms of the following generic approaches:⁷

1. **Improving the educational outcomes of young people:** These encompass various types of interventions that target young people at different stages in their lives:

² Youth is defined as those people that are between the ages of 15-34 years' old

³ National & Provincial Labour Market: Youth, Stats SA, 2015.

⁴ Youth unemployment in South Africa: Understanding the challenge and working on solutions, L Graham and C. Mlatsheni, 2015

⁵ Youths in the South African Labour Market since the transition: A study of changes between 1995 and 2011, Stellenbosch Working Paper, Yu,Derek, 2012

⁶ National & Provincial Labour Market: Youth, Stats SA, 2015.

⁷ The Youth Unemployment Challenge: A South African perspective, SALDRU, IDRC

- a. **Secondary school programmes** that are aimed at providing learners with the adequate tools to assist in their transition from secondary school.
 - b. **Work readiness and placement initiatives** which seek to build the work ready pool so as to meet employer thresholds, and scale the matching process to make labour absorption more efficient.
 - c. **Occupational skills development interventions** which focus on learning outcomes that can be achieved through learnerships, apprenticeships and skills development programmes.
2. **Designing entrepreneurship schemes for youth:** These programmes introduce and encourage youth to undertake entrepreneurship as a means of generating income
 3. **Offering tailored employment services:** These services are designed to improve the efficiency of job searching and job placements
 4. **Direct public sector employment targeted at youth:** These require the government to create and absorb the unemployed youth in the country.

2.3 THE NYDA RESPONSE

In an effort to address the youth unemployment issue in South Africa, the NYDA launched the Job and Opportunities Seekers (JOBS) Programme which was first conceptualised during the policy discourse of the Accelerated Shared Growth Initiative of South Africa (ASGISA) in 2006. The rationale for the JOBS programme is based on the National Development Plan (2008) and includes initiating, designing and coordinating programmes aimed at integrating the youth into the economy. The JOBS programme is designed and implemented to empower young people in order to access opportunities that enable them to develop, improve their lives, become productive citizens and participate in the mainstream economy⁸. The JOBS Programme is an online database for unemployed youth seeking employment opportunities and is aimed at facilitating the link between unemployed youth, employment and other skills development related opportunities. It is currently managed through the Skills Development and Transfer unit of the NYDA⁹.

Specifically, the aim of the JOBS programme is to recruit, train, prepare, place and sustain young people in a job or training opportunities that are available in the public and private sectors and civil society organisations in South Africa. In doing so, the programme seeks to ultimately increase youth employment in the longer-term.

The NYDA JOBS programme comprises of three components:

- **Life skills training**

This training programme seeks to empower young people with Life skills to enable them to make informed decisions and become responsible and productive individuals that can participate meaningfully in the country's mainstream economy. This training consists of 24 modules which cover different topics including developing a personal development plan, communication skills, customer service, health and wellbeing, and the vulnerable youth.

⁸ NYDA Skills training programmes operations manual

⁹ The National Youth Development Agency Job and Opportunities Seekers' Database

- **Job Preparedness training**

This training programme provides unemployed young people with knowledge and skills that will enhance their ability to find and secure employment. The training consists of modules that support job seekers to prepare a professional CV, perform a self-assessment, prepare for an interview, and improve their professional image and behaviour in the workplace.

The programme currently works in collaboration with two partners, Lulaway and Catalyx Consulting to deliver training. The job preparedness training provided by Lulaway is delivered through a two-day course and Catalyx training runs over five days

- **Job Placement**

The JOBS programme was initially designed such that the three activities take place sequentially as suggested in the Terms of Reference. During further interaction with NYDA and the data collection stage, it became clear that the activities operate as three independent components of the JOBS programme and there is no systematic way of linking youth to the three activities. According to the initial programme design, the first step would be matching a candidate to opportunity providers such as potential employers, providers of internships, apprenticeships etc. and sending the candidate's CV to these. Thereafter, the candidate would undergo Job Preparedness training and Life skills training which equips them with the necessary skills and knowledge to apply for the job, be interviewed successfully and retain the job in future.

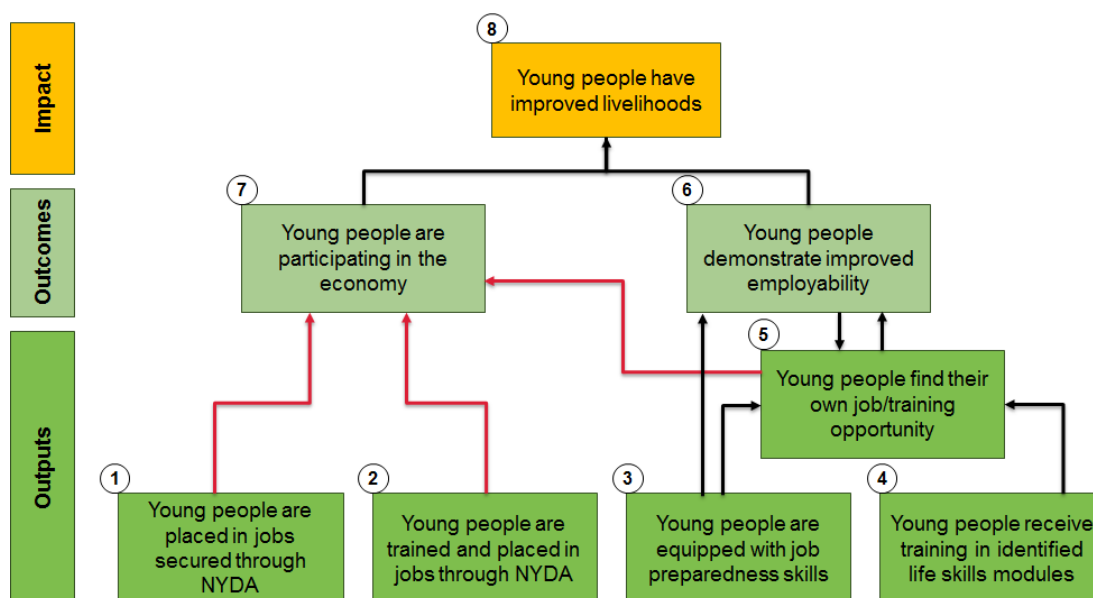
Catalyx Consulting and Lulaway are responsible for securing placements for youth and work in a combination of rural and urban areas where NYDA is not always visible. These strategic partnerships are intended to enhance the programme's intended objective which is to create and provide jobs to young South Africans.

Based on the Theory of Change workshop that was held between Genesis, and representatives from the NYDA, it was learned that the NYDA conducts work-readiness training and placements independently as well as through their partners. In addition, some job seekers may immediately be added to the job seekers database without undergoing any training. Other participants may undergo only one training course but may never be placed in a job if no opportunity exists. Thus, the process described above reflects the ideal that the programme aims to achieve but implementation may not materialise as described. The evaluation will sample participants that have received at least one of the services and that have participated in the programme directly through the NYDA or through its partners i.e. both methods of delivery will be evaluated.

3 APPROACH AND METHODOLOGY

3.1 THEORY OF CHANGE

JOBS programme Theory of Change



6

3.2 METHODS

3.2.1 Document review

As part of the evaluation, NYDA provided Genesis with a number of documents. The documents reviewed allowed the evaluation team to evaluate the relevance of the three main activities. Genesis reviewed core programme documents and secondary data from the online database, including documents related to strategic planning at provincial and national level, progress reports on the implementation of the JOBS programme, and training materials for the Job Preparedness and Life skills training activities. The documents covered the period 2011-2016. An outline of the documents reviewed is included as Annexure A.

3.2.2 Instrument development

All instruments were designed based on the analysis framework. The analysis framework was developed using the (OECD) Development Assistance Committee (DAC)¹⁰ criteria of relevance, efficiency, effectiveness, impact and sustainability. These are elaborated further in the table below:

¹⁰ The OECD's DAC criteria provide a useful framework for evaluating developmental assistance. This framework is globally recognised and used by the majority of development assistance organisations, thus enabling comparison between programmes. More information is available at: <http://www.oecd.org/dac/evaluationofdevelopmentprogrammes/daccriteriaforevaluatingdevelopmentassistance.htm>

Table 1: DAC criteria

DAC criteria	Definition
Relevance	The extent to which an intervention is suited to the priorities and policies of the target group, recipient and donor.
Effectiveness	The extent to which an intervention attains its objectives.
Efficiency	Efficiency measures the outputs -qualitative and quantitative- in relation to the inputs. It is an economic term which signifies that the intervention uses the least costly resources possible in order to achieve the desired results.
Impact	The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.
Sustainability	Sustainability is concerned with measuring whether the benefits of an intervention are likely to continue after the intervention comes to an end.

Three sets of data collection instruments were developed:

1. **Semi-structured Key informant interview guides** were developed for the key informant interviews with the NYDA Head Office staff including the Programme Manager, M&E Manager, M&E Officer, M&E Specialist, Specialist: Skills and Education and Strategy Officials. Interview guides developed for the branch staff included Branch Managers, Product Coordinators, Jobs Officers and Trainers. There was a guide for partners, that is, Lulaway and Catalyx.
2. **An online telephonic survey** was developed using Surveygizmo and administered with a sample of youth beneficiaries that received at least one of the three services. The survey was administered to the youth beneficiaries.
3. The evaluation team also developed **a case study protocol**, with open-ended in depth questions for interviews with six youth beneficiaries.

3.2.3 Data collection

The figure below depicts the data collection methods used in the evaluation. The evaluation used a combination of qualitative and quantitative data sources and included primary and secondary data. The diverse nature of the data has facilitated the triangulation and verification of information presented in the findings.

Figure 2 : Data collection methods

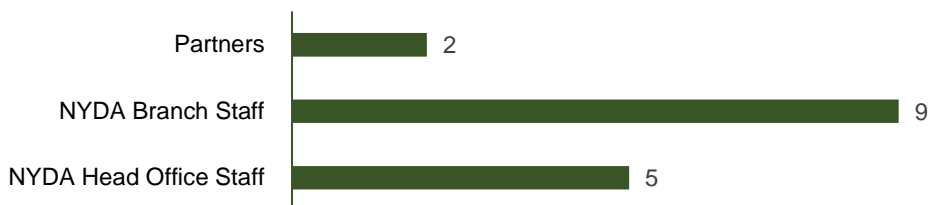


3.2.3.1 Key informant interviews

Genesis conducted a total of 16 interviews with key informants from NYDA head office, branch staff and partners. Key informants were selected based on their role in the design and implementation of the JOBS programme. The key informant interviews focused on getting an in-depth understanding of the way the JOBS programme was designed, how it is implemented and how it has evolved since its

inception. All interviews were conducted by two evaluators. One evaluator led and facilitated the interview, while the other took notes. The details of the individuals interviewed and their respective positions are included as Annexure B.

Figure 3: Number of interviews completed per stakeholder group



3.2.3.2 Telephonic interviews with youth

Genesis conducted a total of 82 telephonic interviews with youth beneficiaries of the JOBS programme. During the telephonic interviews, Genesis team members guided youth beneficiaries through an online survey that contained predominantly closed-ended questions for ease of analysis. Responses were populated on an online platform called Surveygizmo. Prior to the interview, all respondents were notified that their responses were confidential and would be used only for the purpose of the evaluation.

Genesis initially proposed 60 telephonic interviews with JOBS programme beneficiaries from Maponya, Secunda and Rustenburg. These branches were proposed by NYDA based on their proximity to Gauteng. During the first stage of interviews, a total of 50 beneficiaries were reached. In the meeting to present the draft report, NYDA noted concerns that the initial approved sample would not be representative of the work of the JOBS Programme. On this basis, it was proposed that Genesis contact beneficiaries in three additional provinces. Genesis made further calls to JOBS programme beneficiaries from Durban, Nelspruit and Tshwane using a list of beneficiaries supplied by NYDA. During the second stage of interviews, Genesis made 70 calls using the information provided by NYDA. The evaluation team was able to successfully reach 32 beneficiaries. Below is a table indicating the total calls that were made and their outcome.

Table 1: Numbers called vs interviews completed

Branch	Total telephone calls made	Total successfully reached	Total interviews completed	Response rate per branch (%)
Maponya	67	21	16	23.8
Rustenburg	47	21	18	38.3
Secunda	32	18	16	56.2
Tshwane	23	15	7	30.4
Durban	24	12	10	41.7
Nelspruit	23	17	15	65.2
Total	216	104	82	37.9

3.2.3.3 Sampling for survey interviews

NYDA initially approved Maponya, Secunda and Rustenburg branches for the survey interviews with beneficiaries. These three branches were approved on the basis that they presented an opportunity to travel to different provinces at the least cost. Genesis did raise concerns with the approved sample but NYDA proposed that Genesis proceed with the evaluation. Genesis presented the draft evaluation findings to NYDA on 7 March, including programme staff and senior managers. It is important to note that beneficiaries from placements in the 3 additional branches were placed through NYDA and not through partners as was the case with Maponya, Secunda and Rustenburg.

There were therefore, two stages of sampling for the beneficiaries who were called to complete the survey. The first sampling was done by Genesis, using physical files provided by NYDA in their Midrand office. Genesis randomly selected respondents from Maponya, Secunda and Rustenburg as these were the three branches that were agreed on during the inception phase. Within the branches, the evaluation team targeted a total of 60 respondents and randomly selected an equal number of beneficiaries from the three programme activities.

3.2.3.4 Case studies with youth beneficiaries

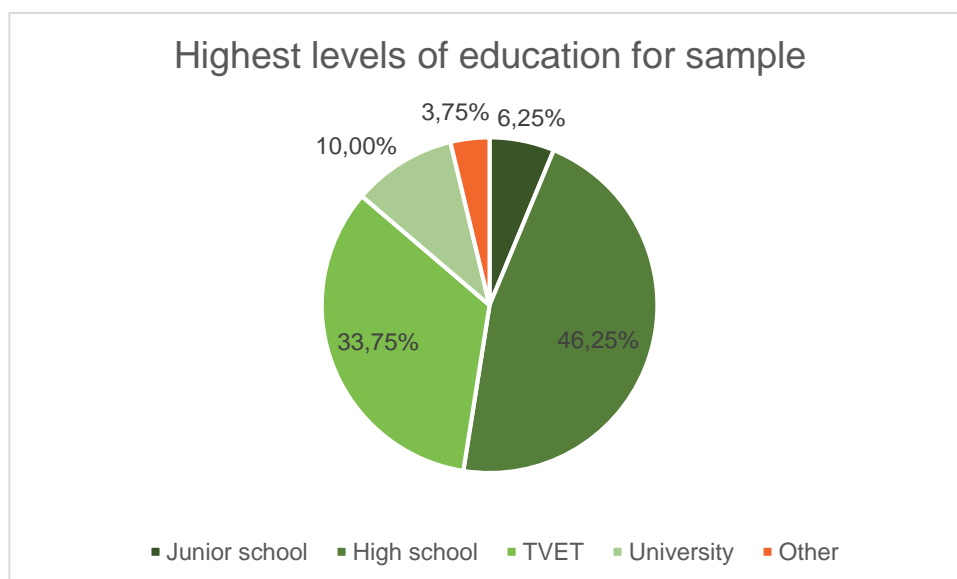
Six case study interviews were conducted with two youth beneficiaries from Maponya, Secunda and Rustenburg. These interviews were more in-depth than the telephonic survey interviews and focused on the individual experiences of participating youth.

Youth were selected for the survey calls using two criteria:

- (1) that they had benefitted from NYDA services related to the JOBS programme and;
- (2) their location.

We, therefore, selected beneficiaries who benefited from any of the three JOBS programme services from each of the branches mentioned above.

Figure 4: Highest level of education for youth participating in telephonic survey interviews



3.3 LIMITATIONS AND MITIGATION STRATEGIES

Limitations	Mitigation strategies
Interviews	
<p>Though branch visits were scheduled and confirmed in advance, not all branch staff were available for the interviews, therefore we were unable to interview all key staff at the branch level.</p>	<p>In order to mitigate this limitation, Genesis adopted two strategies:</p> <ol style="list-style-type: none"> 1) Data triangulation using other data sources 2) Leveraging off interviews with other branch staff
<p>The evaluation team did not speak to employers. NYDA was responsible for providing Genesis with contact details of employers but this did not happen.</p>	<p>In order to mitigate for this limitation, Genesis used the interviews with the partners. Partners interact directly with employers and so they were able to speak to some of the issues.</p>
<p>Initially, the evaluation team had proposed an approach called 'Most Significant Change (MSC)' for the beneficiary interviews. The delay in confirming branch visits by NYDA meant that it was not possible to identify respondents in advance of the branch visits and face to face interviews were not possible.</p>	<p>Genesis conducted six case study interviews telephonically. Although we could not fully apply the MSC approach, we gathered sufficient data to be able to better understand how the programme, and the individual activities have impacted the lives of beneficiaries.</p>
<p>The initial proposal indicated that the sampling criteria would include beneficiaries who have received a combination of one, two or three services. Subsequent to approval of the methodology, it emerged that the NYDA does not have an integrated CRM and so it is not possible to establish if beneficiaries have benefitted from more than one service. The sample of telephonic interviews does include beneficiaries who have participated in more than one service although this could not be used as a criterion for sampling.</p>	<p>To mitigate for this limitation, Genesis included a question in the survey about the number of services beneficiaries received from NYDA. Respondents were asked if they had interacted with NYDA, what services they were looking for when they approached NYDA and which service they had received.</p>
<p>There is a potential sample bias for the case study interviews. People who agreed to the interview are more likely to be those who had a positive experience.</p>	<p>All interviews started with a disclaimer that the evaluation was conducted by an independent evaluation firm on behalf of NYDA and that participation was voluntary and confidential. Respondents were also encouraged to be honest as their feedback was important for improving the work of NYDA.</p>

Limitations	Mitigation strategies
Telephonic surveys	
<p>Although the evaluation team spent 8 days in an effort to reach beneficiaries, we were only able to successfully complete 82 surveys. This is due to a number of challenges related to phone numbers. The most common cases included unanswered calls, voicemails, some numbers did not exist and others were disconnected. This is elaborated on in Table 1: Numbers called vs interviews completed.</p>	<p>The database is large and so we did not invest time in retrying numbers that did not through but instead, we dialled as many numbers as possible in order to increase the chances of success.</p>
<p>There is a potential for sample bias with the three provinces that were selected by NYDA as part of the second phase of sampling. Due to the budgetary and time constraints, the list of candidates from the three additional branches was compiled by NYDA based on beneficiaries that they called. NYDA did the sampling and then provided a list of names and numbers to Genesis. Genesis did not verify that these were people who benefited because NYDA does not have an electronic database and all the physical files are stored at NYDA head office.</p>	<p>Genesis mitigated for this risk by emphasising that the survey was confidential and encouraging the respondents to be completely honest.</p>
Data and documentation	
<p>NYDA could only provide beneficiary data from the 2015/16 reporting period as any other previous data had been archived. The absence of longitudinal data means that we could not track the trajectory of the youth over a longer time period.</p>	
<p>The Job Placement files were unclear about what job placement is, or which candidates were placed in a job. Some people were offered training opportunities and not jobs. There were cases where the beneficiary names were there but no contact details. This was partly resolved through assistance from NYDA.</p>	<p>This issue was raised with NYDA and they provided electronic data of beneficiary records for Job Placement candidates.</p>

4 PROGRAMME LEVEL FINDINGS

4.1 RELEVANCE

4.1.1 The JOBS Programme in relation to South African youth unemployment

With less work experience and skills, young people encounter difficulty securing employment. The National Youth Policy 2015 – 2020 and Stats SA data show that the youth¹¹ unemployment rate is 55.4% which is significantly higher than the broad unemployment rate of 26.7% in 2016 Q1¹² thus there is a need for interventions geared towards young people in South Africa, focusing on marginalised individuals and addressing the special challenges and needs of the youth.

In a job-scarce environment, gaining employment is particularly difficult for young people. The mismatch between the demand side (job availability) and supply side (employee skills) has persisted in South Africa hence the need for youth employment acceleration as this poses a threat to the development of young people, society and transformation of the economy and the country as a whole. Young people are important resources for development and can act as key agents of change through economic expansion and innovation.

The NYDA JOBS programme aims to create an environment that helps young people in South Africa reach their potential. The JOBS Programme is an intervention that helps clear blockages in youth employability such as poor job hunting skills, work readiness and lack of opportunity. The programme seeks to develop the capabilities of the youth as a long-term solution which open opportunities for youth in terms of employability. Supply-side research shows that employers, especially small to medium sized firms are reluctant to train new job entrants and also face several constraints due to unstable economic conditions that in turn contribute to creating youth employment. Organisations such as the NYDA help to support firms in training and providing employment opportunities for young people in the labour market

Overall, the NYDA JOBS programme has provided Job Preparedness training, Life Skills training and placed jobseekers in opportunities sourced by the organisation or through partnerships. The pre-employment training helps prepare potential employees for the workplace.

In addition to this, the NYDA provides youth with exposure to work opportunities, on-the-job training, internship and volunteer opportunities through public- and private-sector initiatives to match jobseekers to available jobs. As a public-sector organisation, there is a need for inclusion of the private sector through partnerships that enable the goals of the programme to be achieved.

4.1.2 Meeting the needs of the youth

The three components of the JOBS programme (Job preparedness training, Life skills training and Jobs placement) aim to overcome the mismatch between the supply and demand side in the job environment. This evaluation measures the relevance of the training and placements in relation to the skills needed to bridge the gap between youth and the work environment.

¹¹ Youth refers to the age group 15 – 34 year olds

¹² Stats SA, 2016. National & Provincial Labour Market: youth", using the broad unemployment rate. Stats SA Quarterly Labour Force Survey, Q1, 2016.

- **Life skills training:** From the sample of learners that were contacted for follow-up calls, the majority stated that this training provided useful information that can help nurture critical skills required such as self-confidence, communication, conflict resolution and teamwork. The findings from the follow-up calls show that most learners were previously exposed to the majority of the topics covered during the training and were able to understand how to better manage the challenges and expectations that they would not otherwise have known about job seeking without the training.
- **Job Preparedness training:** The JOBS programme provides this training to out-of-school youth but there are no qualifying criteria based on the education level of the beneficiaries. This training is relevant to the South African unemployment crisis as it helps bridge the gap between the lack of information about what is expected of the youth in the work environment. Although skills and education are important requirements for a job, it is important for the youth to receive training that exposes them to what is required to be successful candidates and how to increase the current retention rate. Job preparedness training was particularly valued by the youth as it helps to understand how to find and secure a job and understanding the importance of a good work ethic, professional behaviour and skills required to increase prospects of success.
- **Jobs placement:** With no work experience and inadequate skills, young people find it particularly difficult to find employment and establish themselves in sustainable careers.

The jobs placement component of the JOBS programme helps serve the youth by placing them in work or learning experience thus improving candidate's skills, connections and necessary experience.

The three components of the JOBS programme help overcome the barriers to youth unemployment namely: lack of information, relevant skills, work experience and availability of entry-level jobs. The focus on providing youth with training and placements is a progressive direction for South Africa as **young people who go through programmes that combine training and work experience are 53% more likely to find employment¹³.**

Figure 5: Our understanding of the relevance of the JOBS programme



4.2 EFFECTIVENESS

This refers to the extent to which the programme is meeting its objectives and identifies the constraints and factors driving these achievements. This section will discuss the effectiveness of the programme, with specific reference made to the overall experience of the programme and the mode of delivery.

¹³ Youth Employment: a global goal, a national challenge, ILO,2011.

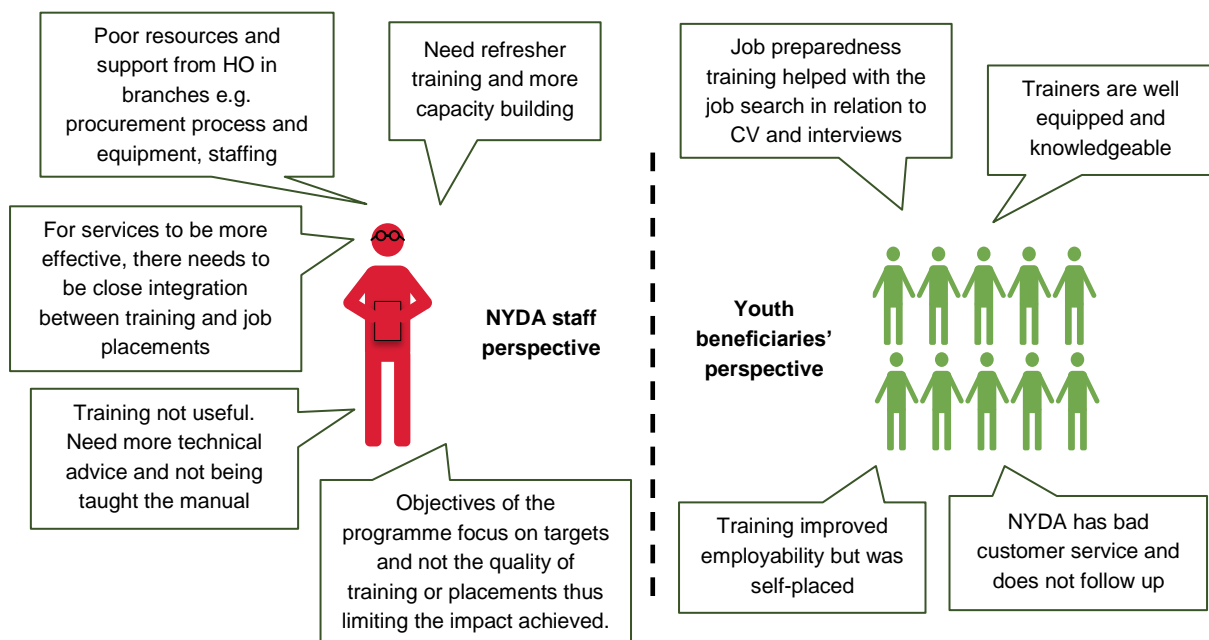
4.2.1 Overall experience

NYDA youth beneficiaries and NYDA staff had different opinions on the overall experience of the programme. The perspectives of the NYDA staff were more aligned towards the implementation and operational process where as the youth were more concerned with the quality of the training and the jobs placement.

The NYDA staff in the different branches had mixed views on the effectiveness of the JOBS Programme. Those who were particularly positive about the programme highlighted that the content of the Job preparedness and Life skills training was relevant and applicable to the youth in the different provinces. In addition to this, they found that although the training sessions were not well organised in terms of procuring training materials, organising venues or catering budgets from head office, the training itself was well delivered and received good participation and feedback from the youth beneficiaries. However, for the NYDA to achieve its objectives there is a need to hire more staff and build more capacity within the organisation in order to conduct training effectively and source opportunity providers timeously. On the other hand, the youth valued the relevance of the information provided during both the trainings (Job preparedness and Life skills training), and reported that the training gave them the skills and confidence required to pursue their job search.

The youth that were interviewed raised concerns related to the lack of a support structure after the training sessions as the once off four-hour training is currently not sufficient to address the individual needs of the youth, poor communication between the NYDA and the youth and lastly, **60% of the youth report that they were not placed by the NYDA but found an opportunity themselves.** The diagram below reflects some of the feedback from the different stakeholders. From this, it is important for the NYDA to take into consideration all stakeholder perspectives during programme design.

Figure 6: Different perspectives on the JOBS programme



The figure above is a general representation of the different perspectives of the programme. Despite this, it is important for the NYDA to take into consideration the perspectives of all stakeholders in the JOBS Programme in order to ensure that the programme is effective in achieving its objectives. For example, when designing the training content, it is useful for the NYDA to consider the different demographics of the youth or conduct a needs analysis so that the content is relevant to the target audience. While it may be difficult to separate youth according to their different demographics and ensure the training suit all individuals in the absence of a fully functional database, it is important to address this as it affects the intended impact of the programme.

4.2.2 Mode of delivery

There are contradictory opinions on the effectiveness of the mode of delivery for the training components of the programme in relation to the style of the presentation, length of the presentation and training materials provided.

- Style of presentation:** Training officers do not have a set structure and design the content of the training according to the target audience. Training officers stated that for younger, more interactive groups, the 'lecture style' training is not effective and it limits engagement with the youth and group activities. The youth interviewed reported that they thought the NYDA training officers were knowledgeable and responsive to their questions. The training was engaging and they were satisfied with the style of learning.
- Length of presentation:** According to the training operations manual, training was previously conducted for a day but in a move to be more cost effective, it now takes place for four to six hours. Follow-ups with youth beneficiaries found that the youth did not mind the length of the training as long as a post-training support system was put in place. On the other hand, training officers thought that the training sessions were not long enough and did not allow them to cover content in depth thus affecting the increase in knowledge of the youth. Implementing longer training hours may result in a decrease in the youth's interest and participation in the training thus if longer training hours are implemented, there is a need to break the training into short sessions that allow for breaks so that the youth do not struggle with paying attention or understanding the content being taught.
- Training materials:** The evaluation found that there were instances where training materials were not always available during training. The training officers shared their dissatisfaction with the long procurement process that does not timeously provide training materials and support equipment when requested. The limited availability of training material constrains in-class learning and also limits the use of material after training is complete. The NYDA should develop a working strategy that ensures the sufficient and timeous supply and delivery of training materials before workshops take place.

Interactivity of training: Based on the feedback from the follow up calls, the youth beneficiaries expressed that there was a high level of interactivity during the training sessions as they were engaging with the content and raising questions. The NYDA Training policy states that training is to be conducted for 25-200 participants with 25 participants per training session being the most effective size. The size of the training classes influences the level of interactivity and style of the training as large classes necessitate 'lecture style' presentations and limit the activities.

During the training activities, I consulted trainer on how to further develop my CV. It was very helpful.
~youth beneficiary

Training differs according to audience, if group is active- include tasks and activities. If group is not active- we just explain the module.
~NYDA trainer

4.3 EFFICIENCY

This is the measurement of outputs (qualitative and quantitative) in relation to the inputs. This section will discuss the efficiency of the JOBS Programme by describing the operations and implementation process and the relationship between the NYDA and its partners.

4.3.1 Value proposition

As part of the evaluation exercise, the evaluation team spoke to a range of NYDA staff at both branch and head office level and young people themselves to gather feedback on what respondents saw as the unique contribution of the JOBS Programme to solving the problem of youth unemployment.

NYDA staff were comfortable explaining the work that the agency does and the activities it completes but it was difficult to be able to articulate the unique contribution of the JOBS Programme. This may be due to the fact that an evaluation exercise is fairly new to many on the team, and the ability to think and reflect critically may not be entirely familiar or comfortable.

Currently the value proposition of the JOBS Programme is not clear, and this will influence the perceptions of external stakeholders. The lack of clarity as to whether the Programme will shift to a value chain approach or whether the three existing activities will continue to be implemented independently of each other is a major obstacle to being able to articulate a value proposition. A strategic decision needs to be taken and communicated to all levels of the agency so that there is a shift in the messaging that is disseminated to potential partners and youth themselves. In its current form, the value that NYDA brings is that it has an on the ground presence in isolated areas where no other employer is represented, and by virtue of being a state agency has access to a wide range of training, internship and apprenticeship opportunities.

The delivery of life skills and job preparedness training is not unique, and the methods that have been used to date for this training are those that are typically used in many training settings. NYDA will need to come up with a model for the JOBS Programme and then affirm the value proposition.

The turnover in staff at both branch and head office level may also have contributed to a very broad diffuse understanding of the programme and in turn a lack of clarity about the value proposition for the JOBS Programme. Much work will need to be done in achieving clarity and consensus in understanding so that the unique contribution can be identified and articulated. Reaching consensus about the value proposition is also important when prioritising activities and how staff spend their time.

Value proposition for potential partners

This is particularly important where the agency is trying to secure strategic partnerships. Potential partners need to be able to see the value proposition to enter into these formal partnerships. Some of the value proposition may include working with a public-sector institution that is aiming to address the problem of youth unemployment and targeting isolated areas

Value proposition for employers

Employers will see a value proposition where there is a commitment to social transformation and intervening with marginalised groups who have historically been underserved. The JOBS Programme will need to strengthen its offering in terms of training and job placements for it to be competitive in the youth unemployment space. The quality of the candidate will become part of the value proposition and the assurance that the young people who have been reached by NYDA have staying power. This is still to be confirmed.

Value proposition for youth

The value proposition articulated by the youth is the accessibility of the agency in remote areas which are typically underserved and the diverse range of services and programmes delivered by NYDA. This has typically meant that young people are able to approach NYDA and apply for assistance through a range of programmes, with JOBS Programme proving to be one of the most generic programmes. Young people interviewed as part of this evaluation confirmed that

4.3.2 Programme operations and implementation

The evaluation based the efficiency of the operations of the JOBS Programme on components such as the availability of resources, the coordination between head office and the branches, and lastly, monitoring and results-based management (RBM).

- **Coordination between head office and the branches:** Interviews with the NYDA branch staff found that there is poor communication between head office and the branches. Trainers have difficulty organising training sessions as budget requests from head office for training materials and logistical planning is a long procurement process that leads to the officers relying on the availability of venues at no cost and conducting training without the relevant materials. Initiating training on a zero budget hinders the effectiveness of the training as venues are not always conducive for learning as they have no electricity, gender appropriate toilets and training materials. There is no formal or uniform way of operating as an organisation, the branches operate according to training demand requests and availability of resources. For example, the Secunda branch experienced some challenges around organising training. In instances where a training venue could not be booked, SETA rooms or halls were used which are approximately 15 minutes from the branch office. The NYDA needs to work on the planning and logistics processes as well as improve support from all stakeholders to ensure smooth planning and implementation of the training programme. Nevertheless, relationships with local municipalities and government bodies have been beneficial in providing free venues and logistical support.
- **Availability of resources:** NYDA staff state that before the restructuring process, there were not enough staff as individuals were performing the role of the training officer, jobs officer and administration tasks which resulted in the poor delivery of the tasks and targets not being met on time. For example, it is NYDA policy to respond to opportunity provider requests within 72 hours. However, the lack of a proper database and most branches only having one laptop to use to capture CVs results in jobs officers not responding to these requests in time and thus affects the number of job placements. It is suggested that human resources are dedicated to the JOBS Programme at branch level and that strategic management should communicate the job descriptions for each position. The NYDA should also invest in capacity building by regularly meeting and training staff to ensure that the values and goals of the organisation are understood by all staff and staff are well equipped to perform adequately.
- **Value chain of the three components of the JOBS programme:** the inception of the programme anticipated clear integration between Job preparedness training, Life skills and Job placements. This has not occurred due to operational difficulties such as lack of a functional database, insufficient staff to coordinate the programme. The NYDA needs to revise the structure of the JOBS programme from the moment a young person's CV is captured onto the JOBS database till they complete all the required training and are eventually placed in a job. Attending one of the training sessions without further support or monitoring may increase knowledge awareness on the topics covered during the training but

may not necessarily result in change in behaviour that leads to a sustained impact in the lives of the youth.

Monitoring and results-based management: Despite the JOBS Programme being data dependent and target driven, monitoring does not occur regularly except through branch and partner monthly reports. The current system used is paper-based and the lack of a customer relations management (CRM) system affects both the effectiveness and efficiency of the programme as youth beneficiaries cannot be registered onto the JOBS database and tracked accordingly. The youth experience long waiting times to be placed in relevant activities, that is, training or jobs placement and there is poor capturing of CVs or services received. There is also no feedback channel after training or placing youth beneficiaries, so the programme cannot measure its impact. As a result, there is no clear integration of the services offered by the NYDA. In addition, the head office and branches cannot keep records of all programme activities for monitoring and evaluation processes. The NYDA currently uses a paper-based system to report programme activities and beneficiary data, this means that there is no available longitudinal data or set indicators that provide a reflection of the performance of the branches and organisation as a whole. The NYDA currently does not track the trajectory of the youth over a long period of time thus affecting the measurement of impact. As per the partnership agreement, partners are required to send the NYDA monthly reports providing a brief narrative on training and job placements including evidence and figures such as confirmation letters from employers. However, the NYDA does not receive aggregated data from partners of the employment agreement and progress of the placed youth. There is a need for stronger quality control on the part of the NYDA to ensure the programme meets the set objectives.

4.3.3 Staffing

The NYDA as a broader organisation is suffering from capacity constraints – there are missing skills at many different levels of the organisation. Furthermore, there is not sufficient training to support different roles of individuals. A lack of training impacts an employee's ability to be effective and efficient in their job, and further widens the skills gap in the organisation. The organisational staffing issue detracts from the effectiveness of the JOBS Programme in different ways:

- Limited capacity and insufficient skills of staff members contribute to a lack of flexibility and responsiveness which could be improving operational processes in jobs placements.
- One market partner reported that there appears to be ceiling above which possibilities cannot be converted into action unless there is a senior or executive team member involved. This could be restricting the realisation of useful placement partnerships.
- Sometimes opportunity providers seek young people at short notice. Where staff are new or under capacitated, it takes time to respond to the needs of the market and opportunity providers get frustrated with a slow response time, or poor calibre of young person who is passed on to them.
- Compared to Lulaway trainers, NYDA trainers have been reported to be poor. Catalyx for example, is not always satisfied with the level of training provided to the beneficiaries they need to place. This hampers the ability to match young person to a placement opportunity. (Training is better explained in the sections above as there are other contributing factors to poor training, as well as the capacity issue of NYDA trainers).

4.3.4 Relationship between the NYDA and its partners

The relationship between the NYDA and its partners (Catalyx and Lulaway) is governed by a pre-defined agreement that states the scope of work to be provided, the deliverables, monitoring and reporting conditions in relation to the timelines set.

4.3.4.1 Overall experience

The NYDA staff interviewed for the evaluation noted that they have had a good relationship working with their partners. Leveraging the JOBS programme has been beneficial as it provides a cost efficient and effective way of reaching a large number of youth through Job preparedness training, Life skills training and Jobs placement through established opportunity providers. Additionally, the implementation of the JOBS programme using partnerships has also enabled the NYDA to build the capacity of its training officers thus providing better equipped, knowledgeable staff for the training components. The evaluation findings highlight that the NYDA staff feel that the partnerships do not result in a sustained impact as there is a disjoint in the objectives of the partners and that of the organisation. The partners heavily focus on achieving targets and not on the quality of the jobs that the youth are being placed in. There has been no feedback on the youth's progression in these employment opportunities and where the youth placed were consulted, they complained of being ill-treated or unhappy with the placements. This needs to be verified and addressed if necessary to maintain sensitivity.

4.3.4.2 Catalyx partnership

The partnership agreement between the NYDA and Catalyx, under the Jumpstart programme involves the provision of Life skills and job readiness training to selected youth beneficiaries and placing them in the retail environment after the necessary assessments. Catalyx is expected to train NYDA trainers to provide training to the youth in rural areas while Catalyx is responsible for training the youth in urban areas. Catalyx trains the NYDA trainers on the training content for a week and the NYDA is responsible for training youth in rural areas while Catalyx conducts the assessments and job placements. The partnership agreement also entails placing 1000 unemployed youth in areas that Catalyx does not operate in such as Limpopo, KwaZulu Natal, Mpumalanga and Eastern Cape. The topics included in the Life skills and job readiness training include:

- A pre-assessment;
- Maths revision;
- Vision, goal setting and time management;
- Conflict resolution, communication and teamwork;
- Personal finance and what business is all about;
- Self-esteem;
- Personal health, HIV/Aids, work hygiene and presentability;
- Basic HR principles;
- Customer service
- Worldview;
- Personal development;
- Relationships and healing of the past;
- Work ethic and job preparedness skills;
- Company inductions;
- Emotional maturity; and,

- Evaluation feedback.

Table 2: Deliverable schedule for training

Date	Number of youth trained in urban areas	Number of youth trained in rural areas	Actual youth trained in rural areas
May	20	80	43
June	100	100	125
July	200	160	96
August	200	200	60
September	100	200	127
October	50	100	91

The table above, is a depiction of the deliverable schedule for the agreement between the NYDA and Catalyx in 2016. The training figures are set to change as they are dependent on the need for youth by the rural retail opportunity providers. The NYDA is responsible for training the youth in rural areas and if the NYDA does not deliver, Catalyx is not held responsible. The evaluation found that the training in rural areas did not occur as scheduled as the NYDA cancelled seven training sessions and postponed one. Reasons for this were not provided by either Catalyx or the NYDA.

Catalyx conducts their training and jobs placement based on a demand model; that is, when an opportunity provider requests youth for employment, Catalyx trains youth, conducts an assessment and selects youth based on their results to place in the retail stores. Adopting a demand-led model means that the NYDA can manage the expectations of the youth as the majority of the employment and placements occur between September as this is a busy period, Catalyx will need to balance demand with the supply of trained individuals, as merely placing someone in a job or related opportunity will not improve employability significantly.

The NYDA benefits from its partnership with Catalyx as the organisation has a good reputation in communities as they have been operating for a long time and works with a wide range of private sector companies that are seeking to develop communities through youth employment. The Catalyx job readiness and Life skills training ensures quality control as there is a training and placement criteria, namely:

- Youth beneficiaries are selected according to geographical location, age, no criminal record and at least a matric as the lowest level of qualification;
- Only 30 people are trained per training session; and,
- Pre- and post- assessments are conducted for each training.

Post-training assessments are conducted on all candidates trained and only those that perform well are placed in employment opportunities. The training and placement criteria has the benefit of ensuring that youth beneficiaries are ready for the work environment and are placed into appropriate jobs based on their skill levels and allows for quality control. Catalyx currently has a 50% employment rate¹⁴ after youth beneficiaries have participated in the training. The candidates that do not get placed are put back into the database and are re-assessed when new opportunities arise. Catalyx also tracks the youth placed, the feedback received from employers about the performance of the youth helps provide information on the areas of improvement for future training. Although feedback is collected from employers, this is quantitative in nature, for example, retention rate, and does not provide in-depth information about the youth's performance and the quality of the jobs.

¹⁴ Genesis Analytics key informant interviews with Catalyx, 2017.

The difficulties that were shared by Catalyx representatives about the partnership with the NYDA include: the lack of capacity at branch level as scheduled trainings to be conducted by the NYDA did not occur, there is no quality control when training the NYDA staff and this affects the effectiveness of the training and JOBS programme as a whole. Catalyx also experienced a high dropout rate by youth beneficiaries during the training as they did not see the value of job readiness and Life skills training before being placed in employment opportunities. In comparison to the mode of training conducted by the NYDA and feedback from the youth, the high dropout rate from the Catalyx training may be as a result of the “classroom type” mode of presentation and the five-day training duration from 8am to 4pm. The youth may have struggled to pay attention as they were tired from the day’s activities or were bored. To maintain the quality of the training, it is suggested that the sessions include more interactive elements and the length and structure of the training is maintained.

4.3.4.3 Lulaway partnership

The partnership between the NYDA and Lulaway involves the training, placement and monitoring of 2500 young people. This partnership is beneficial to the NYDA as Lulaway has a functioning database that allows the efficient capturing of CVs and enables placements in the absence of a CRM system. Youth beneficiaries who interact with Lulaway are firstly placed onto the database then undergo assessments which include a competency test that determines basic numeracy and literacy¹⁵. In comparison to the Catalyx job placements, assessments conducted by Lulaway are not always a determining factor to be placed in a job. The youth beneficiaries get placed in jobs based on the numbers requested by employers or geographic demand. The assessment is mainly used to inform the skills development path of the youth. A two-day work readiness training occurs only when opportunities arise in a move to be cost efficient from 9am to 12pm. A train-the-trainer approach is taken where trainers are selected based on experience and qualifications and are trained on the material for two days. The topics covered under the work readiness training include:

- How to be a reliable employee;
- Good work ethic and professionalism;
- Self-awareness;
- Time management; and,
- Communication.

Each trainer is provided with the necessary resources required for training beforehand and these include tablets, computers, training manual and projectors to aid in the use of examples and multimedia such as videos. For the youth that are successfully placed, Lulaway has recently introduced a 6-12-month mentorship programme that informs the feedback process such as employment conditions and mediation if any grievances are raised by employees. This has been newly introduced. Interviews with NYDA staff reveal that Lulaway as achieved all set targets to date. However, it is difficult to assess the impact of the partnership on the objectives set as it is reported that Lulaway conducts telephonic training and placements cannot be measured based on the value and quality.

The NYDA needs to be more involved in the monitoring the activities of its partners and put in place indicators to measure if impact has been achieved.

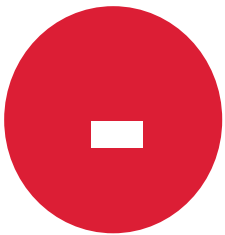
¹⁵ Literacy test includes a 5 minute with the training facilitator to assess the level of spoken English while the numeracy tests includes Grade 10 mathematics.

4.4 SUSTAINABILITY

This evaluation takes into consideration both the positive and negative factors influencing the success of the JOBS programme in achieving its intended impact.



- From the survey conducted by Genesis, we find that Job preparedness and Life skills training have had a positive impact on the youth as they have improved the knowledge that they have in preparing a CV, good interview skills, and how to portray a professional image when seeking employment. This has led to a small proportion of youth becoming more employable. The majority of the youth who participated in the programme state that job preparedness training equipped them with knowledge and confidence to conduct their own job search and have been successful in self-placement as a result. In order to achieve a change in the attitudes and behaviours of the youth, the NYDA needs to provide more than just once-off training but continuous support and exposure to the JOBS programme so that more than just awareness is achieved but the right steps towards increasing the negative outcome of unemployment on the youth of South Africa.
- The engagement of the NYDA in private sector partnerships with Catalyx and Lulaway has been an important factor of success of the JOBS programme. Although there is still a need for improved implementation and allocation of resources, these partnerships are necessary for the sustainability of the programme.
- The NYDA currently works with the government for funding of the JOBS programme but there is a need to broaden and strengthen this relationship through formal memoranda with the Department of Labour and other government partners that the government also plays a role in providing placement opportunities for the youth.
- The short-term interactions of the youth with the JOBS programme cannot result in young people retaining their jobs, increasing their incomes, becoming productive citizens and contributing to the development of the South African economy.



Another concern of the sustainability of the impact is what happens to the youth once they are placed in jobs. This will only occur once the JOBS programme has a holistic approach to skills development and job placement. For example, providing a support structure or a mentorship programme, permanent employment opportunities etc. Given the diverse group of youth that the programme interacts with, there is need for a needs analysis of the different groups so that the support is given accordingly. The JOBS programme needs to review and develop their training and service offering according to market trends. For example, use of social media to engage with youth on a larger platform, job shadowing and mentoring opportunities. This includes ensuring that there are sufficient practical activities as a means of community information to young people attending training.

4.5 IMPACT

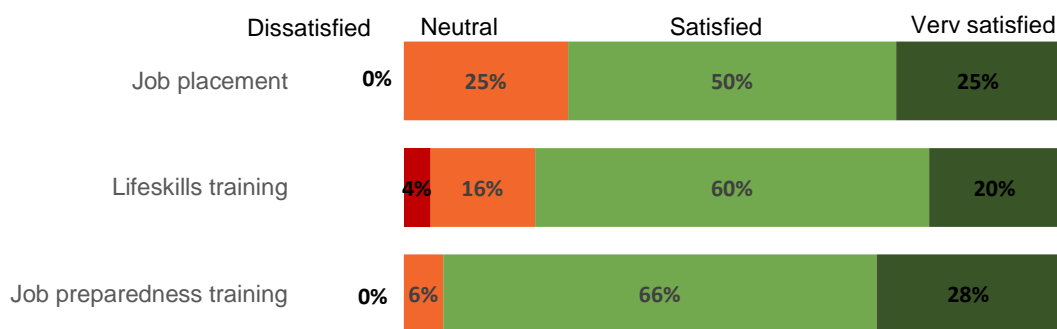
The NYDA JOBS programme has an impact objective to enable youth to become more productive citizens and contribute to the development of the economy. The achievement of this objective is based on the success of the training and its ability to increase the employability and retention of youth in work opportunities. Increased knowledge awareness and empowerment enables the youth to make informed decisions about their career paths and the ability to retain a job significantly increases the chances of long-term employment.

This evaluation explored the achievement of impact with respect to i) impact of training on skills development, and ii) impact of jobs placement.

4.5.1 Impact on skills development

The job preparedness and Life skills training aims to provide young job seekers with knowledge on basic soft skills, interview etiquette, awareness about the workplace and motivation to deal with life's challenges. The follow-up calls with the youth show that **55.6% benefited from the training as they believe that the NYDA services helped them find employment while 44.4% experienced no change**¹⁶.

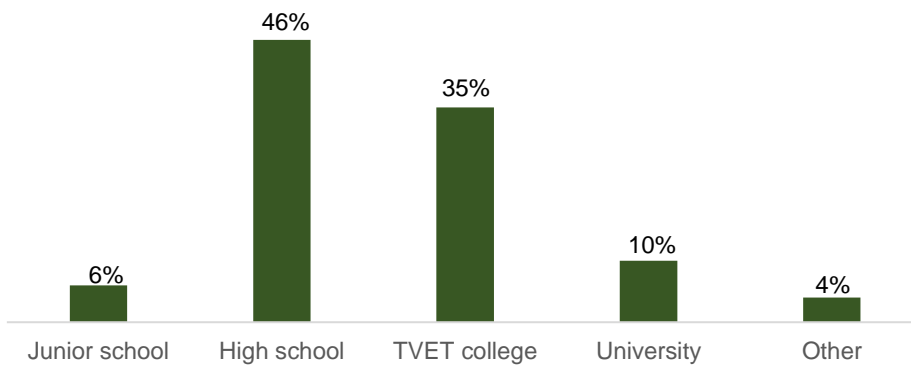
Figure 7: Youth satisfaction with the JOBS programme



Based on the levels of education of the youth in figure 4 below, the majority of them have completed high school and attended a TVET college and thus have fairly good literacy levels so it is not surprising that they found the training content easy to understand. There is a possible bias in the responses of the youth as the JOBS programme did not separate them according to the different education levels, it will be valuable for the NYDA to consider segmentation before holding a training session to see the difference in the impact achieved between different groups.

¹⁶ Genesis Analytics, follow-up calls survey with youth beneficiaries, 2017

Figure 8: Highest level of education



To reflect on the change experienced based on the usefulness of the training in meeting the needs of the youth, we find that despite reporting increased success in employment, only a small proportion of beneficiaries can report a positive change in their employability. The Genesis survey data found that



56% learners experienced an **increase** in employability and career prospects.

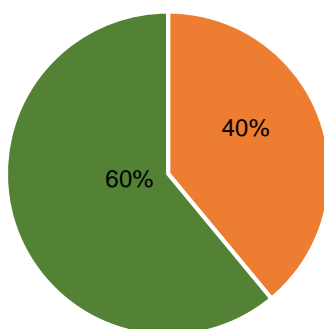


40% learners experienced **no change** in employability and career prospects



5% learners experienced a **decrease** in employability and career prospects¹⁷.

4.5.2 Impact on jobs placement



Based on the feedback from the youth beneficiaries, the **NYDA had a greater influence in enabling youth to self-place themselves. Of the 88 youth beneficiaries sampled, 60% reported to have found their own opportunities¹⁸.**

Some of the youth used the knowledge gained from the Job preparedness and Life skills training to look for their own employment. However, those that report that they were placed by the NYDA, were

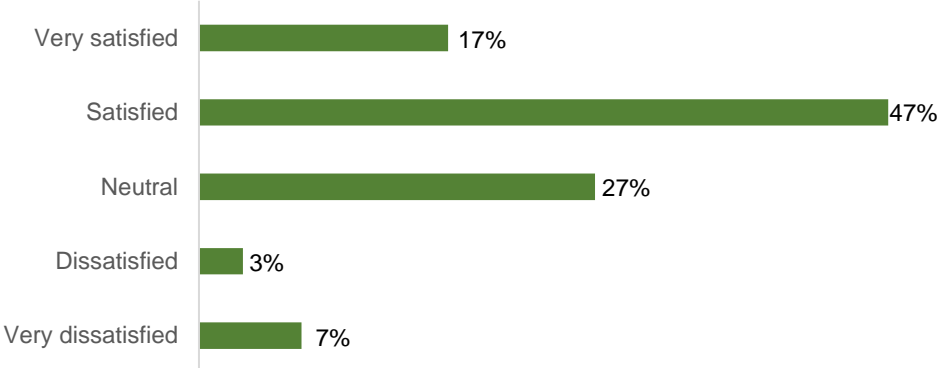
placed within six months of contacting the NYDA.

¹⁷ Career prospects refers to the probability or chance for future success in a profession.

¹⁸ Genesis Analytics, follow-up calls survey with youth beneficiaries, 2017

In the figure below, the youth report that they were not satisfied with the CV matching and JOBS database currently in use by the NYDA. This supports the findings above as the NYDA branch staff state that most placements done by the NYDA and its partners are temporary and some youth reported to have quit a few months later due to poor pay and ill-treatment.

Figure 9: Satisfaction with JOBS database and matching of CVs



5 BEST PRACTICES & LESSONS LEARNED

5.1 UNDERSTANDING AND DEFINING EMPLOYABILITY

The NYDA has been providing three services independently. Without a clear definition of what is regarded as employability, it is not possible to compare the nature of training provided to young people. In the absence of a common understanding of employability, it is not possible to ensure that there is a consistent delivery of services.

5.2 PROGRAMME OBJECTIVES NEED TO ALIGN WITH THE AVAILABLE HUMAN RESOURCES SKILLS AND CAPACITY

The JOBS Programme has been affected by the active attempt to reduce costs and rationalise staffing at branch level so as to drive cost efficiencies. This has come to mean that trainers are providing training across more than one programme, and are not always best suited for delivering particular kinds of content. There is a need to develop strong facilitation skills in trainers to be able to mediate complex content and to maintain the interest of young people attending training. Training needs to ensure that the content and examples that are used are relevant and easy to identify with. This includes ensuring that content takes into consideration the context in which training is taking place (rural or urban) and the kinds of opportunities available to such young people.

5.3 CREATING PARTNERSHIPS AT COMMUNITY-LEVEL

The NYDA is able to provide an on-the-ground presence across South Africa, and establishing partnerships with a diverse range of organisations has provided access to facilities and young people. The NYDA needs to establish and formalise such partnerships in a mutually beneficial manner. This will assist in ensuring that NYDA is able to continue to provide training and information in an environment that is conducive to collaboration and engagement.

5.4 SUSTAINABILITY OF OUTCOMES REQUIRES SEGMENTATION OF SERVICES

While Life skills are necessary to be able to function in society, there are other organisations and agencies that may be better positioned to do so. This will remove a number of resource-intensive activities that cannot be comprehensively implemented without the necessary infrastructure.

While NYDA is a partnership organisation and relies on the goodwill of partners to be able to conduct training, the quality and efficacy of the training will influence the results. Training materials need to be designed with a kind of venue envisaged so that all trainers can be fully prepared. This is especially important when you are providing training which will require small group discussions.

5.5 A ONE SIZE FITS ALL APPROACH WILL NOT FIT ALL YOUNG PEOPLE

Unemployed South African youth have a number of diverse characteristics. These are informed by the level of education that they have completed and the province in which they are located in. The

nature of job or training opportunities available to these young people is also influenced by the province in which they are located. This will require that life skills or job preparedness training workshops respond to these characteristics, ensuring that young people placed in a training or job opportunity are suitably equipped. This will entail developing a suite of standard content as part of the training programme, and a number of elective modules that are selected as relevant.

5.6 THERE IS A NEED FOR UNIFORMITY TO ENSURE QUALITY

The JOBS Programme currently employs two service providers, Catalyx and Lulaway, to implement the programme. Both have a responsibility for training and placing young people. Both organisations also have their own content which they use to provide job preparedness training. The mode of delivery varies and the nature of the content covered. NYDA itself has its own separate Life skills and Job preparedness training curricula. While each of these curricula have merit, JOBS Programme needs to select and invest in one particular curricula that can be universally implemented across South Africa. This curriculum should have a suite of basic compulsory content, and a set of additional modules. This will ensure that the quality of information provided is acceptable and that skills are being universally taught in a standard manner.

5.7 STREAMLINING NYDA SERVICES TO ITS EXPERTISE AREA

NYDA is a partnership-based organisation with statutory responsibilities. It also has a responsibility to serve the needs of youth, irrespective of their background. In order to enhance the implementation of the JOBS Programme, it is suggested that NYDA identify strategic partners, and that young people entering the JOBS Programme are appropriately matched with a suitable partner. By ensuring that a young person is matched with a suitable partner organisation, and that the necessary support is provided to a young person, there is less likelihood of people leaving opportunities prematurely.

5.8 USING ACCURATE DATA FOR DECISION-MAKING

Currently NYDA is collecting information from branches and partners on a monthly basis. This information comes in the form of an Excel spreadsheet and a narrative report. The information is collected by the M&E unit; but the absence of a comprehensive CRM means that NYDA is not able to monitor the services accessed by youth, and to do any kind of longitudinal data analysis to identify trends of the kinds of young people visiting branches, so that there can be some kind of matching of skills with available opportunities. A comprehensive CRM that enables aggregation and analysis on a real-time basis will ensure that young people are channelled through services appropriately. This will contribute to increased retention in opportunities provided.

6 CONCLUSIONS AND RECOMMENDATIONS

Taking into consideration the findings and analysis presented above, our recommendations are structured around three key points that are critical to the progression of the JOBS programme and the NYDA more broadly.

1. **Enhance credibility in the market**

Currently, the NYDA is viewed as an under-capacitated organisation with limited operational efficiencies and concerning political influence. However, there is still a market belief in, and support for, the NYDA's advocacy and co-ordination role within the youth development space. Specifically, the market views the NYDA as a potential (and key) partner which is suitable given its mandate as a government body. As a first step towards leveraging these synergies, the NYDA needs to build its credibility and rapport with other similar market players. We understand that the NYDA's turnaround strategy aimed to achieve this, however; additional effort needs to be made towards consistently being transparent with regards to funding, communicating its independence from political affiliations and improving the skills and resources within the NYDA.

2. **Establish strategic partnerships**

NYDA has a very important mandate to play in addressing the needs of youth, and it is widely recognised that there is a growing crisis of youth unemployment. The agency is also serving a number of constituencies. These presents the agency with a set of opportunities and constraints. Genesis recommends that NYDA look to identify and enter into formal strategic partnerships that would facilitate and support the implementation of the JOBS Programme. These could include existing youth unemployment programmes and community-based services. Such partners could assist with operational constraints (venues for training) and with the provision of particular components of the JOBS Programme. This will require a careful reconsideration of roles and expectations, as elaborated further below.

3. **Adopt and implement the value-chain approach**

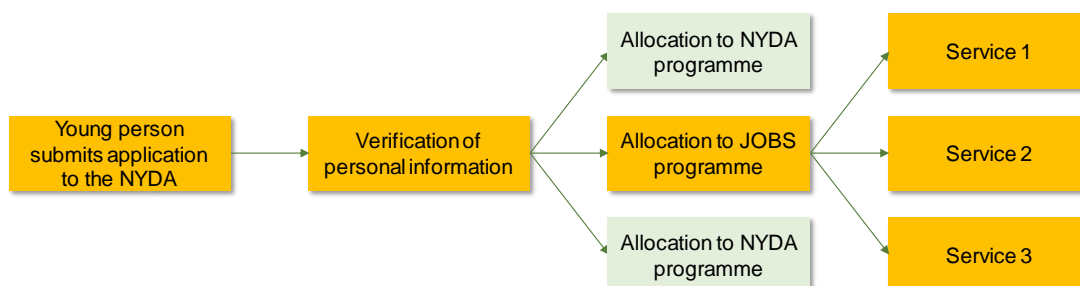
Each of the three activities included in the JOBS Programme demonstrate impact. It is not possible to establish the extent of impact on increased employability in the absence of a value-chain approach. It is imperative that NYDA move towards a value-chain approach in the way the programme is designed, implemented and monitored. The value-chain approach will also allow for deeper analysis related to of the three activities and to identify trends in uptake, where impact is greatest, the kinds of young people engaging in each activity and so forth.

4. **Improve internal customer relations management (CRM) system**

A major weakness in the programme (and within NYDA) is the lack of an effective management information system. The NYDA is aware of this and is in the process of identifying a service provider that can assist in the development of a database. In doing so, the NYDA's database should capture and organise information at the individual-level to allow staff to appropriately assign young people to different NYDA programmes. The youth that are allocated to the JOBS programme should then undergo an assessment to determine which service they are best suited to (the proposed services are discussed in detail in point 3 below). Thereafter, both the NYDA and the young person should be able to track and manage the

young person's progress during the programme. It is suggested that this CRM replace all other systems currently used by service providers or branches, and that it can be updated on a regular basis. The suggested process that a young person follows is captured below:

Figure 10: The CRM system should be used to inform how young people participate in NYDA programmes



In this process, the NYDA staff should be able to easily capture and verify basic information of beneficiaries (demographical and socio-economic characteristics). The NYDA should then consider involving the young person to update and track their progress along the way. This can be done through the NYDA mobile app that is currently being tested.

5. Revisit the model of the JOBS programme.

In an effort to leverage synergies and ground the programme in the reality of the operating context and what NYDA can feasibly achieve, we suggest that the NYDA revisit the JOBS programme model. Based on our understanding of the programme and the operating context, NYDA's target audience can be categorised in the following ways:

- i. **High- and medium-potential youth:** These young people have a higher potential of securing a placement opportunity. They possess a good set of knowledge and skills which meets the demand of opportunity providers
- ii. **Lower-potential youth:** These young people possess very limited knowledge and skills that opportunity providers find attractive. As a result, they struggle to secure suitable employment opportunities
- iii. **In-school youth:** The youth in this category are at the cusp of entering the working world. At this point, they will start to search for economic opportunities that they can transition into once they leave school

In line with these different audiences, we propose that the JOBS programme is segmented into three parallel streams of work. Each stream aims to provide the youth in that category with the most useful service that the NYDA can offer them:

- i. **High- and medium-potential youth:** These young people can best be served through forming partnerships with other similar programmes. As mentioned above, the NYDA should serve as a partner to other similar organisations and channel this group of young people to partners where they can undergo rigorous training and have a higher chance of being placed in sustainable jobs. The NYDA should use its existing database of young people to inform who it should partner with. Below is a set of basic criteria that can be used to guide the NYDA's selection process, however; this should be expanded upon once the NYDA has a better idea of the different types of youth it serves:

Table 3: Factors to consider when selecting partners

Factor	Explanation
Age	NYDA should ensure that they can cater for all of the different age groups by selecting partners that focus on different segments.
Education	NYDA needs to partner with organisations that take young people with varying levels of education e.g. people that don't have a matric
Geography	NYDA should ensure that they have partners that cover all of the geographies in the country
Physical ability	NYDA should ensure that young people of differing physical capabilities can be catered for, including people with various disabilities

Sufficient information should be captured during the application phase to be able to identify this type of young person immediately and liaise with relevant partners accordingly. Once the young person has been directed to a partner, the NYDA should communicate to the young person that they have helped them in the best way possible to avoid having participants repeatedly return to the NYDA.

- ii. **Lower potential youth:** Given the economic reality in South Africa, it is highly likely that there will always be a portion of youth that will not have access to sustainable placement opportunities. The supply-side needs to become innovative and proactive at creating opportunities before this gap can be addressed. This group of young people possesses limited knowledge and skills that employers find attractive. The only way to genuinely improve their employability is to conduct long-term, in-depth training with these youths. Given the NYDA's limited resources that have to be stretched across a number of programmes, this option is not feasible. As a result, we suggest that the NYDA offers these young people access to short-term income generation opportunities. This will require the NYDA to work more closely with government programmes such as the Expanded Public Works Programme (EPWP) and Community Works Programme (CWP) where they can place the young people in an opportunity that provides them with an income for three months. Unless the NYDA is able to invest in longer term, in-depth training, this presents the most valuable solution that the NYDA can offer this type of youth.
- iii. **In-school youth:** As young people are starting to think about their future prospects, they also lack practical knowledge on how to secure an economic opportunity. The Life skills and Job Preparedness information has the potential to add significant value to this youth segment. The content will need to be revisited to ensure that it is relevant to youth that are in-school and is updated to reflect modern trends in opportunity search e.g. using the internet to search for opportunities and using online networking platforms like LinkedIn. In addition, the training should be integrated into one as young people don't realise the direct benefit of Life skills training. Furthermore, the trainers will need to be upskilled to teach Life skills as this requires a specific set of skills to be able to teach young, vulnerable people. Should the NYDA decide to implement life skills training at school level, it is suggested that this is distinct from the JOBS Programme, and takes place on a structured basis informed by a Service Level Agreement with the relevant department.

This recommendation has implications for staff at various levels. We propose that specific roles are enhanced in the following way:

- **Head office staff:** the primary responsibilities of head office staff will be to: i) form and manage partnerships at the strategic level; ii) build and maintain relationships with short-term income-generating opportunity providers (such as the EPWP and

CWP programmes), and; iii) work more closely with the Department of Education to ensure training can be implemented broadly and easily at schools

- **Product co-ordinators:** these co-ordinators will be responsible for facilitating the implementation of placements through partners. In addition, they will be responsible for ongoing monitoring of the partnerships. The product co-ordinators and services co-ordinators should also work together to oversee the implementation of income-generating opportunities
- **Services co-ordinators:** these co-ordinators will be responsible for facilitating the implementation of the training at schools. The services co-ordinators and product co-ordinators should also work together to oversee the implementation of income-generating opportunities
- **Jobs Officers:** the Jobs Officers should become responsible for facilitating relationships with the young people (including ongoing communication with young people to keep them informed). In addition, the officers should be responsible for quality control of the placements into opportunities and income-generating activities. The officers should also be responsible for facilitating relationships with schools for training.
- **Trainers:** the trainers will be responsible for delivering the training to high school youth

6. **Rename the programme**

Regardless of whether the model is adapted or not, we strongly suggest that the JOBS programme be appropriately renamed. At present, it leads young people to expect being placed in a job which is often not the case. Once young people realise that they have not been placed in a job, they become disappointed and have negative perceptions of the NYDA. These perceptions of the NYDA are communicated far and wide which compromises the NYDA's credibility as an organisation.

7. **Develop a rigorous monitoring and results measurement (MRM) system**

We recognise that the NYDA has only recently developed its M&E function. MRM has a very important role in supporting effective project management and enhancing impact. It will become increasingly important for the NYDA to enhance the system so that programme results are fed into programme design and improvements are made on an ongoing basis.

As part of this process, the NYDA needs to improve its measurement of impact and the subsequent integration into decision-making processes – which is linked to improving qualitative measures and understanding true impact. This will require interrogating and defining indicators for measurement and ensuring that all indicators are based on a standard definition (for example, what is the minimum criteria for something to qualify as a placement?) It is important that all NYDA functions are involved in the identification of qualitative targets/indicators for impact measurement. This is to ensure necessary evidence is obtained to inform decision making at the different levels.

7 POLICY IMPLICATIONS

The Draft National Youth Policy (2015-2020) identifies the following risks related to youth unemployment.

- High levels of poverty for able-bodied young people who do not qualify for social assistance.
- High levels of crime and victimisation
- High levels of morbidity and mortality due to HIV/AIDS.

South Africa has a major imperative to address the problem of youth unemployment to address these three risks. It is also further recognised that a young person needs access to a sustainable income.

The Policy proposes *'strengthening youth service programmes and introducing new community-based programmes to offer young people life skills training, entrepreneurship training and opportunities to participate in community development programmes.'*¹⁹ The NYDA seeks to achieve these objectives through a diverse range of programmes; and the current vehicle to delivering life-skills training is the JOBS Programme.

The problems that are identified in the draft policy are addressed as part of life skills, and the policy states that these problems are the result of long-term unemployment. On this basis, it would be more valuable to focus on generating work and training opportunities to avert these risks of premature morbidity, mortality, crime and violence rather than providing training on these problems.

The draft National Youth Policy (2015-2020) identifies participation and inclusion as two key principles. This is described as engaging youth in decision-making related to policies, strategies and programmes. These two principles also reference sharing information with youth. This highlights the importance of collecting and using feedback collected from youth to ensure programmes are responsive to their needs, areas of improvement are identified and considered and any concerns addressed appropriately.

The Policy further identifies the need to ensure interventions are appropriately targeted by segmenting the youth population according to a diverse range of characteristics, and adopting a differentiated response. The evaluation finds the need to differentiate the services available to different kinds of youth seeking the assistance of the JOBS Programme in its current form.

The following policy recommendations are made as part of formulating recommendations to strengthen the JOBS Programme in its current form, or in a different form as proposed.

- Mainstream youth development in programmes as implemented by a variety of role players. The implication is that NYDA needs to enter into formal arrangements and partnerships that prioritise the needs of youth in programmes such as CWP or EPWP.
- Comprehensive Monitoring & Evaluation processes need to be put in place so that data can be used to inform the revision of programme design and services adapted accordingly. This requires implementing a comprehensive CRM which is of use to the NYDA, partners and the youth themselves. The CRM should be on-line with various levels of user access and fields which can be populated by youth themselves as their circumstances may change.
- The focus on a holistic response to the challenges faced by youth affirms the importance of creating a programme that can be implemented systemically and holistically to maximise

¹⁹ Draft National Youth Policy (2014-2019) Government Gazette, pg 11.

results for youth. In the case of the JOBS Programme, this requires adopting a value chain approach.

- While life skills are important and the NYDA seeks to respond to the needs of youth holistically, the provision of life skills has no clear link to improved employability (Overall impact of the JOBS Programme), and while life skills training may disseminate information, the information itself does not increase employability.
- The National Youth Policy (2015-2020) identifies a set of priority actions which include working with local government departments and state-owned enterprises to create internship or apprenticeship opportunities. The opportunities arising out of this could be considered as part of the Jobs Placement component, however there will need to be very clear criteria about what is regarded as an opportunity and how such opportunities increase employability.
- The recommendation that the NYDA undertake career guidance or job preparedness in schools be considered distinct from implementing the JOBS Programme. This should be discussed and negotiated with DBE independently of the JOBS Programme and NYDA staff located at branch level. Consideration should be given to whether NYDA can provide input into content and activities that is then implemented in schools by DBE. This will avoid additional burden on staff located at branch level while maintaining the core focus of the JOBS Programme.

8 ANNEXURES

Table 4: Summary of interviews completed by the evaluation team

Name of primary stakeholder	Role and affiliation	Location	Date of interview
Birgit Vijverberg	Programme Manager	Head Office	25 January 2017
Gugu Jiyane	Registration Officer	Head Office	6 February 2017
Mamosebetsi Nkalane	M&E Manager	Head Office	20 February 2017
Cynthia Honono	M&E Specialist	Head Office	10 February 2017
Siyabulela Zondani	Specialist: Education and Skills	Head Office	28 February 2017
Tshepo Manyama	Branch Manager	Maponya	14 February 2017
Duduzile Mathomzi	Product Coordinator	Maponya	14 February 2017
Tholakele Mchunu	Jobs Officer	Maponya	14 February 2017
Alfred Mogale	Trainer	Maponya	14 February 2017
Floyd Mokwena	Product Coordinator	Rustenburg	15 February 2017
Nthabiseng Sineke	Trainer	Rustenburg	15 February 2017
Jackie Sidane	Branch Manager	Secunda	16 February 2017
Charlotte Mashiloane	Product Coordinator	Secunda	16 February 2017
Thully Sighudla	Trainer	Secunda	16 February 2017
Tim Hilliar	Partner (Catalyx)	Gauteng	13 February 2017
Chevi Samuels	Partner (Lulaway)	Gauteng	14 March 2017

Table 5: List of documents reviewed

Document	Classification/kind of document	Date
NYDA training policy	Strategy document	27 March 2015
Training Operations Manual Final Draft.	Programme document	Not dated
Training success stories	Marketing/reporting	Not dated
Employment beneficiary data (Gauteng, KZN, Western Cape and Eastern Cape)	Programme/reporting	October 2016
Consolidated-Number of young people supported through LS, JP and Job Placement	Report	2015/16
Catalyx report	Report	October 2016
Monthly JOBS Branch Report for Durban	Progress report	
NYDA branch Monthly performance information report 2014/15 Durban	Progress report	2014/15

Document	Classification/kind of document	Date
JOBS monthly branch report Mbombela	Progress report	April 2016
JOBS monthly branch report Mbombela	Progress report	June 2016
JOBS monthly branch report Maponya mall	Progress report	June 2016
JOBS monthly branch report Maponya mall	Progress report	July 2016
JOBS monthly branch report Maponya mall	Progress report	August 2016
JOBS monthly branch report Maponya	Progress report	September 2016
JOBS monthly branch report East London	Progress report	May 2016
JOBS monthly branch report East London	Progress report	June 2016
JOBS monthly branch report East London	Progress report	August 2016
JOBS monthly branch report East London	Progress report	September 2016
JOBS monthly branch report Rustenburg	Progress report	May 2016
JOBS monthly branch report Rustenburg	Progress report	July 2016
JOBS monthly branch report Rustenburg	Progress report	August 2016
JOBS monthly branch report Rustenburg	Progress report	September 2016
JOBS success stories	Marketing/progress	Not dated
JOBS youth application form	Programme document	Not dated
NYDA placement reports	reports	August-September 2016
Product Operational Manual – JOBS	Programme document	1 March 2011
Induction of service providers' presentation	Organisational document	30 November 2016
NYDA M&E approach presentation Instrument development	Internal NYDA document	Not dated
Signed MOU for Catalyx Lulaway	Contract	1 April 2016
NYDA and Lulaway job placement project charter	Contract	13 April 2016
Lulaway confirmation placements and training report	Reports	August-September 2016
NYDA placement project proposal 2016 (Catalyx)	Proposal	11 February 2016