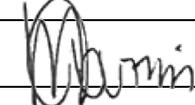




NATIONAL YOUTH DEVELOPMENT AGENCY  
**OUR YOUTH. OUR FUTURE.**

### Approval

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## ACRONYMS

ADB	Asian Development Bank
EIP	Enterprise Information Portal
HEI	Higher Education Institution
KM	Knowledge Management
KPAs	Key Performance Areas
M&E	Monitoring and Evaluation
MIS	Management Information Systems
NYDA	National Youth Development Agency
NYP	National Youth Policy
NYS	National Youth Service
POA	Programme of Action
PTS	Project Tracking System
QMS	Quality Management Systems
RFP	Request for Proposals
SCBA	Social Cost Benefit Analysis
SLA	Service Level Agreement
SMART	Specific, measurable, achievable, realistic and time-bound
SPO	Service Provider Organisation
TOR	Terms of Reference
YD	Youth Development
YDI	Youth Development Indicators

## GLOSSARY OF SELECTED TERMS

<b>Activity</b>	Actions taken or work performed through which inputs, such as funds, technical assistance, equipment and other resources are mobilised to produce specific outputs.
<b>Beneficiaries</b>	The individuals, groups or organisations whether targeted or not, that benefit directly or indirectly from the interventions
<b>Best practice</b>	A comprehensive, integrated and co-operative approach to the continuous improvements of all facets of organisational operations.
<b>Data collection tools</b>	Methodologies used to identify and collect information for analysis and reporting purposes.
<b>Due date</b>	The date when a deliverable is expected. If the due date falls on a Saturday, then the deliverable should be made on Friday, or else if the due date falls on a Sunday, then the deliverable should be made on Monday.
<b>Due diligence</b>	A process of investigating third party entity's organizational governance, financial health and statutory requirements compliance to guide funding decision.
<b>Evaluation</b>	The systematic and objective assessment of an on-going or completed project, programme or policy, its design implementation and results. It can also be defined as: a careful and systematic retrospective assessment of design, implementation and results of development activities.
<b>Effectiveness</b>	An aggregated measure or judgment about the merit or worth of an activity, that is, the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable manner and with positive institutional development impact.
<b>Efficiency</b>	A measure of how economically resources/inputs (NYDAs, expertise, time etc) are converted into positive results.
<b>Goal</b>	The higher order objective to which a development intervention is intended to contribute towards. Goals are achieved over the long term and through the combined efforts of multiple programs (e.g. reduction of youth unemployment rate)
<b>Impact</b>	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.
<b>Indicator</b>	A quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Indicators enable decision-makers to assess progress towards achievement of intended outputs, outcomes, goals and objectives.
<b>Input</b>	The financial, human and material resources used for implementing

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	development interventions.
<b>Intervention</b>	A set of organized, planned and usually ongoing efforts to reach the program's objectives. An intervention is composed of several activities. The term "strategy" and "intervention" are sometimes used interchangeably.
<b>Key performance indicators</b>	Variables that allows the verification of changes in the development intervention or shows results relative to what was planned.
<b>Measures</b>	Are quantitative or qualitative values used to assess achievements against set targets, outputs and outcomes, including impact.
<b>Mission</b>	A statement that defines the purpose or broader goal for being in existence or in the business. It serves as an ongoing guide without time frame; it seeks to align the organisation or institution to prevailing culture of its stakeholders, organisation, market and political sphere.
<b>Monitoring</b>	A continuous process of systematic collection of data on specific indicators to provide management and stakeholders of an on-going intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated resources.
<b>Objective</b>	An objective is the specific, operationalised statement detailing the desired accomplishment of the program. They should be stated in terms of results to be achieved, not processes or activities to be performed.
<b>Outcome</b>	The likely or achieved short-term and medium-term effects of intervention's outputs.
<b>Output</b>	The products, goods and services which result from development intervention, may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
<b>Performance indicators</b>	A variable that allows the verification of changes in the development intervention or shows results relative to what was planned.
<b>Policy</b>	A plan of action to guide decisions and actions to meet a set of programmes or projects activities for an organisation or institution. Policy process may include the identification of different alternatives, such as programs or spending priorities, and choosing among them on the basis of the impact they will have. Policies can also be understood as political, management, financial, and administrative mechanisms arranged to reach explicit goals.
<b>Procedure</b>	A set of established principles and guidelines developed by an organisation to perform specific organisational functions.
<b>Process</b>	The set of activities in which program resources (human and financial) are used to achieve the results expected from the program.
<b>Programme</b>	A broad framework of <u>goals</u> to be achieved, serving as a basis to

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	define and plan specific projects.
<b>Project</b>	A set of coordinated and controlled activities with a start and finish date, undertaken to achieve an objectives(s) conforming to specific requirements including time, cost and resources.
<b>Performance measures</b>	Systems of assessing performance of development interventions against stated goals.
<b>Qualitative indicator</b>	A qualitative measure that reflects changes due to a programme or project intervention.
<b>Qualitative methods</b>	A semi-structured or open-ended method to produce in-depth, descriptive information.
<b>Quantitative indicator</b>	A numeric measure that reflect changes due to s programme or project intervention.
<b>Quantitative methods</b>	A structured or standardised approach to numerical data collection and analysis.
<b>Relevance</b>	The extent to which the objective of a development intervention is consistent with beneficiaries' requirements, needs, priorities and partners policies.
<b>Standards</b>	Set of principle measures used against performance of programme or projects activities, targets and outputs.
<b>Strategy</b>	A set of organized, planned and usually ongoing efforts to reach the program's objectives. The term "strategy" and "intervention" are often used interchangeably. An intervention is composed of several activities.
<b>Sustainability</b>	The continuation of benefits from development intervention after major development has been completed.
<b>Target</b>	The expected numeric result of an activity to be achieved within a specified period of time.
<b>Target group</b>	The specific individuals or organisations for who benefit from the intervention or programme
<b>Vision</b>	A statement that describes where the goal-setters of an organisation or institution want to see themselves in the future. It may describe how they see events unfolding in the long term if everything goes exactly as planned

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## SECTION 1: INTRODUCTION

- a) The National Youth Development Agency derives its mandate from the legislative and policy frameworks, including the NYDA Act (54 of 2008), the National Youth Policy (2009-2014) and the strategic plans for the National Youth Development Agency. From these documents there is an overarching theme that delineates the role of NYDA as to; initiate, implement, facilitate and monitor youth development interventions aimed at improving the livelihoods of young people in South Africa. However, to achieve this goal, the NYDA is also expected to perform spelled out in the National Youth Development Act.
- b) The NYDA Monitoring and Evaluation framework and guidelines seek to align the institution activities within set statutory frameworks that ensures that public entities operates in a transparent, accountable and participatory manner. The framework also provide guidance in ensuring that information collected for reporting and informing the public is accurate and authentic. The NYDA framework provides a blue print for programmes to develop indicators that are Specific, measurable, achievable, realistic and time-bound (SMART). The framework will be a reference document for programme planning, implementation, management and reporting for the NYDA.
- c) The development of this framework took into consideration the policy and legal requirements aimed at improving performance information management, as outlined in the National Treasury framework for managing programme performance information, the framework for strategic plans and annual performance plans and the policy framework for government-wide monitoring and evaluation system. The processes outlined in this framework, if applied, appropriately would improve NYDA efforts in delivering effective and quality services to the youth.

### **1.1 The Objectives of the M&E Framework and guidelines**

The broad objectives of the monitoring and evaluation framework and guidelines are to:

- i) Enhance organisational and development learning.
- ii) Ensure informed decision making.
- iii) Support substantive accountability, reporting and NYDA repositioning.

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- iv) Build NYDA capacity in all areas of planning, management and service delivery and evaluating functions and business processes in general.
  - v) Provide information for Knowledge Management and setting of benchmarks for performance.

## **SECTION 2: PURPOSE OF THE MONITORING AND EVALUATION FRAMEWORK**

The Monitoring and Evaluation framework provides an over-arching guide on all monitoring and evaluation process within the NYDA mandate. It aims to knit together critical areas that are key in creating an enabling environment for effective and efficient monitoring and evaluation of NYDA and its partners' efforts, in relation to:

- i) **Planning** - NYDA strategy development; Programmes and Services planning and formulation; target setting and defining expected outputs, outcomes and impact.
- ii) **Implementation** – Business processes used in the delivery of services, these include project management, continuous quality improvements, efficient and effective approaches, adherence to guidelines and procedures, risk assessments and mitigation and supportive supervision.
- iii) **Reporting** – Systematic reporting on inputs, outputs, outcomes and impact and providing continuous feedback for improvements and lessons learnt on products and services.
- iv) **Knowledge Management** – The strategies and processes of identifying, capturing, and leveraging knowledge to enhance competitiveness. Knowledge Management comprises a range of practices used by the NYDA to identify, create, represent, and distribute knowledge for reuse, awareness and learning. Knowledge Management at NYDA seeks to tie organisational objectives and achieved specific outcomes in order to shared intelligence, improved performance, competitive advantage, or higher levels of innovation within the NYDA's programmes.

The framework would allow the NYDA to align all its interventions to strategic objectives as well as to track organisational performance against these. In this way, the M&E framework provides a multi-level, organisational

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mechanism to answer a bottom line question: Are we making a difference in the following areas?

- a) achieving improved livelihoods for young people in South Africa.
- b) promoting self reliance for targeted youth.
- c) enhancing economic and social growth in targeted communities

The main driver of Monitoring and Evaluation within the NYDA is the creation of reliable, credible, effective and efficient programs that can demonstrate impact on the lives of young people. Information from Monitoring and Evaluation is used to continuously improve products and services, provide evidence for decision making and provide documented experiences and lesson learned. This information is further used for accountability purposes to stakeholders and partners.

### **2.1 Principles of the NYDA M&E Framework**

The M&E framework is grounded in the set of best practice principles. The M & E framework seeks to institutionalise and instil the practice and culture of ensuring that all NYDA programmes and projects have the following characteristics:

- a) **Clear measurable goals** to guide planning and implementation
- b) **Effective management** to ensure that projects deliver what they are planned to deliver
- c) Prepare the youth for a **better livelihood**
- d) Provide an environment for **youth transformation**
- e) Show that **impact** of the programmes and projects can be measured.

Through these standards, NYDA seeks to ensure that programmes and projects are:

- a) **Effective** – projects and programmes produced the intended results and outcomes;
- b) **Efficient** – projects and programmes are implemented to produce the best results within limited resources allocated;
- c) **Relevant** – projects and programmes are designed to respond to needs, requirements and priorities of young people;

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- d) **Sustainable** – projects and programmes are replicable and expanded overtime to ensure continuity of youth development services to young people; and
  - e) **Impact** – projects and programmes have long lasting positive effect on the lives and living environment of the youth.

These measures are also the driving force in monitoring and evaluation, thus have been adopted in this framework as key in ensuring that NYDA follows accepted methods and approaches in its business processes in conducting monitoring and evaluation activities.

In implementing its strategies and programmes, NYDA is further guided by its values which define how it seeks to approach, conduct and be evaluated on its business practices. These approaches can only be realised through monitoring and evaluating of indicators related to these practices. The M & E framework support the philosophies enshrined in the NYDA Act and National Youth Policy documents. These documents were the source of defining the business of NYDA, key performance areas and the core corporate indicators listed in this framework.

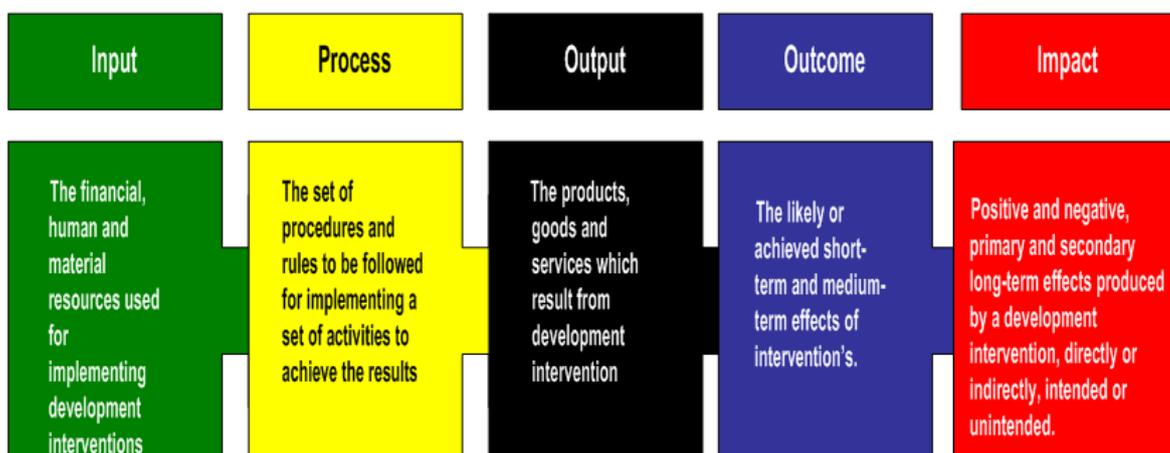
### **SECTION 3: INTRODUCTION TO MONITORING & EVALUATION CONCEPTS**

Monitoring and evaluation are intimately related. Both are necessary management tools to inform decision-making and demonstrate accountability, planning and informing implementation and proving impact, efficiency and effectiveness of interventions. The overall purpose of monitoring and evaluation is the measurement and assessment of performance in order to more effectively manage the outcomes and outputs of interventions.

Monitoring is defined as a continuous process of systematic collection of data on specific indicators to provide management and stakeholders of an on-going intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated resources. Evaluation is defined as the systematic and objective assessment of an on-going or

completed project, programme or policy, its design implementation and its results aiming at determining the relevance, fulfilment of objectives, efficiency, effectiveness, impact and sustainability.

**Figure 1: Definitions of Measurement Concept for Monitoring and Evaluation**



The approaches, techniques and tools used in monitoring and evaluation must be applied at all levels of the NYDA business processes; these must address the following inter-related measures of input, process, output, outcome and impact.

NYDA strategies, operational plans and project and concept documents, which are regarded as planning tools, must clearly define measurement of inputs, processes, output, outcome and impact. The framework is therefore seeking to standardise the definition, use and application of these terminologies when applied in any business processes in the organisation.

The principles that will guide measurement of programmes and business efforts are towards answering the question of “How do you translate results so intangible as employee morale or service quality or corporate image into solid, robust measures?” The following steps have been adopted to guide the Agency to answer this question through its monitoring and evaluation efforts.

**STEP 1: Begin with the end in mind.**

Performance measures are objective comparisons that provide evidence of an important performance outcome. It is of the utmost importance to decide which outcomes are most worth tracking right now. As the first step in

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deciding how to measure an outcome, write down what the outcome is, what the difference is you are trying to create (and thus want to track using a measure). Focus on one outcome at a time.

**STEP 2: Be sensory specific.**

When you have the end in mind, you are ready to get a handle on what specifically about your outcome you will measure. This is where you take care in your choice of words to describe the outcome as concretely as possible. Use "sensory" language - the language that describes what you and others would see, hear, feel, do, taste or smell if your outcome was happening now. Avoid those inert words that we so often see in our goal and objective statements, such as: efficient, effective, reliable, sustainable and quality.

**STEP 3: Check the bigger picture.**

Check the bigger picture for what could happen if you measure your outcome. What level of control do you have over achieving it? What might the unintended consequences of measuring the outcome be (both the positive and the negative)? What behaviour would the measures drive? Which other areas of performance might be sabotaged or limited? This is your first chance to change your mind about what's most worth measuring.

**STEP 4: What's the evidence?**

Now, get ultra specific and figure out what the potential measures are that could let you (and everyone else) know that the outcome is being achieved. For each of your sensory rich statements from step 2, what could you count to tell you the extent to which it is occurring? Which of these potential measures would be the optimal balance between objectivity and feasibility?

**STEP 5: Name the measure.**

Naming your performance measures marks the point at which you know exactly what you will be measuring. Be succinct and informative and deliberate, as you need to be able to continually and easily identify each measure as it moves through the steps of being brought to life and being used in decision making.

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## SECTION 4: NYDA MONITORING AND EVALUATION SCOPE

### 4.1 INDICATOR DEVELOPMENT

Indicators are quantitative or qualitative factors or variables that provide a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development measure. Indicators enable decision-makers to assess progress towards achievement of intended outputs, outcomes, goals and objectives. There are two types of indicators, qualitative indicators which are qualitative measures that reflect changes due to a programme or project intervention; the other are quantitative indicators which are numeric measures or values that reflect changes due to programme or project intervention.

### 4.2 MONITORING AND EVALUATION DESIGN

The NYDA M&E design rest on business processes defined in NYDA policies, strategies and procedures to ensure the effectiveness and efficiency in operation of the organisation. The M & E framework seek to align those business process to measures that can inform all levels of business on their performance on specific functions related to those processes. The layers that provide platform for business engagement to M & E include:

- i) **Planning** – design and development of strategies to guide the process of organisational planning; operational plans to guide the process of defining activities, measures and resources required to deliver a service or product. Programme and Project planning focuses on development and designing specific project related activities, time frames, outputs and outcomes and resources (financial, human and material) required to support the programme or project.
- ii) **Measurements** – this require defining measurable indicators which can be linked to Key strategic performance areas, linked to specific,

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measurable, achievable, realistic and time-bound (SMART) objectives, and clearly defined operational activities. An accurately defined indicator is the critical starting point for monitoring and evaluation. .

- iii) **Measurement variables** – the processes and tools for data collection and storage provide a system that will ensure that information collected can be validated and verifiable at any stage. The credibility of data is paramount for organisational reputation, growth and sustainability. All business processes at NYDA will be required to document and store information for reporting purposes. Data sources and storage are crucial in the NYDA M & E design.
- iv) **Reports** – standard reports at all levels of reporting must be provided according to reporting schedules. The reporting schedules and report formats will be determined by each level of reporting. Processes and tools for compiling monitoring and reporting will be clearly defined in the monitoring guidelines. Processes and tools for evaluations reports are also clearly defined in the evaluation guidelines.

### **4.3 MONITORING, EVALUATION AND REPORTING APPROACH**

The approach adopted by the NYDA M & E framework seeks to ensure that the organisation adopt a culture of result-based approach to its business. Results-based management approach provides a coherent framework for strategic planning and management by improving learning and accountability. The broad management approach adopted by the framework is aiming at achieving important changes in the way NYDA operate, with improving performance and achieving results as the central orientation, by defining realistic expected results, monitoring progress towards achieving the results, integrating lessons learned into management decisions and reporting on performance.

The framework for managing performance information outlines the structure for demonstrating performance by public entities against their plans. Fundamental to the structure is defining indicators and the extent in which the indicators covers width and breath of areas to be monitored and reported against. The M&E approach for this framework ensures that indicators

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selected are conform to the concept of specific, measurable, achievable, relevant and time-bound (SMART). This means indicators for NYDA can be linked to well defined and specific objectives; indicators can be measured based on the information collected during operation; indicators have set targets based on available resources; indicators are can be linked to organisational key performance area and indicators are linked to time frames planned for programmes.

In addition, indicators for monitoring and evaluation are selected to assess cost, distribution or coverage, quantity, quality, efficiency, effectiveness and equity. These indicators require careful monitoring and evaluation planning, development of adequate and user-friendly tools and process for data collection, collation and reporting. This approach will promote the use and value add on collecting the information required to fulfil monitoring and reporting.

#### **4.3.1 Strategic planning**

NYDA M & E functions will form part and integrated into organisational strategic planning processes for its business programmes. NYDA strategic plans provide the overarching framework that provides strategic direction for organisational mission, vision and strategies. The strategies are supported by SMART (Specific, measurable, achievable, realistic and time-bound) objectives and resources, including budgets to provide a clear direction on how each strategy must be operated.

The strategic planning process follows processes and requirements outlines in the National Treasury framework for strategic plans and annual performance plans published in August 2010. The NYDA strategic planning framework provide a guide to the monitoring and evaluation framework to ensure that both monitoring and evaluation provide information that assist the institution to focus on achievement outcomes and reports accurately.

#### **4.3.2 Operational planning**

Operational plans are broad maps of processes and activities to be used in implementing activities required to meet objectives of identified strategy.

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Operational plans must have clearly defined activities that are linked to SMART objectives, outputs and set targets. These measures are required to track and report performance against set organisational performance indicators and targets. This information must be accurate, documented and verifiable as it provides the basis for organisational management and reporting information.

## **SECTION 5: MONITORING AND EVALUATION PROCESSES**

### **5.1 MONITORING PROCESS**

The purpose of monitoring is to ensure assessment of performance and progress of NYDA interventions towards the attainment of goals. The scope of monitoring is wider than just tracking what projects deliver. It recognizes that information gathered from monitoring provides the basis for making decisions and taking action. This lends monitoring as an important tool for decision making and learning resulting in it being an indispensable value driver in evaluations.

This M&E framework has ensured that the monitoring function establishes a balance between all related processes, these includes:

**5.1.1 Formulation of planning documents:** all planning documents, strategies, operational plans, project plans must have measurable objectives (specific, measurable, attainable, realistic and time -bound SMART), with clearly defined activities linked to quantifiable inputs, outputs and to a lesser extended outcomes in both quantitative and qualitative terms.

**5.1.2 Indicators for monitoring:** these indicators must be formulated in accordance with the planning documents applicable for that process. Monitoring indicators must measure inputs, processes and outputs and must have a direct relationship to set targets for the project, programme or function. Indicators developed for monitoring and

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evaluating performance are guided by the following as defined in the National Treasury framework for managing programme performance information:

**Reliable** – accurate and respond to changes in the level of performance

**Well defined** – clear, unambiguous and easy to understand and use

**Verifiable** – able to validate the information against the indicator

**Cost effective** – usefulness of the indicator justify the cost for collecting the information

**Appropriate** – encourage improvement in service delivery

**Relevant** – must be linked to institutional mandate and expectations

**5.1.3 Information collection:** all programmes and projects in the organisation must collect periodic data on all the processes required for monitoring. There is a minimum data set that needs to be collected at the following levels:

- i) **Beneficiaries** – information collected must include biographical data that can identify each beneficiary
- ii) **Project related data** – information collected must include the type of programme or project, the geographical area where it is implemented; the type of services provided to beneficiaries, the implementers of the programme or project. All data collected must be captured on approved data capture tools and templates.
- iii) **Data validation and verification** – validation and verification will be conducted on all collected data to ensure that the information is authentic and can be proven. The validation and verification process will require testing some of the collected information for its authenticity through various means which are detailed in the Monitoring Guidelines section of this framework.

**5.1.4 Reporting:** reports must be generated according to NYDA needs and requirements and at all levels. The different levels that require monitoring information for reporting both external and internal would use a standard, defined reporting template for those reporting requirements. All monitoring reports generated from the tools and templates must be verified and certified by the Monitoring and

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Evaluation Unit. The two main principles will guide reporting in the Agency

- i) **Data sources:** All data sources to be used for monitoring purposes must come from official NYDA data management system or business processes. Data from all official sources will be generated as reports from the Monitoring and Evaluation System. Official data sources will use standard approved templates for data collection, capture, verification and validation as defined above.
- ii) **Feedback:** All project and programme staff must have access to generate reports on the Monitoring and Evaluation for purposes of providing feedback to project implementers and narrative report writing on the projects.

## 5.2 EVALUATION PROCESS

The purpose of evaluations is to extract lessons from implementation, measure outcomes and impacts from the interventions and to inform planning of new projects. The framework for conducting evaluation must be informed by the principles and standards and values for effective practice.

All evaluations, irrespective of the level of evaluation to be conducted, are to be managed by the Monitoring and Evaluation Unit. The Evaluation Guidelines details process that will be followed in conducting NYDA evaluations. Divisions and Project Managers are responsible for identifying and submitting all projects that require evaluations by submitting an evaluation requisition.

Evaluations can be conducted internally by the Monitoring and Evaluation Unit as part of its project or they can be commissioned to external evaluators but managed by the Monitoring and Evaluation Unit. The Monitoring and Evaluation Unit will work as a team with Programme Managers in planning and executing the evaluation, to ensure a participatory approach in the evaluation.

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### **5.3 MONITORING AND EVALUATION FUNCTION**

The M&E function is designed and customised to meet the requirements of the NYDA. At the moment, this function makes use of the pre-formatted MS Excel Spreadsheets and Enterprise Resource Planning (ERP) system to consolidate the performance of the organisation aligned to the key programme areas and strategic objectives espoused in the Annual Performance Plan for each financial year.

The Enterprise Resource Planning (ERP) system is designed to streamline and integrate business processes in the organization. The system helps to provide single view on the organization's information and improve service offering to the employees, clients, stakeholders and board.

Through the ERP trainers are able to manage their schedules, electronic attendance registers and reporting. ERP allows for data to be collected in real time, thus minimising chances of back log due to standard submission timelines.

All training are currently captured through the ERP system whilst all the other programmes are still being captured on pre-formatted spreadsheets. Therefore, data for trainings is collected in real time as trainings are conducted at the branches. The ERP consolidates all the data and is able to provide dashboards on approved data. Therefore, data collected through ERP still has to go through different approval stages from the Branches, to Operations quality control at Head Office and finally by M&E. It is only after data has been approved by M&E that it is saved and stored as accurate and reliable performance information for the Agency.

M&E Unit will produces the summary report of the quarterly performance information (after conducting verification) using a MS Word template so that the information is easy to interpret, easy to package and share and management can be able to determine

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delivery of the organisation against stated core business objectives. The M&E unit also updates the DPME Electronic Quarterly Performance Reporting System (EQPRS) every Quarter to submit NYDA's performance information to both DPME and Department of Treasury.

#### **5.4 DATA COLLECTION**

Data collection will be conducted by all staff, internal or external, involved in executing a business processes that require collecting of information. Data can be collected directly into an electronic system designed and enabled to have templates that allow collection of the data, for example, ERP. Data can also be collected into an approved paper based template where information can not be collected directly into the electronic system. Templates for data collection, whether electronic or paper, will have standard fields that require completion.

For programmes or projects implemented by a third party or Service provider organisation, their staff will be responsible for collecting all the data required for monitoring and reporting by NYDA. Their responsibility is to make sure that required data is collected and all data fields requiring information pertaining to the programme or project is complete. If the data is collected on a paper base or electronic data collection tool, they must make sure that data is transferred to centres or points where the data is captured in the electronic system design to capture the data.

The frequency of data collection is dependant of the processes being implemented in a programme, project or service. There are processes that will require instant collection of data direct to data capture screens, such as registration of customers. However, each business unit will define its business processes thus informing how its data is being collected at service delivery point. At each level of service delivery, the business unit must take into consideration the following when mapping data collection processes:

- i) The time it takes to collect the data and capture in a live screen.
- ii) The nature of the service being delivered to the beneficiary.
- iii) The availability and reliability of the live application to those responsible for data collection.

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- iv) The capacity (human resources) available to conduct data collection using the selected data collection method.

#### **5.4.1 Data capture**

Data capture is the process of entering data into the common database for NYDA programmes and services for purposes of generating reports from the NYDA monitoring and evaluation function. Data capture systems will have the ability to verify some data fields that can be verifiable between data capture and data storage in the M & E database.

All data capturing will be conducted in a data capture system or platform approved by the NYDA for data capture. The system or platform for data capture will be made available or accessible to all staff at NYDA and all approved service providers for the organisation.

In the data capture platform, those responsible to capture data, will be able to enter information in all data fields relevant to their project or business process related to a programme, project or service. The data fields will be created such that data captured can be verified as being entered and the each record completed can be verified for its completeness. If there are fields missing or information is incorrect, or a record is not complete the pre-formatted spreadsheet will alert the data capturer and action thereof required to complete the data field or record.

For manual process data capture happens at M&E level where evidence is captured on pre-formatted Excel spreadsheets to develop beneficiary data lists. These data lists correspond with the evidence provided thus validating the accuracy of the evidence.

For trainings where data is captured through the ERP, evidence is collected from source by the trainer at the Branch level. The trainer captures the beneficiaries on the ERP using a tablet, which also serves as an attendance register that can be signed by the beneficiaries. The signed register on the tablet is then synchronised into the system to form part of the beneficiary data list for the particular programme.

## 5.5 REPORTING TIME LINES

Trainings are captured through the ERP system whilst the rest of the programmes are captured manually through spreadsheets. For evidence collected through the ERP the system is locked after every end of Quarter, as indicated below:

Period under review	Months covered	Closing dates for capturing for the Quarters
Quarter 1	April - June	15 July
Quarter 2	July - September	15 October
Quarter 3	October - December	15 January
Quarter 4	January - March	15 April

For manually processed programmes evidence is collected monthly to avoid backlogs and provide enough time for verification and corrections where necessary. When it is not end of the quarter, the evidence should be submitted on the 15<sup>th</sup> of the following month, with the only exception in November to allow for shut down period. The eight months that are not end of the quarter are as follows:

Reporting period	Due date of divisional PI report
April	15 <sup>th</sup> May
May	15 <sup>th</sup> June
July	15 <sup>th</sup> August
August	15 <sup>th</sup> September
October	15 <sup>th</sup> November
November	8 <sup>th</sup> December
January	15 <sup>th</sup> February
February	15 <sup>th</sup> March

When it is end of the quarter, evidence is due on the 5<sup>th</sup> of the month subsequent to the end of the quarter. Early submission (5<sup>th</sup> of the month subsequent to end of quarter) enables reduction of pressures at the end of the quarter, proper verifications to be conducted thereby improve the quality by reducing possible errors, account for all the performance information attained by the NYDA and allow adequate time for approval of the reports through the NYDA appropriate structures. The four months that are falling within end of the quarter are as follows:

<b>Reporting period</b>	<b>Due date of divisional PI report</b>
June	5 <sup>th</sup> July
September	5 <sup>th</sup> October
December	5 <sup>th</sup> January
March	5 <sup>th</sup> April

At the end of each month, The NYDA will only report to the Executive Authority performance information that has been verified/validated. It is the responsibility for the NYDA divisions to collect evidence in line with the Indicator Protocol Sheet that is normally attached to the approved organisational Annual Performance Plan for each financial year.

### **5.5.1 Verified evidence and reporting**

In the case of a contestation of verified statistics which cannot be amicably resolved between M&E Unit and the divisions, then the Executive Manager or Senior Manager of Corporate Strategy and Planning will have to be intervene.

During the end of year procedure, the 4<sup>th</sup> Quarter Report will not be far different from the Draft Annual Performance Information Report which is due on or before 31<sup>st</sup> May. In producing the Draft Annual Performance Information Report, there will be no additional evidence that is accepted after 31<sup>st</sup> April.

### **5.5.2 Evidence verification process**

The evidence received through the ERP system is verified through quality checks done at branch level, programme level and M&E level. Approved beneficiaries by M&E specialist are saved as the final data list of evidence collected under the particular training and is used for reporting. Rejected beneficiaries due to non-compliance can be tracked and corrected on the system.

The evidence received from the NYDA divisions manually by the M&E Unit is subjected to whether it is complete, accurate, valid, and reliable before being accepted. The M&E Official will assess the received evidence against the source documents specified in the approved Annual Performance Plan. The M&E Unit develops pre-formatted MS Excel Spreadsheets to consolidate the performance of the organisation. Each KPI has its own consolidation spreadsheet which stipulates month under which the performance fall under; total performance achieved, and

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breakdown based on: province, gender, race, disability status and type of geographic location.

After the consolidation has been conducted, the verified performance is transferred into the ME002 Form. The name of division is indicated, the period of reporting is articulated, the name of the Official within M&E Unit (usually M&E Officer) conducting the verification is indicated. At the end of the verification, the M&E Officer will sign the form and stipulate the date.

### **Data collation and analysis**

Data collation and analysis will be built and presented in the form of dashboards that will populate the various reports that the NYDA reports on. The data reported will be broken down into the demographic variables that are critical and specified to be collected. The analysis that will be made include breakdown of data according to: race, gender, disability status, age and provincial distribution. The data will be consolidated per each key performance indicator throughout the 12 months of the year.

The Monitoring and Evaluation Unit staff will ensure that all data captured in all NYDA consolidation spreadsheets is updated and collated on monthly basis. The data is complete, verifiable and is appropriate for reporting and use by all levels of NYDA structures requiring information from the system.

## **5.7 ROLES AND RESPONSIBILITIES FOR MONITORING**

Monitoring and evaluation of NYDA, its services and products is primarily the responsibility of NYDA itself. Where NYDA delivers its services and products through third parties, a participatory approach will be adopted and promoted by involving them in the implementation of such monitoring processes and functions.

The overall coordination of NYDA monitoring is the responsibility of the Monitoring and Evaluation Unit. Planning and implementation of monitoring functions form part of the programmes. NYDA has to ensure that monitoring is implemented in a supportive environment to staff and partners that deliver services on behalf of the organisation. The monitoring and evaluation framework must be made available to all staff and third parties supporting interventions implemented by NYDA.

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### **5.7,1 The role of the Monitoring and Evaluation (M & E) Unit is to:**

- i) Develop monitoring and evaluation framework, guidelines and procedures for NYDA programmes in line with NYDA policies and business processes.
- ii) Design and develop Standard Operating Procedures (SOP) for the NYDA
- iii) Design and define monitoring indicators for products and services relevant to reporting at all levels of NYDA.
- iv) Develop tools and instruments for monitoring indicators, targets and business processes for the NYDA programmes
- v) Support, supervise and ensure that data collection, capture, verification, analysis and reporting are adhered to by all required to report on any NYDA business processes
- vi) Train NYDA and third parties staff on monitoring functions, including data collection, data capture and reporting generation and how to use the information for planning and reporting purposes.
- vii) Identify new or additional requirements for effective monitoring of NYDA services and products
- viii) Liaise with all Divisions and third parties on verifying quality of reports generated from all monitoring processes of NYDA.
- ix) Produce monthly performance information reporting templates.
- x) Conduct verification of all performance information according to the criteria stipulated by Auditor General South Africa.
- xi) Consolidate all the reported verified performance information according to the KPI's.
- xii) Keep record of all evidence used in reporting and submit these to the Internal Auditors and Auditor General.
- xiii) Compile Part B of the NYDA Annual Report.

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## **SECTION 8: EVALUATION GUIDELINES**

Evaluations are conducted for purposes of learning and providing feedback on the results or outcomes of actions in relation to prior objectives, plans, expectations or standards of performance of a project, programme or organisation. Evaluation addresses questions related to: What have we achieved, what processes were used to achieve what we have achieved, what challenges have we faced and how we have addressed those challenges, what lessons have we learned and what impact have we had?

NYDA has experienced a number of challenges in conducting evaluations. Some of the most prominent challenges have been the following:

- i) Unclear and undocumented process of conducting programme and project evaluations;
- ii) Lack of consistency in conducting programme and project evaluations;
- iii) Poor quality evaluation reports/findings and
- iv) Limited utilisation or application of evaluation findings.

It should also be noted that there is a clear cause and effect relationship between the above stated challenges. For example, an unclear and undocumented evaluation process may result in poor quality evaluation reports. Similarly, poor quality evaluation reports will definitely impact on the level of their usage.

### **8.1 SCOPE**

This guideline covers the machinery of evaluations and it also addresses the steps of implementation which inform and affect the content and results of the evaluation.

### **8.2 PURPOSE OF THE EVALUATION GUIDELINES**

This guideline is designed to help the organisation plan and execute evaluations. It lays out the standards for evaluations undertaken by or on behalf of NYDA. The main aim of this evaluation guideline is to standardise processes for conducting evaluation for all programmes and projects of NYDA. The guideline seeks to:

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- i) Clarify, document and standardise approaches towards conducting the evaluations within the NYDA;
  - ii) Ensure consistency in the conducting NYDA evaluations across the NYDA divisions and projects; including other planning processes (e.g. budgeting for programme and project evaluations);
  - iii) Ensure high-quality reports and findings of evaluations, and
  - iv) Facilitate utilisation of evaluation findings (evaluating the quality of the evaluation reports, check-backs in concept documents).

These standards are contained within the following parameters:

- i) Why does NYDA conduct evaluations;
- ii) Which kinds of evaluations should NYDA conduct;
- iii) What approaches are most appropriate for conducting evaluations;
- iv) What kinds of key questions and scope the evaluation must cover ;
- v) When to conduct evaluations of NYDA activities;
- vi) How and who should conduct the evaluation.

### 8.3 FOCUS OF GUIDELINES

The guidelines are to ensure that NYDA programmes and project are periodically evaluated to assess their impact, extract best practice from implementation and to inform planning using lessons learned. NYDA evaluations must include one or more of the following criteria to ensure that the outcome of the evaluation is in line with some key issues for evaluation::

- i) **Relevance** – to what extent are the policy, programme or project's objectives pertinent in relation to the evolving needs and priorities of government? This aspect determined the extent to which project or programme interventions conforms to the needs and priorities of target groups and policies of the NYDA and other national imperatives relevant to NYDA mission and vision.
- ii) **Effectiveness** – how economically have the outcomes been achieved and have the outputs of the policy, programme or project contributed to achieving its intended outcomes? This aspect determines the extent to which the project or programme intervention has achieved its objective, taking relative importance into account.
- iii) **Efficiency** –how economically have the various resource inputs been converted into tangible goods and services (outputs) and results? This

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aspect measures the extent to which resources invested in the intervention can be justified by its results, taking alternatives into account.

- iv) **Utility** – how do results of the policy, programme, or project compare with the needs of the target population(s)?
- v) **Sustainability** – to what extent can the positive changes be expected to last after the programme has been terminated? This aspect establishes the continuation and longevity of benefits from the programme or project after the cessation of NYDA support to the project.

In assessing the above, NYDA will adopt a holistic approach towards assessing whether it is achieving its mandate. Evaluations will be conducted at three levels, namely;

i) **Evaluations conducted at Policy Level**

These evaluations focus on performance of all youth development policies including the evaluating NYDA in its ability to meet the mandate set in the Act 54 of 2008. An impact evaluation will be conducted on the NYDA 5 Year Strategic Plan, the National Youth Policy, Integrated Youth Development Strategy, National Youth Employment Strategy and any other relevant youth development policies that are targeted at developing youth in South Africa. In promulgating new policy, there is a need to conduct Regulatory Impact Assessment before approval through the Cabinet processes. The other evaluations that are applicable is diagnostic evaluations, implementation evaluations as well as economic evaluations.

ii) **Evaluations conducted at Programme Level**

The performance of programmes designed and implemented by NYDA will be assessed throughout their lifespan. All the types of evaluations will be applicable for evaluating programmes implemented by the NYDA

iii) **Evaluations conducted at Project Level**

The performance of projects designed and implemented by NYDA will be evaluated throughout their lifespan. All the types of evaluations will be applicable to projects implemented by the NYDA.

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## 8.4 TIMING OF EVALUATIONS

**Diagnostic Evaluation** must be conducted at key stages prior to design or planning. These can be conducted as part of Due Diligence or as surveys before interventions are implemented.

**Design Evaluation** may be conducted after an intervention has been designed, in the first year, and possibly later. These evaluations can be conducted for new interventions that NYDA have not implemented before. They may be conducted if there is need to get better understanding on the formulation and conceptualisation of the project.

**Implementation Evaluation** are conducted once or several times during the intervention. These reviews can be conducted during the implementation of the project at different intervals such as: quarterly or half yearly depending on the needs of the projects.

**Economic Evaluations** will be conducted at any stage of NYDA projects as and when required.

**Impact evaluations** these evaluation are conducted to programmes and projects that are linked to key results areas of NYDA, such as Job Preparedness and Placement Programme, Solomon Mahlangu Scholarship Programme, Business Development Consultancy Services Voucher Programme, National Youth Service Programme etc. These studies seek to establish the return on the investment made by NYDA on these programme. They also measure the impact of the programme to intended recipients of the interventions. These evaluations are conducted once in 3 to 5 years of the programme intervention.

**Evaluation Synthesis** is conducted at the end of each year based on consolidating the abstracts of evaluations conducted during the financial year. The allocated ISBN will be imprinted on the publication and one copy will be provided to all places of legal deposit in South Africa including the National Library of South Africa.

**Table 3: NYDA evaluation matrix**

<b>Levels</b>	<b>Types of evaluations</b>	<b>Frequency</b>
Policy	Impact	3-5 years
	Diagnostic evaluation	At key stages prior to design or planning.
	Economic evaluation	At any stage.
	Implementation evaluation	Once or several times during the intervention.
	Evaluation synthesis	Compiled using abstracts of all evaluations conducted during the year and includes all levels as well.
Programmes	Impact	2-3 years
	Diagnostic evaluation	At key stages prior to design or planning.
	Design evaluation	After an intervention has been designed, in the first year, and possibly later.
	Economic evaluation	At any stage.
	Implementation evaluation	Once or several times during the intervention.
	Evaluation synthesis	Compiled using abstracts of all evaluations conducted during the year and includes all levels as well.
Projects	Diagnostic evaluation	At key stages prior to design or planning.
	Design evaluation	After an intervention has been designed, in the first year, and possibly later.
	Implementation evaluation	Once or several times during the intervention.
	Evaluation synthesis	Compiled using abstracts of all evaluations conducted during the year and includes all levels as well.

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## **8.6 BUDGETING FOR EVALUATIONS**

### **i) Policy evaluations Strategic evaluations**

This includes impact evaluations, diagnostic evaluations, implementation evaluations, economic evaluations as well as synthesis evaluation and will be planned and budgeted for by the M & E Unit within Research and Policy, since these evaluation tends to take time to plan and execute, the M & E Unit will identify critical areas that needs these types of evaluation at the beginning of a financial year and formalise a NYDA team that will assist the Unit in planning and execution for these evaluations. The procurement regulations should be followed when the work is outsourced.

### **ii) Programme evaluations**

These can be initiated by divisional managers themselves or by the M & E Unit depending on the need of the evaluation. Divisions who will require evaluations to be conducted on their entire divisional products value chain must inform the M & E Unit during the strategy and operational planning period. The procedure for requesting these evaluations follow the same procedure for requisition of evaluation. This includes completing the evaluation requisition form and submission of the request to the M&E Unit. These evaluations can only be included if the division requesting the evaluation has included the evaluation in their yearly strategic plans. The M & E Unit will then budget for the evaluation based on the scope and methodology to be used for the evaluation. The budget cost for these kinds of evaluation is usually large; therefore, budgeting for these evaluations will be informed by the scope of work, the complexity of the methodology to be used, the spread in geographic locations to be covered and the time it will take to complete the evaluation. The procurement regulations should be followed when the work is outsourced.

### **iii) Project evaluations**

These are project specific evaluations that are required as part of requirements for all projects implemented by NYDA. Project

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evaluation budgets will be budgeted for at the time of project formulation by Project Managers. The budget cost of each project will be informed by a number of variables; these will include geographic spread of the project, the scope of the project and the type of evaluation to be conducted on the project. All project evaluation budgets must not be disbursed to Service Providers-where SP's are used. The Division responsible for that division will manage this budget under its divisional budget and will account for expenditure against this budget line item. The procurement regulations should be followed when the work is outsourced.

## **8.7 EVALUATION PROCESS AND ENGAGING EVALUATORS**

Managers and Officers are required to inform the M&E Unit immediately about the intention to formulate a project or programme so that the M&E Unit can advise about the suitable evaluation to conduct for their intervention. This allows enough time for preparation and procurement of evaluators in cases where external evaluators would be required to conduct the evaluation.

In case of project evaluations that are conducted externally, the M & E Unit will draft terms of reference (TOR) and engage the Officer or Manager on the content, time frame and cost of the evaluation. The M & E Unit will then request for quotation (RFQ) to evaluators respond to the RFP.

In case of evaluations conducted at policy and programme levels that are conducted externally and their cost is above R500 000, then the M&E Unit will engage with the SCM Unit to initiate the tendering process.

The M & E Unit takes responsibility of managing the evaluators during the evaluation process. This will include, ensuring that evaluators follows the protocol agreed upon to conduct the evaluation, evaluators are sticking to time frames, provide feedback on the status of the evaluation to Officer or Manager and any other technical issues related to the evaluation. The Officer or Manager takes responsibility

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of providing logistical support and links the evaluators to the project implementers, including introducing the evaluators to the project, providing documentation about the project and setting up appointments with NYDA to be interviewed by evaluators.

Evaluation reports drafts are managed by the M & E Unit, the Unit ensures that all relevant people make comments to the draft and that the evaluators receive feedback from all those who make comments. The Unit quality assures the evaluation report and approves the final draft which is then submitted to the Officer or Manager for final approval. The Officer or Manager set up a date and invite all relevant people to attend a presentation to NYDA and Project Implementation on the findings and recommendations of the evaluation.

The M & E Unit edit and format the report for final publication. The M & E Unit also must develop a short abstract on the evaluation, using the template outline in the framework.

