NYDA/FLEMISH COOPERATION PROGRAMME

EVALUATION REPORT 2015 - 2018

Abstract

This study aimed to investigate the impact of the NYDA/Flemish youth volunteering programme in South Africa. A sequential mixed methods design was chosen that consisted of statistical and interpretive methods to provide the best answers to the evaluation questions. The evaluation indicates that the programme has been successful in meeting envisioned objectives albeit with potential for improvement and room for scaling-up provided additional funding is allocated to support the programme going forward.

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ACRONYMS AND ABBREVIATIONS

Term/acronym	Definition
ASCW	Agency for Socio Cultural Work for Youth and Adults
CSO	Civil Society Organisations
Direct volunteering	Volunteering directly for individuals
Evaluation	Assessment of policy effectiveness and efficiency value add during and after implementation. It seeks to measure outcomes and impacts in order to assess whether the anticipated benefits have been realised.
Industry (field of work)	Main activity carried out by the unit through which the volunteer activity/work is performed.
Number of hours volunteered	Duration in hours of each activity that the respondent identifies as having been performed during the reference period.
NYDA	National Youth Development Agency
Occupation (type of work performed)	Type of activity/work performed by the volunteer for each in-scope volunteer activity during the reference period.
Organisation	Formal bodies/entities that can be either registered or not to operate (can be non-profit, for-profit or a unit or agency of government), and includes schools, religious organisations, and sports or community associations.
Organisation-based volunteering	Volunteering done for or through non-profit institutions or other types of organisations.
Out-of-pocket expenses	Payment received for travel costs, food costs and other expenses incurred by a volunteer whilst performing an activity.
Policy	Policy is a course or principle of action, proposed or adopted by a government, party, business or individual, intended to influence and determine coherent

Term/acronym	Definition
	decisions, actions, and other matters; usually with a common long-term purpose(s).
Value of volunteering	Replacement cost (recommended). By assigning to the hours of volunteer work what it would cost to hire someone for pay to do work that the volunteer is doing for no pay.
Volunteer activity	Activity willingly performed for little or no payment, to provide assistance or promote a cause, either through an organisation or directly for someone outside one's own household or immediate family
Volunteer rate	Percentage of the population that reports engaging in any in-scope volunteer activity during the reference period. It is computed by dividing the number of volunteers identified through the volunteering module by the population (15 years and older) of the country.

1.   EXECUTIVE SUMMARY

The purpose of the impact evaluation of the National Youth Development Agency (NYDA)/Flemish government (Flemish) Volunteering Programme for the period 2015 to 2018 was to provide answers to various questions related to impact of the NYDA/Flemish Cooperation Programme on improving youth economic participation in the country and the extent to which the anticipated outcomes have been achieved and if it is still applicable and to identify areas that needs to be improved. Four evaluation processes were used to obtain the information to be able to answer the evaluation questions and recommend improvements.

- Comprehensive document review;
- Meetings with key NYDA staff members involved in the programme;
- A questionnaire to obtain quantitative and qualitative information from civic society organisations (CSOs); and
- A review of business processes and procedures used by NYDA and CSOs.

The evaluation population included in this study was 150 CSOs participating in the NYDA/Flemish Cooperation Programme at the time of the evaluation. Evaluation was done on 74 beneficiary CSOs. The findings, conclusions and recommendations are meant to indicate programme effectiveness and efficiency in meeting stated objectives.

- The review indicated that the programme, in the main, resulted in the achievement of the four broad pillars of the cooperation (capacity building, knowledge generation, marketing and communication and lobbying and advocacy). The programme is considered instrumental in promoting youth volunteerism in South Africa through capacitating CSOs and the myhandsandheart online platform.
- The *Cooperation Agreement* between the Department of Culture, Youth and Media in the Flemish government and the NYDA (as the implementing agency of the South African government) is adequate, relevant and clearly outlines the key roles and responsibilities of the bilateral parties involved as well as the key objectives and deliverables of the programme.
- The *Framework of the Cooperation* document between the Flemish and the NYDA is adequate, relevant and clearly outlines programme objectives and the 4 building blocks which constituted the scope of the framework of the cooperation.
- The language in the *Cooperation Agreement* and the *Framework of the Cooperation* is aligned with the overall programme objectives, mandate of the NYDA and the NYDA capacity to

deliver the programme. The language used is fair and did not place burden on either parties to the agreement

- The programme as implemented to date is in line with agreed milestones and does not present any reputational risk to both the Flemish government and the NYDA.

- The *Action Plan 2015/16, 2016/17, 2017/18*, comprehensive planning and implementation documents developed by the NYDA provided guidance on implementation of the programme. These documents could be used as a baseline tool to measure performance in future.

- The NYDA/Flemish Cooperation Programme is adding value to the CSOs and targeted beneficiaries. The key programme outcomes are summarised as follows;

  - Recruitment of CSOs and volunteers into the programme. A total of 300 civic society organisations registered on the programme database have participated in numerous volunteer activities;

  - The relationship has promoted volunteerism among youth in the civil society with more than 25 000 young people having been mobilised through CSOs to participate in volunteer activities in their communities from inception to date (2015-2018/19).

  - The *myhandsandheart* online database now boasts of about 30 000 registered CSOs with approximately 25 000 volunteer opportunities matched to volunteers over the period under review.

  - Development and roll out of the *Capacity Building Volunteer Management Toolkit* and its translation into 10 local languages. *The Volunteer Management Toolkit* was found by the beneficiary CSOs to be very useful in volunteer planning, recruitment, induction, retention and management;

  - Commissioning and completion of evaluation on the *Youth Volunteer Landscape in South Africa* by the NYDA in 2017.

  - Successful organisation and hosting of the Volunteer Network Conference in May 2017;

The value of youth volunteering is well supported by literature and recognised in South Africa – its contribution towards economic growth and job creation remains an essential ingredient for socio-economic development and fight against poverty, crime and hunger. South Africa needs volunteers to solve a myriad of social ills currently confronting the country underpinned by youth unemployment. This highlights the importance of this programme in the South African environment.

The role of the NYDA/Flemish Cooperation Programme is critical in solving the unemployment problem in South Africa, fight against poverty, ensuring sustainable development (meeting sustainable development goals), promoting health, youth empowerment, disaster prevention and management, social integration, humanitarian action, peace building and overcoming social exclusion

and discrimination. The evaluation of the programme indicated that it made a positive contribution to the lives of young people and created opportunities for CSOs.

The programme is anchored on sound and rigorous processes and procedures which are clear, efficient and effective. The programme's impact and effectiveness can be increased through increased programme funding of CSO activities and continuous improvements in programme planning, delivery and monitoring.

2.   INTRODUCTION & BACKGROUND

To motivate the key findings and recommendation of this this report, it is worthwhile to paint a picture and contextualise the mandate of the NYDA and impetuses behind the NYDA/Flemish Cooperation Programme - Up-scaling and Promoting Youth Volunteering in Civil Society Organisations (CSO`s).

1.1   MANDATE OF THE NATIONAL YOUTH DEVELOPMENT AGENCY

Established in the 2008, the NYDA Act mandates the NYDA to develop an Integrated Youth Development Strategy (IYDS) for South Africa and initiate, design, coordinate, evaluate and monitor all programmes that aim to integrate the youth into the economy and society in general.

. The NYDA activities could be summarized as follows:

1. Lobby and advocate for integration and mainstreaming of youth development in all spheres of government, private sector and civil society;
2. Initiate, implement, facilitate and coordinate youth development programmes; and
3. Monitor and evaluate youth development intervention across the board and mobilise youth for active participation in civil society engagements.

The mission of the NYDA is to mainstream youth issues into society and to facilitate youth development with all sectors of society with focus on enhanced support to youth owned small businesses and cooperatives, with an emphasis on programmes that advance entrepreneurship amongst the youth to contribute to job creation, skills development and economic growth.

2.2   THE NYDA/FLEMISH COOPERATION PROGRAMME

The NYDA/Flemish Cooperation Programme is a partnership between the NYDA and the Flemish Government which mainly focuses on promoting a culture of volunteering among South African youth. The cooperation, which was formalised in 2012, aims to support civil society organisations to engage youth in volunteer activities by 'Up-scaling and promoting youth volunteering in civil society organisations. During the past years of the cooperation, from 2015 to date the following activities, amongst others, have been undertaken:

*   Volunteering Network Conference in May 2017, each bringing together 250 representatives from civil society organisations and government;

*   Maintenance of online database for Volunteer Opportunities: www.myhandsandheart.org;

- Translation of the Capacity Building Toolkit on Volunteer Management and translation into South Africa's official languages;
- Training for civil society organisations on the Capacity Building Toolkit for in eight different provinces;
- Partnership with EPWP Non State Sector on funding civil society organisations for engaging volunteers.

2.3   PURPOSE OF THE EVALUATION

The value of youth volunteering is well recognised in many countries worldwide, irrespective of the economy's developmental stage. Their contribution towards economic growth and job creation remains an essential ingredient for socio-economic development (Hamilton and Hamilton, 2012). In order to buttress these benefits, the several governments introduced multiple interventions aimed at youth empowerment through volunteerism.

There has not been any comprehensive evaluation conducted to assess the reason for progress or lack of progress thereof resulting from the NYDA/Flemish Cooperation Programme. It is against this background that an evaluation of the NYDA/Flemish Cooperation Programme is needed to help inform NYDA and its partners of progress being made in this regard.

The evaluation was aimed at assessing the socio economic impact of the NYDA/Flemish Cooperation Programme and establish the return on investment. Ultimately, the exercise provides answers to the question "what are the achieved outcomes of the NYDA/Flemish Cooperation Programme in meeting the intended socio-economic objectives?

2.4   OBJECTIVES OF THE EVALUATION

The main objective of the evaluation conducted was to assess impact of the NYDA/Flemish Cooperation Programme on improving youth participation in South African economy and the extent to which the anticipated outcomes have been achieved. The second objective was to establish the return on investment that has been derived by NYDA and its partners on the programme.

The objective of this report is to inform the NYDA and its partners on the progress made to date in as far as the NYDA/Flemish Cooperation Programme is concerned. The evaluation results are also useful to various stakeholders and these include national, provincial and local government departments, the private sector, development agencies, business associations, cabinet and parliament.

The assessment helps answer the questions whether the programme is meeting its expectations and goes a long way in assisting various stakeholders to understand progress made to date of the NYDA/Flemish Cooperation Programme in terms of programme impact and value for money, strategic alignment and coordination.

In addition, the evaluation study sheds some light on the alignment of economic cluster activities and assist in the reviewing financial provisions and development of customised indicators to enhance report on the relevant outcomes.

The evaluation results provide valuable inputs into the programmes processes going forward and should assist in the further refinement of the NYDA/Flemish Cooperation Programme. Last but not least, the evaluation results are of use to all relevant stakeholders for accountability and information purposes.

Key evaluation objectives to be addressed by the proposed project are:

1. To determine impact of the cooperation on civil society organisations;
2. To establish if the relationship has promoted volunteerism amongst youth in the civil society;
3. The nature of the bilateral between NYDA and Flemish government.
4. Profile the successes of the cooperation;
5. To identify how the programme can be scaled up;
6. To determine the relevance and adequacy of financial support that is being provided to young people and establish if it is assisting the recipients' aspirations to be sustainable;
7. To ascertain the adequacy and efficiency of the resources utilised in implementing the Programme;
8. To identify gaps that are inhibiting the youth from being successful and determine the causes of the gaps or lack of performance (if any);
9. To outline the possible solutions and recommendations for improving performance of the partnership; and
10. To highlight programme successes.

To realise the main purpose and objective, we reviewed programme documentation, conducted a literature survey and commission field work. These are presented in sections 2 to 5.

3.   LITERATURE REVIEW

Available literature on volunteering from both developed and developing countries has increased in the recent past, reflecting the fascination in various disciplines with the practice. The result is a proliferation of theories and empirical studies that try to explain volunteerism and its multi-dimensional and complex nature. This section presents a critical analysis of theoretical and empirical literature exploring statistics, theories, evaluation and legislation addressing the evaluation question: what is the impact of the NYDA/Flemish Cooperation Programme on improving youth economic participation in the South Africa from the inception of the NYDA/Flemish Cooperation Programme to date and to establish the return on investment that has been derived by the National Youth Service Programme (NYS) programme. The literature review focuses on major achievements in the field, main areas of debate and outstanding evaluation questions.

3.1   CONTEXT

The past two decades have been punctuated by renewed and increased focus on innovative interventions for youth empowerment and civic organisation development (Bussell and Forbes, 2002; Checkoway, 2011; Pearce and Larson, 2006; Callanan and Thomas, 2005). South Africa has also seen a growing interest in volunteering. Driving the interest is the idea that volunteerism has the potential to strengthen social and economic institutions and thus contribute to social cohesion. As a form of social capital, it promotes mutual responsibility among communities that results from the networks built through having mutual goals (Caprara, et al, 2013).

In South Africa, as in other developing countries, service and volunteering have always existed (Patel, 2007). They formed part of the different collectivist cultures, taking on different names and reflected in the phrases such as '*Umtu ngu mtu nga bantu'*, which represent the spirit of reciprocity and the importance placed on community over and above the individual. Volunteering is therefore an integral part of moral obligations embodied in the systems of mutual help and service in African societies, that are revealed in the cultural norms of caring and social responsibility (Moleni and Gallagher, 2007).

For some time, government has been at the forefront of promoting volunteering and 'civic service', a term adopted in place of 'national service', which was closely aligned to the "repressive and militaristic tendencies" of the apartheid government (Perold et al, 2007). Government's intention has always been to institutionalise and thereby encourage volunteer participation for the country's development, and at the same time deal with the challenge of unemployment amongst the youth. Government's actions therefore reflect its eagerness to harness service and volunteering for employment creation,

the reduction of poverty, and to address service delivery challenges. The actions form part of the re-emerging social development approach that focuses on "pro-poor, people-centred development and collective action" (Patel and Wilson, 2004). Additionally, they are a supposedly a means to bring historically excluded groups closer to political, social and economic opportunities (Perold et al., 2007).

These policies and programmes include national youth service, community service for health care professionals, service learning in higher education, community service in secondary schools, and more recently, the National Development Plan (Perold et al., 2007). The National Youth Service was first introduced in the Green Paper on National Youth Service, which culminated in the White Paper on National Youth Service in 1998, the National Youth Policy in 2000 and finally the launch of the National Youth Service in 2004 (Perold et al., 2007). Government's aim for the National Youth Service was the social and economic integration of the youth, with the hope that it will enhance their skills and create opportunities while they contribute to development and community 'upliftment' (Perold et al., 2007; Delaney, 2011).

Currently volunteering is prevalent and even appears to be on the increase, either because of government's efforts, the volunteerism tradition that always existed in the country, or a combination of both. The presence of Outsurance sponsored voluntary public traffic controllers bears testimony to this argument. In 2002, Swilling and Russell estimated the number of volunteers in South Africa to stand at 11%, while in 2005; Everatt and Solanki (2005) reported in their study on giving in the country that 17% of South Africans volunteer.

In 2011, Stats SA (2011) estimated that 48% (1193 of the 2499 participants in their survey) reported to have volunteered. Of these, 37% volunteered in formal organisations, 54% volunteered directly and 9% took part in both forms of volunteering (Stats SA, 2001). The time these volunteers offered amounted to 379 291 000 working hours in 12 months, equivalent to the contribution of 182 351 labour force participants working 40 hours per week (Stats SA, 2011).

More recently, according to Stats SA (2015), in 2014, there were approximately 2.2 million volunteers compared to approximately 1.3 million in 2010, constituting an increase of about 898 000 volunteers. The country's volunteer rate increased by two percentage points to 5.8% in 2014. The number of volunteered hours increased from the 420 million in 2010 to 610 million in 2014. The Volunteer Activity Survey 2014 report published by Stats SA, indicate that the number of volunteers have increased overtime.

The purpose of the literature review is to explore theoretical and empirical developments underpinning youth employment and youth enterprise development programmes; in order to determine the

effectiveness of their processes, programme performance, understand how well beneficiaries are supported and impacted.

3.2   YOUTH VOLUNTEERISM

We define youth volunteers as young people who work for their community with no contractual monetary reward. Some youth volunteers are encouraged or obliged to do so by their schools, or even as part of the school curriculum, and therefore may not be considered as volunteers in the narrow sense (which includes only volunteers who work of their free will, with absolutely no monetary reward, and for strangers).

As discussed earlier, in Africa, the idea of volunteering (or voluntary service) is closely linked to ideals such as that of *ubuntu*: the recognition of oneself through others, and the fact that we need each other not only to survive, but to exist at all. As argued by Patel (2007), a belief in "mutual aid, kinship and community support to meet human needs" existed in pre-colonial African societies, and has greatly shaped the expression and understanding of volunteering in African countries. The current body of knowledge on youth volunteers has mainly focused on what may lead them to volunteer and on the impact of their work on both the community and the youth themselves.

3.3   THEMATIC AND CRITICAL DISCUSSION OF THE MAIN ASPECTS OR ISSUES

The following section focuses on the business case for volunteer programmes, evaluation of programme policies, procedures and implementation processes, evaluation of programme efficiency and effectiveness. Literature on socio-economic analysis of these programme is also presented. This is achieved by way of thematic analysis and critical discussion of main issues of youth volunteerism in literature.

3.4   BUSINESS CASE FOR YOUTH VOLUNTEER PROGRAMMES

The role of youth volunteering in economic development is widely recognised and acknowledged. Since its establishment by the General Assembly in 1971, the United Nations (UN) has pioneered key initiatives such as the International Volunteer Day that began in 1985. In 2011, the United Nations General Assembly (UNGA) adopted resolutions which identified volunteerism as "an important component of any strategy aimed at, inter alia, such areas as poverty reduction, sustainable development, health, youth empowerment, climate change, disaster prevention and management, social integration, humanitarian action, peace building and, in particular, overcoming social exclusion and discrimination."

Studying youth volunteering in Israeli kibbutzim, Avrahami and Dar (1993) showed that volunteering may help meet the special needs of youth, and that volunteering gives young people the chance for a moratorium experience. Motivation to volunteer among kibbutz youth was complex, and included collectivistic (altruistic) as well as personal motivations.

Studies on the impact of volunteering usually refer to the impact volunteering has on the volunteer rather than on the beneficiaries, their clients (Ronel, 2006, Ronel et al., in press). Volunteering was found to have a positive impact on adolescents' success in school, and it helped reduce several behaviour problems, such as drug abuse, violence and early pregnancy (Schondel et al., 1995, Uggen and Janikula, 1999). Youth volunteering was found to be related to better grades in school, an ambition for higher education, higher self-confidence, and inner motivation to accomplish tasks and to less behavioural problems and less unwanted pregnancies (Johnson et al., 1998, Moore and Allen, 1996).

In addition to personal gain, youth volunteers were found to have more positive attitudes toward society: volunteers acquired social responsibility, had more knowledge about others in their community, improved their skills, and were more capable of decision making than non-volunteers (Hamilton and Fenzel, 1988, Sundeen and Raskoff, 2000). This argument was also reached by Briggs et al (2010) who suggested that in addition to fuelling the non-profit sector of the economy, volunteering is a key ingredient in community-based or cooperative models of economic exchange, including customer co-production.

According to a study covering nine African countries conducted by Volunteer and Service Enquiry Southern Africa (VOSESA) in 2006, successful youth volunteering schemes demonstrated tangible benefits to society when young people are recognised as a valuable resource for development.

The arguments derived from literature and discussed above makes it very clear that it does not require a rocket scientist to prove that indeed there is a strong business case for youth volunteering in civic society organisations. In fact, in some countries, youth volunteering and volunteerism is embedded in national laws (Hadzi-Miceva, 2006). For example, in Belgium, an Act of the Belgian Federal Parliament (Law on Volunteering) on the rights of volunteers provides volunteers with a proper legal position (Hadzi-Miceva, 2006). The Act has been applicable since 1 August 2006.

Between 2010 and 2011, the African Union and the Economic Community of West African States launched regional youth volunteer corps to contribute to peace and development on the continent. Furthermore, several new national youth service programmes have been established in Africa which mainly target unemployed youth (VOSESA, 2011). These initiatives aim to harness the potential of

youth volunteering to address challenges related to poverty and development (United Nations Volunteers, 2011a:16), but also to equip young people with the necessary skills and attitudes to enjoy sustainable livelihoods and to participate more fully in the economy (both formally and informally).

The growing attention to youth volunteering by governments is grounded in the recognition that youth volunteering has the potential to bring societies together, aid in the development of young people and foster principles of social integration and decent work (United Nations Volunteers, 2011a) in a number of ways. In fact, youth volunteering is usually considered to involve two primary development objectives: (i) personal development that contributes to a young person's ability to participate in society as adults; (ii) the development of communities and society at large (United Nations Volunteers, 2006:6).

The literature review highlights the potential for the NYDA and Flemish to leverage youth volunteering as a mechanism to foster youth development in the South African context. Increasingly, volunteering is being employed by governments as a strategy for drawing youth into the mainstream – socially, economically and politically – whilst also supporting national development.

3.5   CAPACITY BUILDING, KNOWLEDGE GENERATION AND DISSEMINATION THROUGH YOUTH VOLUNTEERING

There is considerable benefit to be gained from the multiplier effect of engaging and supporting volunteering at all levels in development in general, and capacity development in particular. In the past few years, many agencies have preferred to describe their work as capacity-building. According to Pratt (2002), capacity development is relevant to volunteering in two distinct but equally important senses. Firstly, volunteers undertake capacity development activities in many ways, and in so doing, engage with a range of individual and organizations. Secondly, one particular dimension of capacity development is the fostering of greater and more effective volunteer activity.

In terms of direct capacity development activity, individual volunteers can be observed to be operating at several distinct levels. While some volunteer-based programmes choose to focus on just one of these areas, there are an increasing number which operate at different levels simultaneously in order to obtain synergies through coordinated action, as well as to ensure that weaknesses on one front do not constrain opportunities on another. For example, while a great deal of work with returnees was carried out in Bosnia-Herzegovina by both local and international volunteers in areas such as peacebuilding and physical reconstruction, other volunteers sought to draw up basic legislation which could facilitate the emergence of local civil society.

At the individual level, the training of individuals has been the mainstay of many volunteer service programmes, in the form of traditional teaching in formal and informal settings, other types of adult training or the use of counterparts. Although there is a recognition that capacity development must go beyond the individual to address organizational concerns and needs, it is a truism that learning starts with individuals. Whether through a volunteer service placement, a local Civil Society Organization (CSO) providing informal education in areas not covered by formal education, or individuals at community level working with people to improve their literacy, there are many applications for this level of basic capacity development.

At the community level, there are numerous volunteers working at the community level, on the basis of both formal volunteering arrangements and informal local mechanisms. They provide capacity development as well as other contributions, such as community construction projects, education, health and other services, civic action, lobbying and advocacy (Pratt, 2002). The collective impact of these resources is overwhelming given the almost universal acceptance and scale of volunteerism.

At the intermediary level, in recent years, there has been a move away from the provision of technical expertise in particular sectors. This is due to a recognition that the failure of many development programmes has had more to do with management or organizational weaknesses within intermediary organizations (e.g. NGOs and other civil society organizations, or local government) than a deficit in specific technical skills.

Many agencies have realized that to ensure greater impact, they need to understand and focus upon building capacity at an organizational level. An increasing proportion of programmes now focus on the needs of an organization rather than the individuals within it or the technical requirements identified by sectorial specialists. Such an approach calls for a greater emphasis on skills such as facilitation and organizational analysis rather than specific technical competencies. Volunteering has proved to be particularly suited in responding to such needs.

Private sector organizations and personnel, whose involvement in many countries has traditionally been of a philanthropic nature, are now contributing to capacity development work. This includes the voluntary provision of vocational and professional training by private sector personnel under the auspices of international service agencies, as well as other forms such as the ethical training initiatives which have witnessed a more sophisticated cross-fertilization of commercial and voluntary sector values and methods.

In some parts of the world, new forms of private sector community-based volunteering are being developed, while other companies actively support company volunteering schemes. Both the staff and the management of corporations have encouraged business volunteering (Pratt, 2002).

Formal volunteering, perhaps surprisingly, is often tied to the public sector. Despite the occasional reluctance of the state to recognize its importance, evaluation has shown that voluntary work is critical in enabling the public sector to function. The majority of volunteers in some countries are engaged in social and welfare services under local government administration. These include health, education and other welfare services for the disabled, the sick and the aged (Pratt, 2002).

The voluntary associations and individual volunteers which keep schools, clinics, hospitals and residential homes functioning are innumerable. Another significant area is the contribution of volunteers at national government level where, for example, many of the national consultative groups, called upon by the move towards democratic governance, usually operate on a voluntary basis.

Capacity development programmes should realize the potentially double benefit they can draw from properly tapping volunteerism. First, developing the capacity of volunteering will further improve and expand its contribution to development. Secondly, the same process will generate a multiplier effect of capacity development at the societal level.

Intermediate and local agencies can make a substantial contribution to the implementation of development programmes. Voluntary community service has proven to be an effective tool to build the social awareness and solidarity that are the bases of civic behaviour.

According to Pratt (2002), community service has also demonstrated its capacity to create effective social infrastructure, taking costs into account, to enhance and diversify local capacities, and to strengthen communities' self-reliance and cohesion. Universities are among the institutions capable of providing fundamental structures for voluntary community service with an innovative approach, adequate provision of technical assistance and constructive co-ordination between institution and communities.

3.6 EVALUATING PROGRAMME POLICIES, PROCEDURES AND IMPLEMENTATION PROCESSES

According to Weiss (1972), programme evaluation can have multiple aims or purposes, including:

- Understanding existence of policies and procedures and processes.
- Understanding how a programme was implemented.
- Identifying critical differences between planned and actual implementation.
- Identifying implementation barriers.
- Collecting information to support interpretation of future evaluations of programme impact.
- Improving the implementation process.
- Informing future programme development.

Weiss (1972) went on further to posit that programme evaluation may focus on a number of different areas, including:

- Components of the logic model, such as inputs, activities and outputs.
- Stakeholder attitudes, knowledge, and awareness.

Once the purpose and focus of the evaluation are determined, specific evaluation questions should be identified. The following are some sample programme implementation evaluation questions. Identifying the core components of implementation can be challenging, but doing so can be essential to focusing the evaluation. The evaluation questions selected will guide the selection of an appropriate evaluation design.

- Did the programme policies and procedures clearly identify the critical implementation steps?
- Was the programme implemented according to the policy and procedure requirements?
- What inputs and resources were required to implement the programme? Were all of these inputs and resources available?
- What key activities were completed during programme implementation?
- Did the activities result in the anticipated outputs?
- Was the programme implemented consistently across communities or environments?
- Were there any unintended consequences?
- What external factors influenced the implementation?

3.7 EFFICIENCY OF RESOURCES IN IMPLEMENTING VOLUNTEER PROGRAMMES

According to Deniston et al. (1968) efficiency is a measure of the relationship between outputs, i.e. the products or services of an intervention, and inputs, i.e. the resources that it uses. An output is a measure of effort; it is the immediate observable result of intervention processes over which the

managers of the intervention, i.e. the implementers, have some measure of control. An intervention can be thought of as efficient if it uses the least costly resources that are appropriate and available to achieve the desired outputs, i.e. deliverables, in terms of quantity and quality.

The quality of the inputs and the outputs is an important consideration in assessing efficiency: the most economical resource is not necessarily the most appropriate and the trade-offs between the quantity of outputs and their quality are a key factor of overall performance.

Furthermore, assessing the efficiency of an intervention generally requires comparing alternative approaches to achieving the same outputs and this were easier for some types of intervention that for others.

In practise, the extent to which intervention activities are standardised or not, i.e. the factors of production are well known or not, usually determines how efficiency is measured and assessed.

In a road building project for example, where the methods of construction are fairly well established, a typical measure of efficiency would be the cost per km per class of road. As well, because other projects and jurisdictions are also likely to use that same measure of efficiency, among others, the bases for comparison and assessment, or benchmarks, are readily available in most cases.

On the other hand, a national initiative on women's rights for example is not standardised across countries. In such cases, relevant measures of efficiency typically address waste in the process, either at the level of inputs, i.e. economy – obtaining appropriate resources at least cost or fair market value, or at the level of process, i.e. duplication-triplication – etc. of activities, conflicting processes, throughputs that do not link to outputs. As well, good practices, i.e. lessons learned from similar endeavours, can be used as benchmarks for assessing efficiency.

Some examples of useful and practical criteria for assessing the efficiency of a programme or a project are:

- Appropriate resources acquired with due regard for economy
- Activities carried out as simply as possible
- Decisions made as close to where the products or services are delivered
- Overhead as low as possible
- Duplication or conflicts addressed and resolved
- Deliverables achieved on time and on budget.

3.8 EVALUATING YOUTH VOLUNTEERING PROGRAMME EFFECTIVENESS

According to Deniston et al. (1968) effectiveness is a measure of the extent to which the intervention's intended outcomes, i.e. its specific objectives – intermediate results – have been achieved. Explicitly, effectiveness is the relationship between the intervention's outputs, i.e. its products or services – its immediate results – and its outcomes, meaning usually the intended benefits for a particular target group of beneficiaries (Deniston et al. (1968).

As such, an intervention is considered effective when its outputs produce the desired outcomes; it is efficient when it uses resources appropriately and economically to produce the desired outputs.

For example, a teaching programme is considered effective if students learn, i.e. acquire intended knowledge, skills and abilities; it is considered efficient if it provides instruction, i.e. teaching time and materials, economically and of quality.

An efficient intervention is not necessarily effective. Teaching may be provided economically and efficiently, but if it is not of good quality, e.g. appropriate to the needs and interests the students, intended learning outcomes will not be achieved, i.e. it will not be effective.

Evaluating the effectiveness of an intervention involves three steps:

1. Measuring for change in the observed outcome, e.g. did the students learn something;
2. Attributing the change in the observed outcome to the intervention, did the students learn something because of the teaching;
3. Judging the value of the teaching to the learning, e.g. by using comparisons such as targets, benchmarks, similar interventions, the assessments of teachers, students, others, etc.

Interventions have no control per se over outcomes; at best, a program strives to produce those outputs that have the greatest likelihood of producing the intended outcomes. As such, an intervention's effectiveness is driven primarily by two things: its design and its implementation, i.e. its management.

3.9 ECONOMIC VALUE OF VOLUNTEERING

Volunteering has in many societies and over many years been a major force for development; despite this, the importance of volunteerism to development has not always received sufficient recognition. It

is possible that the lack of recognition of volunteerism reflects the failure, over decades, of economists and planners to take sufficient account of the informal sector in general.

In many countries, the associative sector plays an important role in the economic development of the nation, partly due to its contribution to GDP and partly because of the number of employees working in the sector. In the studies coordinated by Johns Hopkins University, it was estimated that the "voluntary sector" accounted for around 4.6 per cent of the GDP of the 22 countries initially surveyed. The evaluation revealed, moreover, that in addition to paid staff (19 million), the sector was sustained by voluntary labour equivalent to a further 10 million full time employees, excluding volunteers in religious organizations.

More recent evaluation in the UK has calculated that every year, some 22 million people invest at least four hours per week in a range of voluntary activities, amounting to more than 90 million hours per week. All the evidence suggests that such patterns can be witnessed worldwide, in developing, transitional and developed countries.

In Belgium for example, approximately 10% (or 14.5% including non-public schools) of the paid workforce worked in the associative sector in 2001. In absolute values, this equals to 333,878 employees. In addition to this workforce, the associations also mobilise volunteers (according to the satellite account, the total number of volunteers in Belgium amounts to 1,166,000) (European Commission, 2004). The non-profit organisations covered by the satellite account had a production activity which, in 2001, has generated an added value of almost EUR 12 bn. The contribution of these organisations to the GDP amounted to 5% (European Commission, 2004).

The total economic value of volunteering amounts to EUR 2.3 bn. The biggest contribution comes for the sector "culture, sports and leisure" with EUR 1.6 bn, followed by "social action" with almost EUR0.3 bn. The smallest contribution, in terms of economic values, is provided by the sector "education and evaluation" with EUR 15.5 million.

A report released in 2013 by the Corporation for National and Community Service in the US provides empirical evidence to support the traditionally anecdotal evidence that volunteering can be a pathway to employment. The results of the study demonstrate a "statistically significant and highly stable association between volunteering and employment" (Spera et al. 2013:23).

3.10 SOCIAL AND CULTURAL DIMENSION OF VOLUNTEERING

Various studies indicate that volunteering is a major force in Belgian society. According to both *Vlaams Steunpunt Vrijwilligerswerk and Association pour le Volontariat*, voluntary work contributes to

the wellbeing of Belgian society, for example by providing company to lonely people, making sport more accessible to young people among many other activities.

From the perspective of the government and policymakers, volunteering contributes to active citizenship, fortifies social cohesion in society and enables solidarity between people. Volunteers can make possible what other sectors cannot, it can open channels where other sectors sometimes fail.

The "Charte associative" of February 2009 mentions the benefits of volunteering for the citizens, the public bodies as well as the whole society.

- Reinforces critical thinking, enabling the emergency of social claims and acting as a link between citizens and public bodies, the voluntary associations contribute to the reinforcement of democracy;
- Reveals the needs at all levels and by offering fundamental services to citizens, voluntary associations contribute to reinforcement of social cohesion and solidarity;
- Creates economic added value, voluntary associations are valuable actors contributing to the economy of the country.

Moreover, the following roles of volunteering have been identified in the Belgian report of "Volunteering across Europe":

- **An identifying role** - Volunteering has the mission of identifying weak points in society, that is, it discovers new needs. The volunteering sector becomes involved in issues which have not been addressed (or sometimes ignored) by policymakers and governments. One example regards the entire sector of basic education and alphabetisation courses. Owing to a lack of government attention on the issue, volunteers started to organise courses. In Belgium, these courses are now organised by the State, and include paid staff workers;
- **An `additional' role** - This role stresses the added value of volunteering, in the sense of introducing more humanitarian values and elements into an organisation. Volunteering is not solely based on business-linked or functional relationships. The volunteer sector makes sure that there will always be a 'human approach' to problems and solutions;
- A personal development role - Volunteering offers learning processes for people involved; it gives them the possibility to discover, develop, experiment, verify or ameliorate their skills, know-how and attitudes. Competences can be built up through volunteering. The volunteering sector can contribute to educational (both informal and informal) processes;
- **A social role** - Due to its nature, volunteering can be carried out by anyone, regardless of background, level of education, etc. Volunteering offers a broad spectrum of activities, from

washing dishes in the canteen of a football club to being member of a board or advisory committee at a community level. Volunteering can be a pool for special target groups to develop experiences, to reintegrate themselves into society, to be a forum in which isolated people can establish social contacts. The Volunteer sector contributes to the welfare of society and adds value to the GDP of a country; and

- **A democratic role** - Volunteering gives people access to society, helps them to be active citizen, and offers a channel to ventilate problems, complaints and suggestions. In general, volunteering is seen as a major source of social capital for society: volunteers ensure social cohesion, networks and cooperation between people; organisations contribute as they are seen as facilitators of democracy.

The report also identified the main values of volunteering for different stakeholders involved as follows:

- **Value of volunteering for organisations** - volunteers are seen as added value: they perform activities with a 'human face', aimed at more personal relations and contact. Volunteers enable organisations to extend their services;

- **Value of volunteering for volunteers** - volunteering gives a feeling of being wanted, being someone, being useful to others, the organisation, society; Volunteering gives people the chance to discover themselves as people, it gives them an opportunity to experiment. Volunteering ensures informal learning, developing skills and competences; Volunteering enables people to establish new friendships. Volunteering is a way to contact other persons, to breach isolation, depression;

- **Value of volunteering for the beneficiaries** - contacts which are based on commitment, participation and common values and not merely on 'instrumental' relations; Enables low budget participation; Opens the way to contact with other persons in an informal manner;

- **Value of volunteering for society** - volunteering is a binding factor in society, it brings people together and gives them greater trust in the governmental and political institutions; Volunteering guarantees that needs and/or responsibilities which are not met by the government were taken into consideration by citizens; and

- **Value of volunteering for the profit sector** - volunteering gives people the possibility to discover, extend and develop skills, attitudes and competences which are needed in the workplace; Possibility for companies and enterprises, by way of Corporate Social Responsibility, to demonstrate that the profit sector is "concerned" about society.

3.11   CONCLUSION

This section has provided the context and theoretical and empirical thematic discussions on developments underpinning youth employment and youth enterprise development programmes; in order to determine the effectiveness of their processes, programme performance, understand how well beneficiaries are supported and impacted. The next section will now present the evaluation design and methodology employed for fieldwork data and information gathering and analysis.

4.   EVALUATION METHODOLOGY

In this section, the evaluation design is presented with emphasis on the process used in data collection from the identified evaluation subjects and the method of data analysis that used in interpreting the data collected. Data collection and analysis was conducted in collaboration with the Fachs College, a leading independent institute of higher learning.

4.1.   EVALUATION DESIGN AND METHODOLOGY

Extensive literature review presented in the previous section was conducted as part of the assessment project. The literature review covered both theoretical and empirical literature based on a review both local and international literature on similar programmes targeted geared towards the promotion of youth volunteering. The exercise was also instrumental in producing the analytical framework employed for the evaluation.

This study used a mixed-method approach to explore the effectiveness of youth volunteering programmes by applying both quantitative and qualitative evaluation to provide a better understanding of the evaluation problem. This method presents the consultant with an opportunity to make a more convincing argument through triangulation (Creswell, 2008).

Figure 1: Mixed method design (exploratory design).
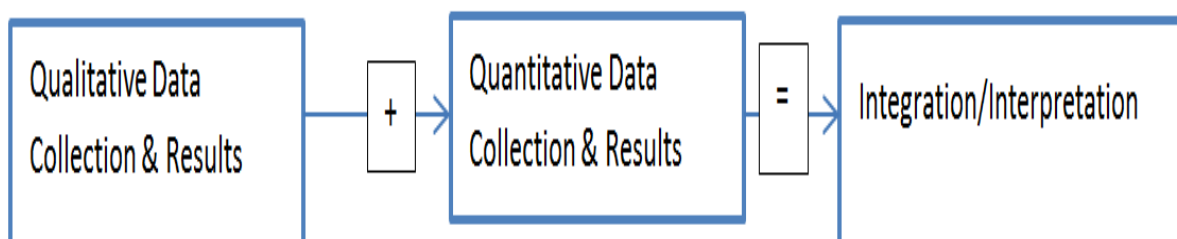
Adapted from Creswell and Clark (2011)

Consequently, the study design comprised of a quantitative assessment and a qualitative assessment where questionnaires were distributed to the sample size that was selected among beneficiary civic society organisations of the NYDA/Flemish Cooperation Programme. An evaluation framework that summarising the project methodological approach is presented in Figure 4 overleaf. The evaluation methodology takes the form of a modified Balanced Scorecard for measuring indicators.

Main research objective

To measure the effectiveness and socio-economic benefits of the NYDA/Flemish support programme

Programmes scope for the study
NYDA/Flemish Programme

Specific consolidated programme objectives: → **Specific research objectives:** → **Research Methods** → **Outcomes**

Programme objective 1 Determine the programme business case	**Research objective 1** To measure impact of the and success story	**Cost Benefit Analysis**	**Identification of relevance of the programme**
Programme objective 2 Policies, procedure and processes evaluation	**Research objective 2** To measure applicability of policies and processes	**Document review and analysis**	Identification of successes and areas for improvement
Programme objective 3 Establish resource efficiency	**Research objective 3** To measure efficiency in resource allocation	**Multivariate linear regression**	Identification of relevance and adequacy of resources
Programme objective 4 Quantify programme effectiveness	**Research objective 4** To measure beneficiary business sustainability	**Multivariate linear regression**	Identification of changes in business sustainability

Specific KPIs

Programme objective 1	**Programme objective 2**	**Programme objective 3**	
Community impacts Local economic growth	Processes Policies Capacity building Knowledge generation Skill development Marketing and advocacy Technology and innovation	Return on investment	

Development of recommendations for improving performance of the businesses including NYDA specific or non NYDA interventions that still needs to be accessed

Programme KPI: Increase the quality of the youth volunteer experience and the quantity of young volunteers

Assessment of strategy implications

4.2.   SURVEY DESIGN, METHODOLOGY AND LIMITATIONS

4.2.1   SURVEY AREA

The study area covered seven provinces in South Africa namely Gauteng, Limpopo, Mpumalanga, North West, Free State, Northern Cape, Western Cape and KwaZulu Natal.

4.2.2   SAMPLING PLAN DESIGN

The sample design adopted for the survey is a multi-stage stratified sample design. The design considers the proportionate distribution of the NYDA/Flemish Cooperation Programme in South Africa taking into account provincial, rural and urban differentials.

In constructing the sample plan, civic society organisations distribution figures were sourced from the programme database. The method for interviewing civic society organisations representatives (sample elements) were determined largely by location type. Groups residing in high density suburbs and the inner city were covered through computer aided telephone interviews. Security measures applied by inhabitants of these areas made face-to-face interviews very difficult or even impossible. The survey of groups residing in formal township areas, rural and informal settlements were conducted through face to face interviews.

A group of a maximum of five key informants was selected to provide expert views on the different youth volunteering evaluation topics through computer aided self-interviews and web-based Delphi techniques.

4.2.3   SURVEY POPULATION AND SAMPLE SIZE

The population sample sizes will have consisted of 150 NYDA/Flemish Cooperation Programme civic society organisations. The sample sizes represent a reasonable proportion of programme beneficiaries under the period considered for this study and each sample size was randomly selected among the total number of the NYDA/Flemish Cooperation Programme beneficiaries in the selected provinces.

Table 1: Survey population and sample size

Province	Number of participants
Gauteng	25
Limpopo	23

Province	Number of participants
Mpumalanga	15
North West	16
Free State	20
Northern Cape	27
Western Cape	13
KwaZulu Natal	11
Total	150

Source: Programme database

Each member of the population stood an equal chance of being selected as part of the sample. This was achieved by non-probability random sampling technique. The methodology made use of large enough samples to ensure representivity, high levels of data reliability and regional disaggregation in the analysis of data. The sample for the study took into account the proportionate distribution of various youth volunteering in South Africa utilising the selected provinces as a baseline. These sample elements were distributed proportionally. As indicated earlier on, the sample also recognises provincial, rural and urban differentials.

4.2.4   DATA COLLECTION METHOD

Raw data was extracted from the NYDA Flemish Cooperation Programme database. The data was then sorted in Microsoft Excel programme and the statistical package for social sciences (SPSS) statistical program. For data triangulation purposes, data from the NYDA Flemish Cooperation Programme was analysed in conjunction with the data from previous reports and the survey conducted using a structured questionnaire.

Personal face-to-face interviews were used to collect primary data from the following youth volunteers located in township areas, rural and informal settlements. Local residents and evaluation interns were engaged to conduct the youth volunteering face-to-face interviews. This was done to facilitate employment creation during the programme.

Computer aided telephone interviews were used to collect primary data from the following youth volunteers located suburbs and the inner city.

Interviews were conducted with representatives of civic society organisations (Chairpersons, acting chairpersons) of these organisations were covered through computer aided telephone

Secondary sources were used to collect secondary data from evaluation institutions, government agencies non-profit organisations engaged in services and activities pertaining to youth volunteering.

4.2.5   EVALUATION INSTRUMENTS

For purposes of measuring the perceived overall effectiveness of the NYDA Flemish Cooperation Programme, primary data collection was conducted using structured questionnaires administered by interviewers. The evaluation questionnaire was designed in close cooperation with the NYDA. The questionnaire covered all major and critical activities regarding the programme institutional establishment, governance and compliance, funding and levels of satisfaction in terms of performance of the youth volunteering.

Only major socioeconomic, financial, legal and regulatory issues were covered in the questionnaires but room was also provided for additional questions required by the NYDA and its partners.

The length of the questionnaire, to be convenient and effective for conducting telephonic and face to face interviews did not exceed approximately 30 minutes of interviewing time. The structured questionnaires were completed during interviews.

4.2.6   RATING SCALE

The selection of a rating scale for assessment and effectiveness measurement was of critical importance. A large body of evaluation is available on this subject matter. The majority of assessment and satisfaction surveys in South Africa applied inappropriate rating techniques. A 10-point numerical scale was used and open-ended response formats were also included to allow for the probing of reasons for low and high ratings. From past experience, the latter approach proved useful for developing action implementation plans and performance measurement against strategic goals and objectives.

4.2.7   FIELDWORK AND RECRUITMENT OF INTERVIEWERS

The telephonic and face-to-face survey team was recruited from the community and evaluation interns trained by the Fachs College. The interviewers were recruited in each area where face-to-face interviews were conducted. The interviewers comprised post-school students and

unemployed people with at least a Grade 12 qualification and living in the study areas. These were familiar with the survey areas and were to communicate in various languages.

Selected fieldworkers first participated in pilot interviews after being trained by the Fachs College. A total of five interviewers were engaged to conduct the interviews. To ensure quality control throughout the entire fieldwork process, regular fieldwork meetings were conducted.

4.2.8 FACE TO FACE INTERVIEWS WITH NYDA OFFICIALS

Face to face meetings were conducted with NYDA officials to gain first-hand information on operational, processes and governance aspects of the programme. The targeted group comprised of senior managers, branch managers and staff members involved in processing grants and programme implementation. The selection for inclusion into sample was done used random sampling from a list provided by NYDA.

For the meetings, a discussion guide was compiled in collaboration with the NYDA to ensure constructive participation of officials to gain a more in-depth understanding of challenges regarding youth volunteering practices, institutional governance, funding and levels of satisfaction in terms of performance of the youth volunteering.

4.2.9 ETHICAL CONSIDERATIONS

Apart from instrumentation and procedural concerns, the collection of data from evaluation participants raises ethical concerns that need to be observed with a high degree of diplomacy. Such concerns include avoidance of harm to participants, observing due respect for participants' privacy, respecting participants as individuals, and avoidance of subjecting participants to unnecessary evaluation. Against this background, consent from all respondents and participants was obtained prior to commencing distribution of the questionnaires. All the targeted evaluation participants were briefed clearly on the purpose of the evaluation prior to conducting the actual data gathering, in a manner that no influence would be exerted on the respondents.

Overall, the following ethical issues were observed during the evaluation:

- **Right to privacy** - Participants were given the opportunity to choose whether or not to participate in the study and whether or not to complete the questionnaire.
- **Right to anonymity and confidentiality** -The informants remained anonymous and the responses of all participants were kept confidential. Codes were used instead of participants' names and surnames.

- **Right to full disclosure and informed consent -** Participants were given an informed consent form explaining the details of the study after adequate, truthful and accurate information about the study had been provided.
- **Right to fair treatment** - All participants were treated fairly, without discrimination, and the researcher was accountable for upholding the participants' rights.

4.3.   DATA ANALYSIS TECHNIQUES

Data collected was processed and analysed using MS Excel, SPSS for Windows statistical programme. Prior to the final analysis, frequencies cross tabulations and descriptive statistics were performed. For the data to be collected from previous reports, a general inductive thematic approach was used to analyse qualitative data. This involved manual coding of textual data and categorisation of common themes that were condensed data into summary formats. For both quantitative and qualitative data, multivariate statistical analysis such as exploratory factor analysis was applied. To estimate and compare the odds of recommending the programmes, the binary logic regression statistical modelling technique was applied in the study. Summary statistics were also computed.

4.4.   LIMITATIONS OF THE EVALUATION

This evaluation takes into account four important limitations. Firstly, this impact evaluation exercise gathered data using telephone and face to face interviews and questionnaires as predominant survey methods. This means that the evaluators relied on the respondents' answers which could be influenced by many factors such as, personal inhibitions, inherent personality inclinations such as general inclinations towards positivity or negativity, indifference and lack of knowledge of the nature and purpose of the evaluation. All these factors may have contributed to biased results of the survey.

Secondly, the results may not truly and fully represent the three key sectors used in the evaluation as the basis for demographics – i.e. Cities, Towns and Rural Areas, given that the survey employed purely random techniques. However, based on the fact that a balanced sample of CSOs from Cities, Towns and Rural Areas was used, this does not render the data less credible.

Thirdly, due to the geographic location of the CSOs telephone interviews had to be done in the provinces outside Gauteng with a few face to face interviews in Gauteng. Not all of the CSOs in the sample were contacted as some of the mobile numbers were unreachable while others just appeared to have changed and no longer use the contact numbers provided on the NYDA database. As a result, the coverage of the survey was limited to 74 out of the targeted population of 150 CSOs.

The fourth limitation is that the measures for the impact of the NYDA/Flemish Cooperation Programme on CSOs were approached primarily from the angle of the four building blocks of the cooperation, namely: capacity building, knowledge generation, marketing and communications and lobbying and advocacy. This could have led to some programme outcomes or impacts being 'unnoticed' especially if they could not be traced to specific building blocks, yet in themselves, they could be worthy of note. It would be useful for future impact evaluations of the NYDA/Flemish Cooperation Programme to explore different dimensions and additional measures, such as taking into account important intervening variables of the contribution of other actors' youth volunteerism and related initiatives, entrepreneurship, notably access to capital and credit as well as access to markets, etc.

5. SURVEY RESULTS, FINDINGS & RECOMENDATIONS

This section summarises the major evaluation findings and answers to respective evaluation questions. Each sub-section starts with a key evaluation question, provides relevant supporting information and includes an analysis of the issues treated in the evaluation question. The findings represent aggregated data from the 74 CSOs interviewed across the 8 provinces whose data was available altogether, while a detailed comparative analysis of the findings for each of the questions to respondents is presented in Annex 1 herein.

5.1. ANALYSIS OF THE BUSINESS CASE OF THE PROGRAMME

Is there a sound business case for the NYDA/Flemish Cooperation Programme or not

4.1.1. What impact has the Flemish/NYDA cooperation had on civil society organisations?

4.1.2. Has the Flemish/NYDA relationship promoted volunteerism amongst youth in the civil society?

4.1.3. What are the successes of the Flemish/NYDA cooperation?

4.1.4. How can the Programme be scaled-up, i.e. be increased in size, quantity or activity in proportion to the resources available?

The purpose of this section of the report is to address 3.2 of the Terms of Reference: "Determine whether there is sound business case for NYDA/Flemish Cooperation Programme or not." Due to the nature of the documents, reviews and analysis conducted on data and information obtained from fieldwork (interviews), the results of the review are presented in tabular form. The recommendation with regard to this specific aspect and finding is provided immediately.

Table of Findings 1 – NYDA/Flemish Cooperation Programme Rationale

Aspect	Findings	Recommendations
Programme rationale and alignment to national and international objectives	A review of the NYDA/Flemish Cooperation Programme concept document, partnership agreement and implementation and monitoring action plans shows that the NYDA/Flemish Cooperation Programme is strategic in its current form and has contributed to youth volunteerism in South Africa and will likely yield significant social and economic impacts in the future. This fits well with the National Development Plan objectives to encourage citizens to be active in their own development in strengthening democracy and holding their government accountable and that of building strong leadership throughout society that works together to solve the country's problems. Given the historical imbalances and high unemployment levels among the youths in South Africa, the programme is one of the avenues available to arrest social ills associated with youth unemployment at the same time contributing to sustainable development, reduction of poverty, and addressing service delivery challenges. The NYDA/Flemish Cooperation Programme is underpinned by strong Government's commitment and eagerness to harness service delivery, volunteering for employment creation and solving many other challenges faced by the country. As shown in the literature review, Volunteering is not a new phenomenon within Africa and the world at large. As an example, between 2010 and 2011, the African Union and the Economic Community of West African States launched regional youth volunteer corps to contribute to peace and development on the continent. The African Aspirations for 2063 as contained in the African Union Agenda 2063 envisions an "An Africa whose development is people driven, relying on the potential offered by people, especially its women and youth and caring for children", making a strong case for volunteerism in Africa. Furthermore, several new national youth service	It is recommended that NYDA adapts the NYDA/Flemish Cooperation Programme to national policies and international agendas to ensure sustainability of the programme.
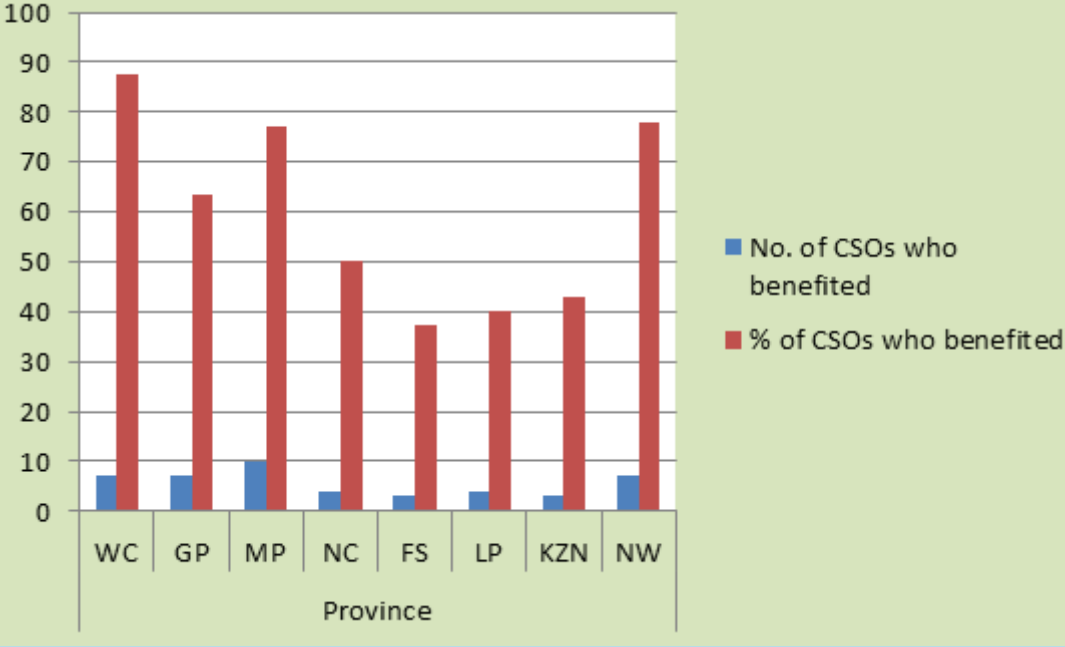
Aspect	Findings	Recommendations
	programmes have been established across Africa which mainly target unemployed youth (VOSESA, 2011).	

Table of Findings 2 – NYDA/Flemish Cooperation Programme Business Case

Evaluation Objective	No	Finding	Recommendations
What impact has the NYDA/Flemish cooperation had on civil society organisations?	5.1.1	**The NYDA/Flemish Cooperation Programme is highly appreciated by the key target groups identified: CSOs, volunteers and the South African government.** i) Of the 74 CSOs who participated in the survey, all of them showed a very strong desire, commitment and passion to go through the interviews through to completion regardless of the time it would take them on the, literally pushing aside all other commitments. ii) The Volunteer Network Conference held by the NYDA in Centurion in May 2017 was attended by over 250 delegates, including the then Minister in the Presidency and the Minister of Culture, Youth and Media in the Flemish government underlining the value the South African government places on the NYDA/Flemish Cooperation Programme and volunteerism as a national agenda at large.	NYDA must seize the opportunity to leverage on the prevailing positive mood and sentiment around volunteerism in the country to boost its complement of both signed up CSOs and youth volunteers and acknowledge the pivotal role of the private sector in accelerating youth volunteerism. There is a strong business case for the NYDA/Flemish Cooperation Programme to realise and unlock the socio-economic capital and potential for youth volunteerism in South Africa as identified in the NYDA/Flemish government Cooperation Agreement, the Cooperation

Evaluation Objective	No	Finding	Recommendations
			Framework, the National Youth Policy, the National Development Plan and United Nations.
			There is no reason; however, that justifies the exclusion of the private sector in the programme. There is a huge involvement of the private sector in volunteer programmes. Extension of the programme to the private sector beyond the non-profit CSOs should go a long way in realising programme goals and objectives.
	5.1.2	**Majority of the 300 CSOs registered under the NYDA/Flemish Cooperation Programme have benefited from the programme,** with 82% of the responding CSOs indicating they benefited (Strongly Agree and Agree) from the programme	Increase the outreach and marketing activities in rural areas and other provinces outside Gauteng

Evaluation Objective	No	Finding	Recommendations
		whilst a combined 13% indicated they may not have benefited from the programme (Strongly Disagree and Disagree) The CSOs survey conducted shows that CSOs benefited a variety of services from the programme, specifically, Knowledge/Skills, with a total benefit percentage of 62.7% followed by Finances, with a total benefit percentage of 60.7%, followed by Business Documentation with a total of 36% of CSOs having benefited, Publicity with a total of 27.6 % having benefited. 36.4 % indicated they benefited from other services besides those already provided for on the list. The Western Cape province reported the highest percentage, 87.5% of responding CSOs having benefited, followed by the North West province with 77.7%, Mpumalanga with 76.9%, Gauteng with 63.6%, Northern Cape with 50%, KZN with 42.8% and lastly, Limpopo province with 40% of responding CSOs having benefited as shown on the figure below, which shows percentages of responding beneficiary CSOs per province.	

Evaluation Objective	No	Finding	Recommendations
		Of the combined 82% responding CSOs who indicated they benefited from the NYDA/Flemish Cooperation Programme, 13.11% are located in cities, 44.26 are located in towns and a further 42.62% are located in rural areas. This shows that the majority of the CSOs that benefited from the NYDA/Flemish Cooperation Programme are in towns, followed by those in rural areas and lastly those in cities and is evidence of the following, as regards the implementation of the NYDA/Flemish Cooperation Programme:	
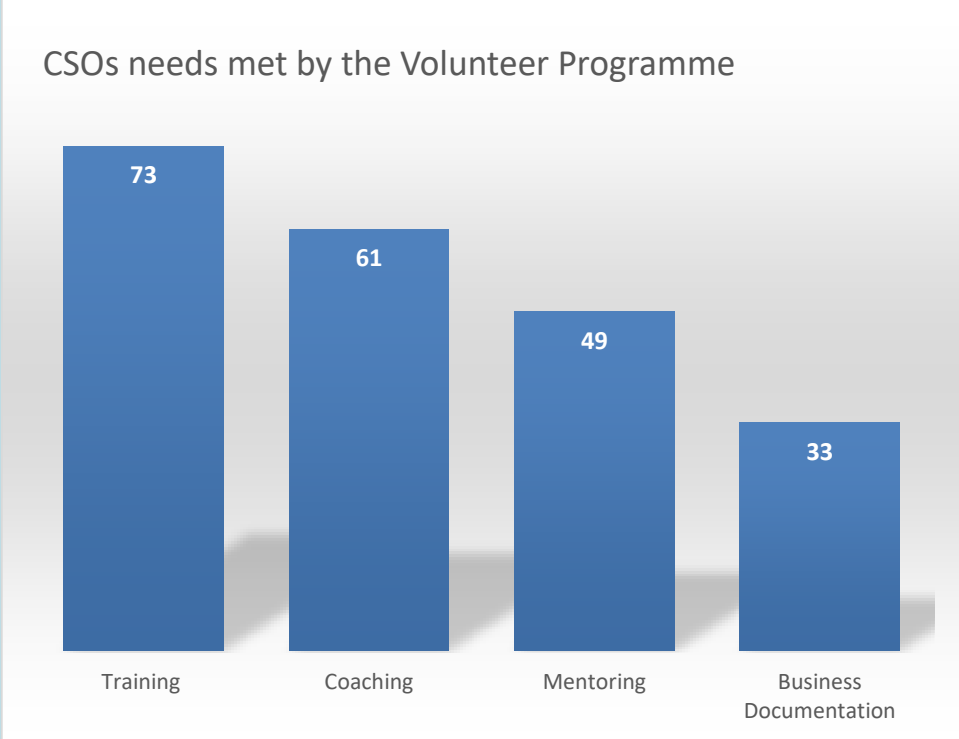
Evaluation Objective	No	Finding	Recommendations
		• basic programme activities or tasks are being undertaken and completed throughout the country, not confined to a particular geographic location. • the intervention is reaching the target population – CSOs across the breadth and length of the country regardless of location? • the intervention is being run to the beneficiaries' satisfaction?	
	5.1.3	**CSOs and their respective volunteers are making use of the knowledge/skills gained from the NYDA/Flemish Cooperation Programme in their day-day activities.** In order to understand how much impact the programme had on CSOs and the individual volunteers, this evaluation sought to understand, whether CSOs and their respective volunteers were making use of the knowledge/skills gained from the NYDA/Flemish Cooperation Programme in their day-day activities. 82.3% (44.1% Strongly Agree and 38.2 Agree) of CSOs responding indicated that they were using the skills gained in the programme in their day – day activities. The 44.1% who Strongly Agreed indicated that they almost "knew nothing" about running a youth volunteerism organisation and they attributed what they now know and are able to do in their work to the NYDA/Flemish Cooperation Programme while the 38.2% who Agreed, purported that they had some prior know how of youth volunteerism and just used the knowledge/skills from NYDA to strengthen their already existing knowledge base. 8.8% of responding CSOs are either unsure or	Build on this success and consider developing a formal curriculum recognised, aligned and accredited to a recognised Unit Standard in terms of the National Qualifications Framework (NQF) to help shape careers.

Evaluation Objective	No	Finding	Recommendations
		they don't know if they are using knowledge/skills obtained from the programme. A further combined 8.9% of responding CSOs indicated they may not be using the knowledge/skills gained in the programme. On further probing, the 8.9% who indicated that they were not using knowledge/skills gained from the programme argued that they had not attended any workshops, training or events by the NYDA and where therefore relying on their own knowledge/skills, expertise and experience. **I use the knowledge/skills I gained from attending NYDA Volunteer training often in my day-day activities** Application of knowledge and skills by beneficiary CSOs was an indicator of success attributable to the first two building blocks of the NYDA/Flemish Cooperation	

Evaluation Objective	No	Finding	Recommendations
		Programme, namely, Capacity Building and Knowledge Generation. It can therefore be concluded that the 82.3% of responding CSOs who indicated they were using the knowledge/skills gained from the programme are proof that the programme is having impact to CSOs. From the responding CSOs, 36 comments indicate that in their day to day activities, volunteers are making use of the knowledge and skills gained from the programme and these map to the impact area or category "Human Capital", while 7 comments received from responding CSOs mapped to impact area or category "Physical Category", 4 comments received map to "Economical Capital, while a further 9 comments map to impact area or category "Social Capital" and 7 comments map to impact area "Cultural Capital".	

Evaluation Objective	No	Finding	Recommendations
		In their day to day activities, volunteers are making use of the knowledge and skills gained from the programme (Y/N), if so, please specify the knowledge/skills? 	
	5.1.4	**The NYDA/Flemish Cooperation Programme meets and is aligned to the needs of CSOs, with the top four (4) priorities of CSOs at joining the programme having been Training 73%, Coaching, 61%, Mentoring 49% and Business Documentation 33%.**	Continuously improve and up-scale the programme to move in line with the development, maturity and changing priorities of CSOs for their sustainable growth.

Evaluation Objective	No	Finding	Recommendations
		CSOs needs met by the Volunteer Programme 73 — Training 61 — Coaching 49 — Mentoring 33 — Business Documentation	
Has the Flemish/NYDA relationship promoted volunteerism amongst youth in the civil society?	5.2.1	**The NYDA/Flemish Cooperation Programme has improved the way CSOs' staff feel about their CSOs and about volunteerism as a service.** 36% of responding CSOs indicated that the NYDA/Flemish Cooperation Programme has 'very highly' improved the way they now run their marketing and communications of volunteerism targeted initiatives, while 39% of responding CSOs indicated that the NYDA/Flemish Cooperation Programme has 'highly' improved the	The NYDA must assimilate a culture of volunteerism going forward to ensure CSOs become self-sustaining even after they have been weaned from the programme and leave room for entrant beneficiaries.

Evaluation Objective	No	Finding	Recommendations
		way they now run their marketing and communications of volunteerism targeted initiatives. 10% of responding CSOs indicated a 'medium' improvement while a further 6% of responding CSOs indicated a 'low' improvement and 9% responding CSOs indicated a 'very low' improvement. The combined 75% of responding CSOs who reported high to very high improvement in the way they now run their marketing and communications of volunteerism targeted initiatives as a result of enrollment into NYDA/Flemish Cooperation Programme can be attributed to the various trainings, workshops, coaching and mentoring interventions offered to CSOs by the programme, specifically, communication as a skill. A retrospective analysis of the results obtained on question 2.9 - "In their day to day activities, volunteers are making use of the knowledge and skills gained from the programme (Y/N)" as well as question 2.10 – "If you answered YES to the above question (2.9), please provide more information as to why?" shows that most CSOs, in answering question 2.10, provided a wide range of skills that youth volunteers were using in their day-day volunteering activities. As we mapped these skills to the five impact areas or categories discussed earlier in this report, it became evident that most of the knowledge/skills used on a day-day basis by youth volunteers fell into the first of the five impact areas - Human Capital, which deals with personal development and skills acquired as a result of volunteering (e.g. new skills developed by volunteers, volunteers' knowledge and their well-being). A further analysis of this impact area	

nyda
NATIONAL YOUTH DEVELOPMENT AGENCY

Evaluation Objective	No	Finding	Recommendations
		shows that most of the skills recognised by CSOs as having been gained from the NYDA/Flemish Cooperation Programme and being used by youth volunteers in their day-day volunteering activities is, or, has to do with communication. Of the 36 responses in total mapped to this impact area, 24 responses directly refer to 'Communication Skills' as one of the skills gained from the NYDA/Flemish Cooperation Programme and used on a day-day basis by youth volunteers, which cohesively is the focus of this question (2.13), i.e. improvement in marketing and communications of volunteerism work by CSOs. This represents 66% of the total responses mapped to this impact area. 4 responses refer to 'Administrative skills' such as financial management, planning ability to exercise good leadership', while the remaining 8 refer to 'Other skills' such as better understanding of one's roles. This impact to CSOs can be attributed to the work under the first two pillars of the cooperation – Capacity Building and Knowledge Generation. In conclusion, the combined 75% responding beneficiary CSOs who indicated that the way they now run their marketing and communications of volunteerism targeted initiatives has improved as a result of enrolling into the NYDA/Flemish Cooperation Programme is an indicator of the following elements of the programme: ▪ That basic programme tasks or activities are being completed or executed, such as planning for workshops, conferences, marketing, communicating	

Evaluation Objective	No	Finding	Recommendations
		with CSOs, developing and translation of the capacity building toolkit to assist with communicating and working with youth volunteers, etc. (Inputs) ▪ That programme services are being delivered, such as trainings, workshops, rolling out of capacity building toolkit, professional advice to and regular communication with CSOs etc.? (Outputs) ▪ That the programme is reaching the target population (Outcome) ▪ That the programme is directly influencing beneficiary CSOs' and youth volunteers' ability to discharge their volunteerism roles and responsibilities by applying what they have learnt and what they are able to do. (Impact)	
	5.2.2	**The NYDA/Flemish Cooperation Programme has improved the relationship of CSOs with the communities they serve.**	
	5.2.3	**CSOs are happy working with the NYDA in their volunteer initiatives and there is a high degree of trust and willingness to recommend the NYDA/Flemish Cooperation Programme to other volunteer organisations?** 53% of the respondents strongly agreed that they would participate again in future NYDA Volunteer Programmes whilst a further 33% indicated that they agreed they would participate again in future NYDA Volunteer Programmes. 6% of the respondents remained neutral.	It is recommended that the NYDA Volunteer programme must be continuously updated to ensure alignment with CSOs and youths expectations and needs.

Evaluation Objective	No	Finding	Recommendations
		Overall, the majority of the responding CSOs, 86%, have reported they would recommend the NYDA/Flemish Cooperation Programme particularly because of the alignment between the programme and their organisational needs.	
	5.2.4	**The NYDA Volunteer Network Conference in May 2017 was attended by over 250 delegates including the Office of the Presidency and the myhandsandheart online portal boasts over 29000 Youths signed up and over 30000 CSOs registered.**	Increased investment in marketing and communications related to the programme for increased awareness and uptake.
	5.2.5	**Majority of CSOs are aware of and appreciate the value-add of the Capacity Building Toolkit on Youth Volunteer Management for Civil Society Organisations and are making use of the toolkit in their day – day volunteerism activities.**	i. Develop more support initiatives and tools for other volunteerism areas to enhance ease of working by CSOs and youth volunteers. ii. Learn from the success of Volunteer Management Toolkit and replicate these to other areas of volunteering work
	5.2.6	**More than 25 142 volunteer opportunities matched to volunteers on the online database.**	Direct more attention and access to internet and WIFI to Youth volunteers in the rural areas.
What are the successes of the NYDA Flemish	5.3.1	**The five most outstanding services, characteristics or strengths of the NYDA/Flemish Cooperation Programme, as ranked according to responses from CSOs, are:**	

Evaluation Objective	No	Finding	Recommendations
Cooperation Programme?		**Programme Service or Characteristic** — **No of CSOs**	
		1. Opportunity for knowledge and skills for CSOs and youth volunteers — 30	
		2. Opportunity for funding — 24	
		3. NYDA's Administrative Efficiency and Effectiveness — 23	
		4. Productivity and sustainability of CSOs and Youth volunteers — 16	
		5. Entrepreneurship opportunities — 4	
		6. Increased interest in and better understanding of volunteerism — 2	
How can the Programme be scaled-up, i.e. be increased in size, quantity or activity in proportion to the resources available?	5.4.1	**Need for increased reach of Financial Support** 50% of the respondents cited that they were not reached by financial resources to acquire the much-needed resources, to sustain movement of volunteers and operate their "businesses". Lack of financial resources did not lead to negative changes and outcomes, but CSOs noted that the quality of the service would greatly improve. 50% of respondents who received financial support from NYDA were greatly motivated and had clarity on how they could use the money to bring about change in other people's lives.	**1. Scale-up through Replication of successful strategies** i. NYDA must replicate what it is doing well in the programme, specifically the good communication sighted by CSOs and the overall administrative efficiency to all other areas of the programme including

Evaluation Objective	No	Finding	Recommendations
		The 50% of respondents who did not receive financial support also indicated that they had expectations to receive money from NYDA. They passed on these expectations to their beneficiaries that they would be receiving money which they never did. Such volunteers would end up losing credibility as they kept promising that the financial assistance would be received.	disbursement of funds to ensure intensity and consistency in programme delivery as well as reach.
	5.4.2	The myhandsandheart database has over 30 000 CSOs volunteer organisations, whilst NYDA has recruited 300 CSOs. This represents an opportunity for NYDA to scale up the programme through recruitment of more CSO across all the provinces	2. **Scaling-up through increasing the numbers of beneficiaries** i. Consider intensifying the programme's work and presence across all the nine provinces. ii. Scale up the programme by increasing ownership of the programme through community involvement from programme design through to programme implementation. iii. Consider coming up with initiatives of reaching greater numbers of beneficiaries per province. This can be done through distinct adaptation and

Evaluation Objective	No	Finding	Recommendations
			tailoring of the NYDA/ Flemish Cooperation Programme.
			3. Scaling up through Expansion of Scope i. Consider providing additional services like funding startups, startups mentorships and linking to markets for finished products of small businesses. The additional services that NYDA would offer will allow it to fully meet beneficiaries' challenges and needs on the ground. ii. Enter into more partnerships with various organisations that provide funding for their identified sectors or collaborate with other organisations. This enables the NYDA to increase the size of the intervention by adding more resources by bringing in more resources to increase the number of beneficiaries served.

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Table of Findings 3 – What motivates volunteerism among the CSOs in the NYDA/Flemish Cooperation Programme?

Evaluation Objective	No	Findings	Recommendations
	5.4.2	**CSOs in the NYDA/Flemish Cooperation Programme are motivated in their volunteerism work by the values function (altruism and humanitarianism) more than other functions of volunteerism, namely, understanding, social, career, protective and enhancement functions of volunteerism**	The significance of this finding is two-fold:
		Common functions served by volunteerism	**Firstly,** when volunteerism is more driven by values than any other of the six functions of motivation, it is highly likely to be sustainable as it is intrinsic and not underpinned by desires outside of the volunteers themselves such as expectations for reward, etc. In our view, this is fundamental especially considering the 'out of pocket' funding model of the NYDA/Flemish Cooperation Programme in terms of its design and this can be used by the implementers as one of the 'volunteerism cultures' the programme has cultivated over time
		One of the consistent models that assesses motivational functions underlying volunteer activity and has provided most of the available evidence on the factors that affect volunteers' motivation is the Functional Motivation Theory developed by Gil Clary and Mark Snyder (1991). The functional approach to motivation proposes that individuals' personal and social volunteerism goals can be understood by emphasizing underlying psychological functions that stem from their attitudes and perceptions. The significant implication of functional approach is that, individuals can be persuaded to offer volunteer services by attracting them to relevant psychological factors (Yoshioka et al., 2007). It relies on the premise that the phenomenon of volunteerism can be analyzed in terms of disparity in the motives that are contented, the requirements that are met, and the objectives that are reached which shoot from individual's persuasion and attitude (Stukas et. al., 2006). In lieu of this conjecture, Clary et. al (1998) theorized that the answer to the complex question of what motivates an individual to volunteer could be unveiled by understanding the processes in the domains of	**Secondly,** for youth volunteerism to be motivated more by the values function, it signifies a lot of effort and time having

attitudes and persuasion, social cognition, social relationships and personality. Thus, following an analytical review of existing literature and conducting a series of empirical testing, Clary et al. (1998) designed an instrument, i.e., Volunteer Functions Inventory (VFI) with six motivational functions in order to assess volunteers' motivation. The six functions and their description with regard to volunteer behaviour (motivation) are provided in the table below:

Volunteering Motivation Factor	Description
Values	Seek opportunities that require actions related to altruism and humanitarian concerns for others
Understanding	Gain experience to acquire new skills and utilize them in real world settings
Social	Strengthen social relationships
Enhancement	Interest towards psychological growth for a boosted self esteem
Career	Gain career related experience for professional development
Protection	Overcome negative feelings and escape personal problems

been invested in developing and promoting interest in volunteerism amongst stakeholders such as CSOs, youths, government, other like-minded organisations, funders and the community. Effectively, this finding is a show of that effort - developing and promoting interest in volunteerism across South Africa – by the programme. It is recommended that initiatives and efforts to strengthen this achievement be continuously implemented by the implementers

Thirdly, in going forward, this finding can be used to strengthen the design of the cooperation and can be used by the NYDA as a basis of replication and launch-pad into other territories and agreements.

While the question of what motivates CSOs and youth volunteers to do volunteerism work was not itself an evaluation objective, we put together responses from a set of related questions that were put to CSOs. This set of questions enabled us to conclude on the question "what motivates CSOs in the NYDA/Flemish Cooperation Programme do to their volunteerism work?"

The results from the set of questions conclude that the highest number of CSOs in the NYDA/Flemish Cooperation Programme are motivated by the values function with 52.70% of responding CSOs indicating that youth volunteerism enables them to express deeply held values such as altruism (the principle and morale practice of concern for happiness of other human beings resulting in a quality of life, both material and spiritual) and humanitarianism. This means they engage in youth volunteerism because of the desire to help those less fortunate than themselves. An assessment of the comments received from these CSOs, for example, when answering Survey Question 4.1. "Describe to me what your organisation has done in assisting youth volunteers?" and 4.2. "Describe to me how the work of your organisation has helped or assisted the community as users of your volunteer service?", reveals comments such as "We are concerned about those less fortunate …", "We feel it is important to help others" and "We have helped others or many people to..".

Ironically, these comments from surveyed CSOs for the purpose of this impact evaluation connect with the comments in the "Volunteer Management for Civil Society Organisations Capacity Building Toolkit" page 8, under the heading "What motivates

young people to volunteer?" In there, there is a sample of reasons why young people from Khayelitsha in Cape Town volunteer and these include such comments as "We can help people in need", "We give service to the community out of our own free will" and "Listening to elders and feeding hungry children is useful". All these comments show the motive behind one's motivation as concern for the happiness and wellbeing of others, which in the VFI is referred to as values driven motivation.

48.65% of responses indicate CSOs are motivated in their youth volunteerism initiatives by the understanding function i.e. the desire to learn new skills and to utilize knowledge or abilities that might otherwise go unused (Clary et al., 1998). These CSOs, motivated by the understanding function, also seek to explore their own strengths and expand their understanding of youth volunteerism, other volunteers, and the communities they live in. This means they engage in youth volunteerism because of the desire to acquire knowledge and skills around volunteerism with a view to improving implementation within their CSOs and delivering maximum benefit to stakeholders. An assessment of the comments received from these CSOs, reveals comments such as "*They now understand the purpose of volunteering and that volunteering is not about money but through your actions you can help a lot of people*", "The youth volunteers now understand that they are not doing volunteer work for money but to help out community".

The understanding function measures the degree to which volunteers agree with volunteering as a means to "learn and implement things through direct, hands on experience and "to learn more about volunteerism as a cause" and connects very well

with the NYDA/Flemish Cooperation Programme second building block, Knowledge Generation.

43.24% of responses indicate CSOs are motivated in their youth volunteerism efforts by the social function i.e. the desire to create and increase meaningful social interactions, strengthen existing relationships, and/or to gain others' approval or the desire to connect with one's community.

The last category of responses is that of the career function of motivation with 39.19% of responses indicating the desire to gain career related experiences and to increase job prospects. CSOs under this motivation regard youth volunteerism as a means to help their career. Some of the comments received from responding CSOs include "volunteering can help me to get my foot in the door at a place where I would like to work" and "volunteering allows me to explore different career options."

The Volunteer Functions Inventory Clary et al. (1998) suggests that there are six general psychological functions served by volunteerism. In a series of six studies, Clary et al. (1998) developed, verified, and refined the Volunteer Functions Inventory (VFI). Clary et al. (1998) developed the VFI from a conceptual analysis of the common psychological and social functions. In the first and second studies, Clary et al. (1998) administered the VFI to volunteers from several organizations and a large sample of university students respectively.

The VFI represents the most extensive and sound set of scales for determining volunteer motives. Due to its quality and ease of use, it has become one of the most frequently used self-report instrument.

No responses fell under the last two categories; Protective and Enhancement. The protective function serves to defend the volunteer's ego by reducing negative affect associated with guilt for being more fortunate than others or loneliness. Individuals motivated by the protective function view volunteer service as a means to "work through [their] own personal problems" and "a good escape". The final function, enhancement, increases positive affect by providing a means to self-development and growth. Volunteers motivated by the enhancement function engage in volunteer service to make themselves feel more important and needed. The enhancement function of VFI would include comments such as "volunteering increases my self-esteem" and "volunteering makes me feel better about myself" to measure a volunteer's enhancement motivation

Our findings compared to General trends.

According to the VFI, while some impact evaluations have departed from the norm, numerous evaluations have yielded results that illuminate a general trend in volunteer motivations. Values, understanding, and enhancement are the three functions that appear to be the most salient motivators (Allison, Okun, & Dutridge, 2002; Chapman & Morley, 1999; Clary et al., 1998; Planalp & Trost, 2009) compared to our findings which show values, understanding and social as the most salient motivators. A plausible justification for this is the target audience for this impact evaluation – CSOs

– who, by nature of their work, will always have an inclination toward the desire to identify with the community. Using a middle-aged sample, Clary et al. (1998) found that participants ranked values as the most important motive, followed by the understanding function, and esteem function. After administering the VFI to a sample of 128 volunteers from a non-profit organization in Arizona, Allison et al. (2002) replicated the results of Clary and his colleagues.

These findings were also replicated in studies involving volunteers from an AIDS organization (Omoto & Snyder, 1995) and human services agencies (Okun & Schultz, 2003). Rokach and Wanklyn (2009) surveyed 21 volunteers from the Hospital for Sick Children in Canada and yielded results that departed from the general trend. While they also found that values and understanding were the top two motives, they discovered that career, instead of esteem, was the third most important motive. A possible explanation for this is the large proportion of students in their sample as students may be more inclined than retirees to volunteer to fulfill career functions. In general, the protective function rarely ranks as an important motivator (Allison et al., 2002; Chapman & Morley, 1999; Rokach & Wanklyn, 2009). Thus, the literature seems to indicate the salience of values, understanding, and esteem as salient volunteer motivators. In contrast, social, enhancement, and protective seem to be less important motivators, with the protective function ranking as the least important in most studies.

5.2. EVALUATION OF THE PROGRAMMES POLICIES, PROCEDURES AND IMPLEMENTATION PROCESSES

The purpose of this section of the report is to address 3.3 of the Terms of Reference: "*The evaluator should conduct document review based on programme documents and support with the literature review that show best practices on the NYDA Flemish Cooperation Programme delivery*". Due to the nature of the documents and the reviews, the results of the review are presented in tabular form. The recommendation with regard to a specific finding is provided immediately.

Are the policies, procedures and processes established for implementing the Flemish programme still applicable and relevant.

5.2.1. What is the nature of the bilateral between NYDA and Flemish relationship?

    i.   What were the original objectives, intentions, expectations, letter and spirit of the NYDA/Flemish Cooperation Programme and to what extend are these being achieved or met by the programme?

    ii.   What are the rules, policies and procedures applicable to the bilateral between NYDA and Flemish relationship and to what extend were these complied with?

Table of Findings 4 – The Nature of the NYDA/Flemish Cooperation Programme

Aspect		Findings	Recommendations
5.2.1. What were the original objectives, intentions, expectations, letter and spirit of the NYDA/Flemish Cooperation Programme and to what extend are these being achieved or met by the programme?			
5.2.2. What are the rules, policies and procedures applicable to the bilateral between NYDA and Flemish relationship and to what extend were these complied with?			
Programme Documentation	*Cooperation Agreement*	The *Cooperation Agreement* between the ASCW and the NYDA is in line with international best practice and clearly provides key roles and responsibilities of the bilateral parties involved as well as the key objectives and deliverables of the programme.	There is a need for the development of an outcome-based approach to programme implementation together with a monitoring and evaluation framework underpinned by specific performance indicators for measuring success and outcomes in future.

A monitoring and evaluation plan be developed to measure the expected outcomes on an annual basis to determine whether programmes objectives are being met on a continuous basis. This will allow for programme reform to be instituted in a timely manner in line with the ever changing environment and international best practice. For example, while the *Action Plan 2017-18* document cabinets the programme successes, there are no comparable benchmarks or performance indicators that should assist in interpreting the meaning of the stated achievements.

In the same vein, the quarterly reports should contain financial information-this is critical for determining the costs and efficiencies of the programme and non-financial information for assessing progress towards predetermined performance targets. Performance information allows for a results-based management approach, where results or performance can be measured in |
	Framework of the Cooperation	The *Framework of the Cooperation* document between the Flemish Government and the NYDA is a relevant and key document which clearly indicates the key programme objectives and the five building blocks which constituted the scope of the framework of the cooperation.	
	Action Plan 2017-18	The *Action Plan 2017-18* document, which showcases success stories of the programme to date, is a key document provides critical success factors of the programme and provides sufficient justification for the programme.	
	Quarterly Reports	The *Quarterly Reports* covers success and progress with programme management issues and key statistics from the programme database.	

Aspect	Findings	Recommendations

5.2.1. **What were the original objectives, intentions, expectations, letter and spirit of the NYDA/Flemish Cooperation Programme and to what extend are these being achieved or met by the programme?**

5.2.2. **What are the rules, policies and procedures applicable to the bilateral between NYDA and Flemish relationship and to what extend were these complied with?**

Aspect	Findings	Recommendations
Marketing and Communications Strategy	The *Marketing and Communications Strategy* for the cooperation is aimed at ensuring the visibility of the programme and all its products and services. This is a sound documents and is in line with international best standard and if fully implemented should result in noticeable envisaged results. In fact, the programme has started yielding results attributed to the implemented aspects of the strategy.	order to recognise success and failure, and to adjust strategy accordingly. Quarterly performance reports function as an 'early warning system' by alerting the partners to areas of weak performance, to potential problems and to where remedial action is required.
Volunteer Management Toolkit	The Volunteer Management Toolkit provides CSOs with practical tools and guidelines on volunteer management. The tool is designed as a one stop shop and provides easy to use tips and strategies to CSOs with recruiting, training, managing and retaining volunteers.	
NYDA-NPO Engagement Letter	The engagement letter is clear in terms of the mandate of the NYDA and that of NPOs.	

Aspect	Findings	Recommendations

5.2.1. What were the original objectives, intentions, expectations, letter and spirit of the NYDA/Flemish Cooperation Programme and to what extend are these being achieved or met by the programme?

5.2.2. What are the rules, policies and procedures applicable to the bilateral between NYDA and Flemish relationship and to what extend were these complied with?

	Aspect	Findings	Recommendations
	Best practices on the NYDA Flemish Cooperation Programme documentation and policies	Documentation prepared for programme initiation[1], programme delivery[2] and programme evaluation provide a provide a compelling framework for realising the programmes benefits and potential in line with international best practice. The language in the *Cooperation Agreement* and *Framework of the Cooperation* and is aligned with international best practice and overall programme objectives, prevailing situation on the ground and the NYDA. The programme as implemented to date is in line with agreed milestones and does not present and reputational risk to either the Flemish government and the NYDA.	
Programme procedures and processes	**Best practices on the NYDA Flemish Cooperation**	The cooperation is directed on the one hand by a 'steering group' and on the other hand by a variable number of people who participate in the many exchange programmes and meetings between the Flemish government and NYDA. This is important for sharing of	While the NYDA as the implementing partner has benefited substantially from the exchange programmes in terms of competencies and experiences, there is room to expand exchange programmes to other Flanders partners from the European Union and abroad. This is because of the significant socio-

[1] *Cooperation Agreement, Framework of the Cooperation*

2 *Action Plans, Minutes, Progress/Quarterly Reports*

Aspect	Findings	Recommendations
5.2.1. What were the original objectives, intentions, expectations, letter and spirit of the NYDA/Flemish Cooperation Programme and to what extend are these being achieved or met by the programme?		
5.2.2. What are the rules, policies and procedures applicable to the bilateral between NYDA and Flemish relationship and to what extend were these complied with?		
Programme delivery	competencies and experiences and the ability by NYDA to call on the ASCW and its partners, support during programme implementation. The programme as implemented to date is in line with agreed milestones and does not present and reputational risk to either the Flemish government and the NYDA.	economic and cultural differences between South Africa and the Flemish community.
Institutional arrangements	Capacity exist with the NYDA to implement the programme as shown by the significant progress made to date. The NYDA is adequately staffed and has internal contracting and programme management capacity to implement the programme. The NYDA as the implementing partner has developed and cultivated strong working relationships with the CSOs, the youth community from its existing programmes and other critical stakeholders.	In line with national priorities and political developments in the country, the NYDA should further engage local and provincial government, and other stakeholders that are critical players for the efficient delivery of the programme. Some of the roles and responsibilities can be assigned to these stakeholders.
Programme admission requirements and application procedures	The application process for joining the My Hands and Heart Portal is a self-help procedure with step-by step prompts for completing the application form. Key steps of the process include signing up, logging once a profile has been created. The profile created allows one to search for	Promotion of use of the mobile application platform is recommended as this will ensure fast results. The use of mobile-based applications is on the rise among youths in South Africa. The application can be optimised and linked with social media platforms such as Facebook, Instagram and Twitter and LinkedIn.

Aspect	Findings	Recommendations

5.2.1. **What were the original objectives, intentions, expectations, letter and spirit of the NYDA/Flemish Cooperation Programme and to what extend are these being achieved or met by the programme?**

5.2.2. **What are the rules, policies and procedures applicable to the bilateral between NYDA and Flemish relationship and to what extend were these complied with?**

		opportunities, post opportunities, find and adding organisations, posting and viewing stories. The portal uses profile data to match a user to volunteer opportunity, organisations and other users in a means to push communication to the user. The sign up, login in and portal use is straightforward and user friendly (Signup is optimised with the capability to extract data from user's Facebook, Google and LinkedIn profiles) and is in line with similar application processes for platforms like Uber that link users to service providers.	
	Application processing and support	The application and volunteer recruitment process is automated with comprehensive online support with real people available to assist users make the best of their experience when using the My Hands and Heart online platform. The My Hands and Heart online portal provides insight reports to the programme managers, the NYDA and its partners and users.	There is scope for the My Hands and Heart online platform to be modified to accommodate accessibility for people with disabilities who may also be willing to participate in various volunteer activities posted on the portal. This is important for ensuring equal opportunities and diversity.
	Turnaround times	Turnaround time is one of the most noticeable signs of system performance and process effectiveness. The online application form has a short completion time. The	NYDA should continuously work on improving its service delivery standards and these should be reviewed every six months to accommodate

Aspect	Findings	Recommendations
5.2.1. **What were the original objectives, intentions, expectations, letter and spirit of the NYDA/Flemish Cooperation Programme and to what extend are these being achieved or met by the programme?** **5.2.2.** **What are the rules, policies and procedures applicable to the bilateral between NYDA and Flemish relationship and to what extend were these complied with?**		
		application form can be completed with user information stored on Facebook, LinkedIn and Gmail. The programme has quick recruitment and response turnaround times. The sign up and vetting process is instantaneous. An anonymous membership enquiry sent via email received by a member of the study team received a response in less than 12 hours.	technological changes and system improvements, manage bugs and enhance user experience.

5.3. ANALYSIS OF THE EFFECTIVENESS AND SUCCESSES OF THE PROGRAMME

The purpose of this section of the report is to address 3.3 of the Terms of Reference: "*The evaluator should profile and highlight the programme's success factors*". The success factors have been highlighted and profiled under the same table since the two objectives are the same. This section of the report also addresses some of the requirements of 3.3 of the Terms of Reference: "The evaluator should quantify the effectiveness of the Flemish Programme in addressing the needs of youth". To this end, effectiveness of the NYDA/Flemish Cooperation Programme was examined from two angles: its alignment to the national and international objectives as well as its ability to produce desired outcomes.

Quantify the Effectiveness of the Flemish Programme in addressing the needs of the youth Entrepreneurs in South Africa by:
- **Analysing the Sectors that show increased success**
- **Contrasting the success factors**
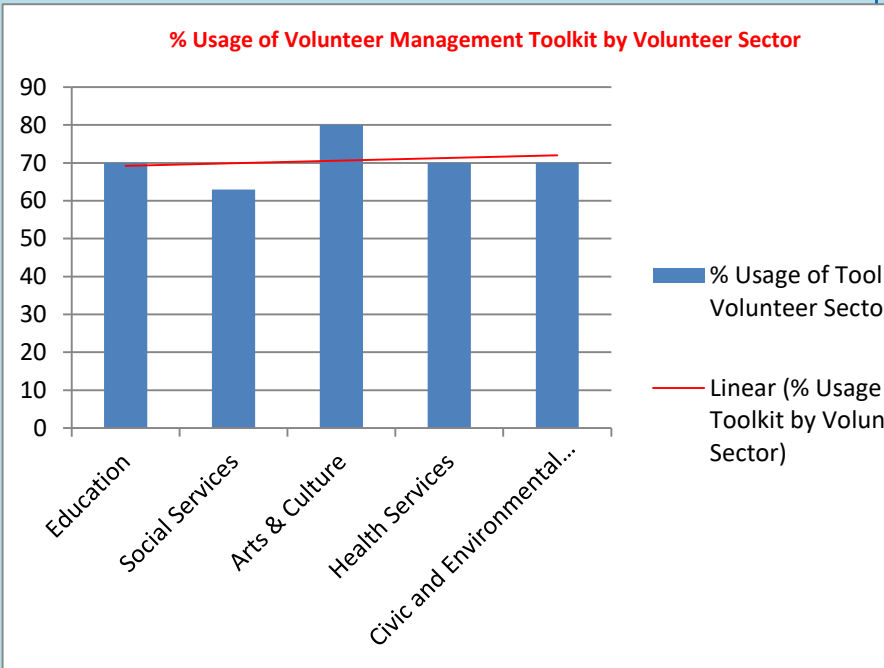
5.3.1. To identify gaps that are inhibiting the youth from being successful and determine the causes of the gaps or lack of performance

5.3.2. To outline the possible solutions and recommendations for improving performance of the partnership.
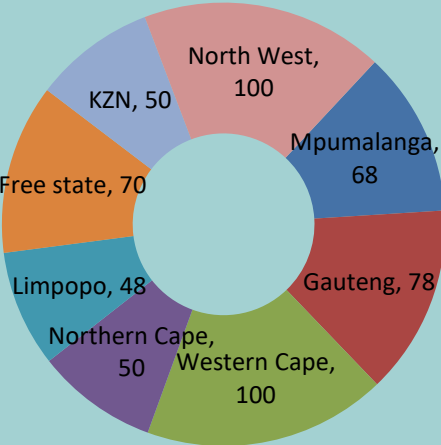
5.4. PROGRAMME SUCCESSES AND GAPS
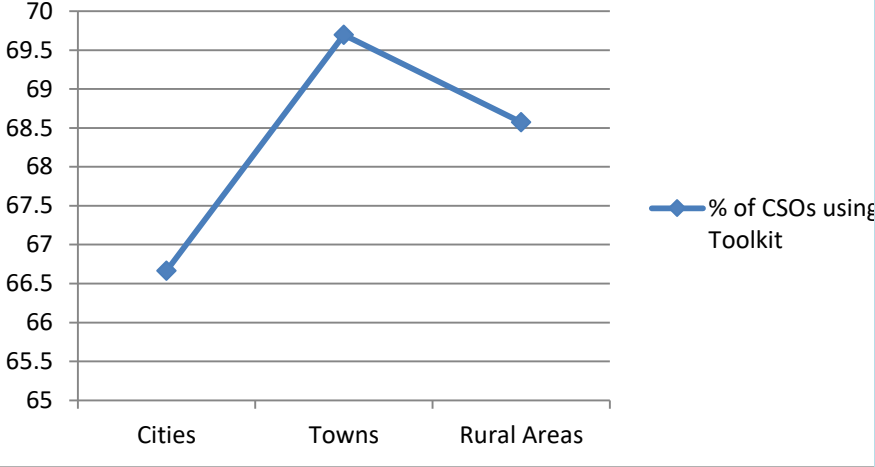
5.4.1. PROGRAMME SUCCESSES

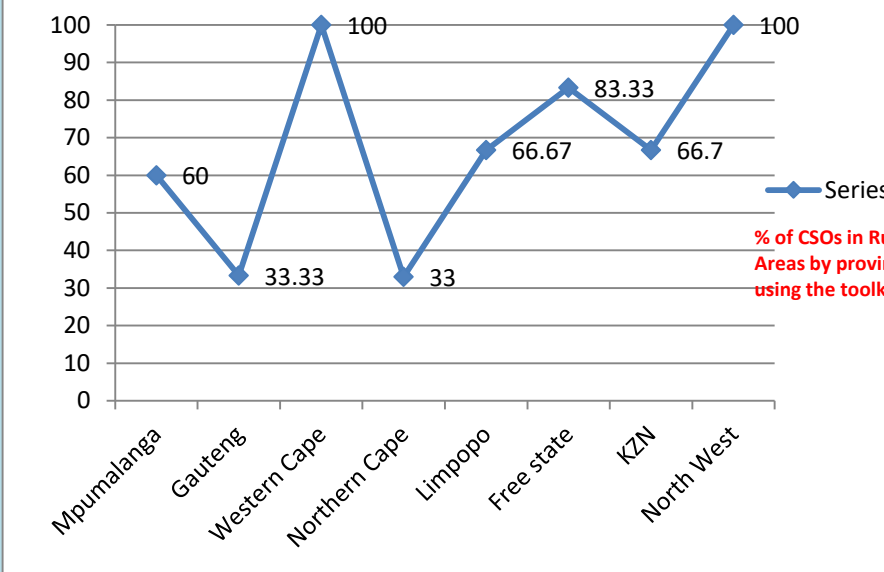**Table of Findings 5 – Programme Successes**

Building Block		No	Key findings	Recommendations
Capacity Building	**Volunteer Management Toolkit**	5.4.1	**Translation of the Volunteer Management Toolkit** Since the commencement of the renewed cooperation in 2015, a Volunteer Management Toolkit was developed and has already been translated into ten local languages including, IsiZulu; isiXhosa, Sesotho, Tshivenda and Afrikaans, among others. Considering the South African language landscape which has eleven official languages, translating the toolkit into ten of the languages is in itself a commendable effort from the NYDA implementation team.	While the toolkit has been translated, there is need to ensure that the CSOs/beneficiaries receive the toolkit in the language of their choice.
		5.4.2	**Use of the Volunteer Management Toolkit** CSOs reported a wide spread sectoral high usage of the Volunteer Management Toolkit, with 80% of CSOs in the Arts and Culture sector reporting that they use the toolkit on a daily basis. 70% of CSOs in the Education, Health Services, and Civic and Environmental Advocacy respectively reported they use the toolkit	1. Move with speed to make the translated toolkit accessible to CSOs in languages of their choice to enhance understanding for CSOs in provinces or sectors with low usage.

Building Block	No	Key findings	Recommendations
		on a daily basis whilst the Social Services sector reported a usage percentage of 63%.	2. Marketing and communications must intensify awareness campaigns around the toolkit to increase uptake of the toolkit. If two out of the eight provinces surveyed can record a 100% usage, surely this can be intensified and replicated to other provinces.

% Usage of Volunteer Management Toolkit by Volunteer Sector

Chart showing % Usage of Toolkit by Volunteer Sector with values:
- Education: 70
- Social Services: 63
- Arts & Culture: 80
- Health Services: 70
- Civic and Environmental...: 70

Legend: % Usage of Toolkit by Volunteer Sector; Linear (% Usage of Toolkit by Volunteer Sector)

The toolkit usage figures by sector above represent an average usage of 70.6% by all CSOs in the programme. The remaining 29.4% on average who reported they are not using the toolkit, on further interviewing as to why they aren't using the toolkit cited reasons such as procrastination on their part, lack of understanding of the toolkit where others indicated the toolkit is difficult to

Building Block		No	Key findings	Recommendations
			understand, content-wise and general disinterest in the toolkit, while others indicated they are not aware of the toolkit.

A provincial analysis of the usage of the toolkit shows that 100% of CSOs in the Western Cape and North West Provinces are using the toolkit whilst 78% and 70% of CSOs in Gauteng and Free State provinces respectively are using the toolkit. Borderline usage of the toolkit was reported in the KZN and Northern Cape provinces at 50% each while the least usage of the toolkit was reported in the Limpopo province at 48% | |
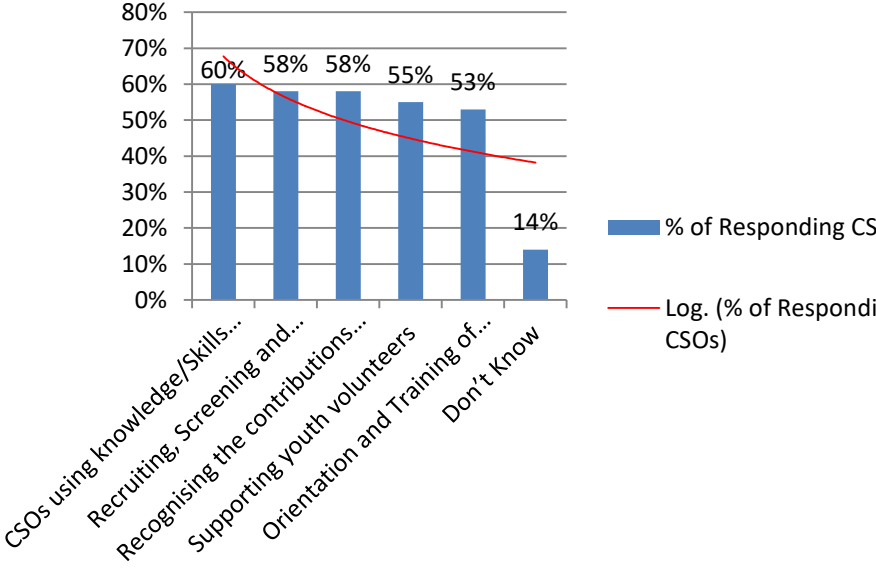
Building Block	No	Key findings	Recommendations
		% of CSOs using the Toolkit in their day-day operations by province North West, 100 KZN, 50 Mpumalanga, 68 Free state, 70 Gauteng, 78 Limpopo, 48 Northern Cape, 50 Western Cape, 100	
	5.4.3	**CSOs in rural areas are the second highest user group, both by location (cities, towns and rural areas) and province, of the Volunteer Management Toolkit.** Of the CSOs interviewed, survey results show that the highest number of CSOs using the Volunteer Management Toolkit are those located in towns with 69.7% of CSOs reporting they are using the toolkit, whilst 68.5% of CSOs in rural areas are using the toolkit and 66.7% are using the toolkit in cities.	While commendable effort is being invested to intensify reach to rural areas, attention must be paid to 'not to neglect' CSOs in cities and towns where there is a huge opportunity to reach more CSOs at a possibly low budget.

Building Block	No	Key findings	Recommendations
		% of CSOs by Location using the Volunteer Management Toolkit *[Line graph: X-axis shows Cities, Towns, Rural Areas; Y-axis ranges from 65 to 70. Cities ≈ 66.6, Towns ≈ 69.7, Rural Areas ≈ 68.6. Legend: % of CSOs using Toolkit]* A further analysis reveals that the provinces with the highest number of CSOs in rural areas using the toolkit are North West and the Western Cape, both with 100% response rate as shown on the graph below.	CSOs in cities must be seen as the low hanging fruit of the NYDA/Flemish Cooperation Programme's target audience and consequently, attention must be paid to ensure that it is harvested while strengthening reach to rural areas.

Building Block	No	Key findings	Recommendations
	5.4.4	The Volunteer Management Toolkit has improved business functions or business processes of CSOs, as an integral part of their work, with the planning function being the highlight of the success of the toolkit.	Initiatives similar to producing a Volunteer Management Toolkit must be replicated to cover all the various functions or areas of volunteerism to ensure that there is a well-rounded 'grooming' and capacitation of CSOs. Such initiatives can extend to areas such as financial management, business

CSOs' Business Function	% of Respond CS
Planning for your youth volunteer programmes	6
Recruiting, Screening and matching of youth volunteers	5
Orientation and Training of youth volunteers	5
Supporting youth volunteers	5

Building Block	No	Key findings	Recommendations
		Recognising the contributions of youth volunteers — 5 Don't Know — 1 The trend-line on the graph below shows that even though the business function or process "planning for youth volunteer programmes" is indicated as the highest area of improvement, ideally, it should be sitting at around 68% according to the unveiling trend of the other business functions. This means the business function is, although reporting highest improvement has however performed below what would have been expected as per the trend.	management and even spread the concept to work related to the other building blocks. Whilst all the CSOs volunteerism business functions/processes have improved, there is an opportunity to push the levels even higher. NYDA must consider more capacity building initiatives around each of the business functions, such as training around each of the business functions, for maximum benefit from the toolkit by CSOs and the NYDA itself.

Building Block		No	Key findings	Recommendations
			% of CSOs that reported a perceived improvement in business processes/functions as a result of using the Volunteer Management Toolkit In substantiating their assessment of the business functions above CSOs provided supporting comments and views, with some of the comments and views captured below: ✎ *We used the toolkit in planning our events on who is taking part where and also conducting SWOT Analysis as well as recruiting people*	

Building Block		No	Key findings	Recommendations
			✌ *We drew up the recruiting and screening strategy which we didn't know previously 2) When it comes to orientation, it helped more on how to go about doing it* ✌ *we are about to give certificates to show appreciation to them as well as lunch to thank them for participation* ✌ *We improved on the overall planning, recruiting and recognising contributors* ✌ *We had no technique in planning or recruiting before, so the toolkit has made these tasks much easier*	
	Quantity and Quality of Services offered by CSOs	5.4.5	**The NYDA/Flemish Cooperation Programme has increased the quantity and quality of volunteer services offered by CSOs.** CSOs have reported that as a result of the capacitation received from the programme, they have managed to venture into new volunteerism services thereby broadening their service offering with 48% of responding CSOs indicating that they have added or expanded their services scope by at least one volunteer service in the period 2015 to date. As a result, CSOs see themselves as expanding and getting bigger as a result of the programme. A typical comment from a responding CSO from the Western Cape says it all *"We're now expanding as an organsiation and more youth spend their free time doing productive community work".*	

Building Block	No	Key findings	Recommendations
		39% of responding CSOs have reported their services as having remained the same over the period under review whilst 13% did not know if their service offering changed over the period, or, simply opted not to answer the question. In addition, CSOs reported a perceived improvement in the quality of work to date as compared to periods prior to joining or working with the NYDA with an overall 62% responding CSOs reporting an improvement in the way they now manage their planning for your youth volunteer programmes, recruitment, screening and matching of youth volunteers, orientation and training of youth volunteers, support to youth volunteers and recognition of the contributions of youth volunteers. Of the CSOs reporting a perceived improvement in quality of services above, 24% are located in rural areas, 21% across towns while 17% are in cities.	
Recruitment of civil society organisations into the programme by the NYDA	5.4.6	From 2015 to date inception, a total number of 300 CSOs, which was the NYDA target, have been recruited into the programme across the nine provinces. The composition of CSOs recruited, according to the evaluation, shows that 47% are in rural areas whilst 45% are in towns and 8% in cities. This indicates successful	NDYDA should consider keeping close contact with recruited CSOs to ensure continuity and productivity of CSOs themselves and stronger relationships. As noted in other findings in this

Building Block		No	Key findings	Recommendations
			Penetration into rural areas and is flagged as a highlight of the programme.	report, CSOs expect regular communication from NYDA, those in the rural areas included. Were such communication is infrequent, CSOs tend to loose 'heart' and focus causing a drag to their work and dispassion towards volunteerism in general.

Province	Number of CSOs
Eastern Cape	30
Free State	36
Gauteng	42
KwaZulu Natal	33
Limpopo	32
Mpumalanga	33
Northern Cape	31
North West	33
Western Cape	30
Total	**300**

Building Block		No	Key findings	Recommendations
	CSO Incubator programme	5.4.7	A capacity building CSO Incubator Programme was commissioned and launched to assist the newly recruited	For the Incubator Programme to fully meet intended objectives, it is
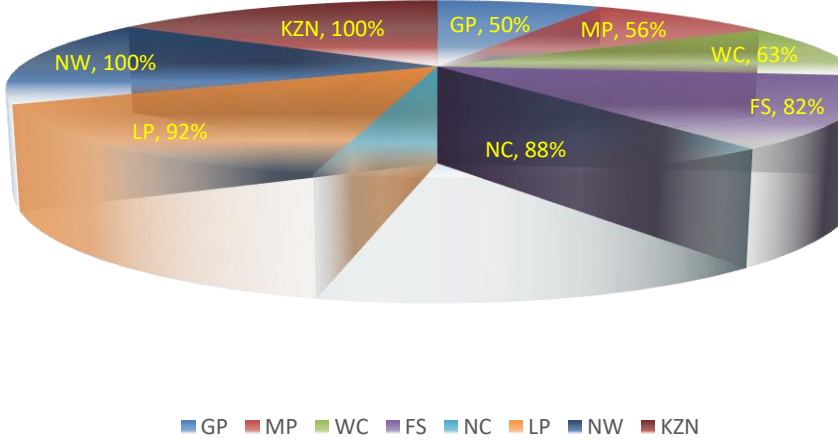
Building Block		No	Key findings	Recommendations
			organisations to help ensure efficiency in the use of resources and effectiveness in managing volunteerism work for sustainability. The programme capacitated incubatees in areas of organisational development including project management, recruitment and management of volunteers, business management and financial management. The programme also assisted incubatees with registration and accreditations with the Department of Social development as non-profit organisations, Department of Labour for COIDA and UIF and SARS for CSO tax exemption.	recommended that the programme be buttressed by strong and tailor-made curriculum that suits the needs of the targeted user as envisaged, such as accreditation of the training provided by the NYDA. In addition, the Incubation Programme in each community should be designed in consideration of the community's dynamics and in dialogue with community leaders to strengthen its value.
Capacity Building	**CSO Induction Workshop and Training on the VMT**	5.4.8	An induction workshop was held in 2018 to acclimatise and introduce participating CSOs to the NYS and the Flemish Cooperation Programme. The training on the Volunteer Management Toolkit was also organised for the 300 managers of the CSOs as part of the induction programme.	NYDA should consider having these workshops on a regular basis to ensure that newly enrolled CSOs are immediately inducted and trained. This enables CSOs to
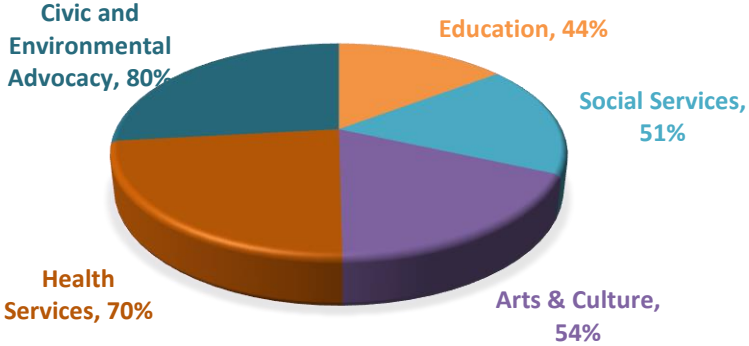
Building Block		No	Key findings	Recommendations
				hit the ground running their volunteerism initiatives.
Knowledge Generation	**Volunteer Network Conference which was attended by 250 stakeholders was held**		In May 2017, a well-attended Volunteer Network Conference was held in Centurion. The conference brought together over 250 delegates from the CSO, the government institutions as well as the private sector. The purpose of the conference was to raise the profile of volunteering in South Africa, VSO capacity building, promote volunteer opportunities, mobilise funding and prepare a roadmap for the development of a volunteer policy for South Africa	Consider operationalising and implementation of conference resolutions and recommendations and that similar events can be organised in other provinces of the countries with similar goals and objectives in mind.
	Development of a Volunteer Knowledge Base & Evaluation on the Volunteer Landscape in South Africa was conducted	5.4.9	NYDA conducted a study and published a report on the volunteer landscape in South Africa	Incorporate evaluation findings into future plans and commission evaluation to identify gaps
		5.4.10	The evaluation report provides an overview of the volunteer landscape in South Africa, its weaknesses and opportunities. The report forms the basis for the development of the volunteer policy in the country. In addition, report findings and recommendations are useful for volunteer planning purposes by various stakeholders.	The study report makes specific recommendations regarding the volunteering landscape in South Africa and these must be operationalise including the development of a volunteer policy for the country.

Building Block		No	Key findings	Recommendations
	Use / Application of Knowledge / skills gained in the programme	5.4.11	**CSOs and their respective volunteers are making use of the knowledge/skills gained from the NYDA/Flemish Cooperation Programme in their day-day activities.** Please see the finding no 4.1.3 on page 37 for more detail regarding this finding.	
		5.4.12	**The NYDA/Flemish Cooperation Programme has resulted in greater effectiveness and competitiveness of CSOs** Consequent of application of knowledge and skills gained and proper use of resources obtained from the programme, one of the generic and overarching findings of this evaluation is that the NYDA/Flemish Cooperation Programme has improved the effectiveness, efficiency and competitiveness of CSOs in South Africa. From the finances received, knowledge/skills gained through various interventions such as training, coaching and mentoring, perception of and interest in volunteering by both CSOs and volunteers themselves, better reception and recognition of the role of CSOs, and youths in volunteerism, improved CSOs' business processes such as planning and recruitment of volunteers through to now being bona fide businesses in the country as a result of having acquired vital	

Building Block		No	Key findings	Recommendations
			business documents are all manifestations of the new potential of CSOs to compete on the business front. This is a crucial pre-requisite for sustainability of CSOs.	
	Awareness of, and Interest in Volunteerism	5.4.13	Please see finding No 4.1.3 on page 37 for more detail regarding this finding.	
		5.4.14	The NYDA/Flemish Cooperation Programme has promoted understanding of, and interest in volunteerism amongst CSOs and youth volunteers.	
		5.4.15	The NYDA/Flemish Cooperation Programme has improved CSOs and youth volunteers' relationship with the community

Provincial Analysis. | |

Building Block		No	Key findings	Recommendations
			THE NYDA/FLEMISH COOPERATION PROGRAMME HAS IMPROVED CSOS AND YOUTH VOLUNTEERS' RELATIONSHIP WITH THE COMMUNITY **% of CSOs reporting a significant improvement in relationship between themselves a** **Sectoral Analysis**	

Building Block		No	Key findings	Recommendations
			THE NYDA/FLEMISH COOPERATION PROGRAMME HAS IMPROVED CSOS AND YOUTH VOLUNTEERS' RELATIONSHIP WITH THE COMMUNITY **% OF CSOS REPORTING A SIGNIFICANT IMPROVEMENT IN RELATIONSHIP BETWEEN THEMSELVES AND THE COMMUNITY SHOWN BY SECTOR** Civic and Environmental Advocacy, 80% Education, 44% Social Services, 51% Arts & Culture, 54% Health Services, 70%	
			Extend to which relations have improved In reporting an improvement in relations amongst CSOs, youth and the community, 81% CSOs indicated, on a scale of 1 – 5, where 1 is Very Low, 2 is Low, 3 is Neutral, 4 is High and 5 is "Very High", a "High to Very High" improvement, while 13% CSOs reported a "Very Low to Low" improvement in relations. 4% of responding CSOs remained Neutral while 2% did not answer the question.	
		5.4.16	The NYDA/Flemish Cooperation Programme has changed other areas of youth volunteers' life in their personal capacity?	

Building Block	No	Key findings	Recommendations
		The NYDA/Flemish Cooperation Programme has changed other area(s) of your life in your personal capacity as a volunteer? Education, %Responses, 44% Social Services, %Responses, 51% Arts & Culture, %Responses, 54% Health Services, %Responses, 70% Civic and Environmental Advocacy, %Responses, 80% %Responses ■ Education ■ Social Services ■ Arts & Culture ■ Health Services ■ Civic and Environmental Advocacy	
Marketing and Communication	**NYDA communication with CSOs** 5.4.17	**CSOs are happy with the existing levels of communication with the NYDA.** CSOs reported "good/excellent" communication as one functional strength of the programme. This indicates the programme is reaching targeted beneficiaries and that there is good level of support and direction from the NYDA, as the implementer, to programme participants. Comments from CSOs around this are shown in the box of comments below:	Strengthen communication with CSOs through the development marketing and communications action plans as part of implementing the programme's marketing and communications strategy.

Building Block	No	Key findings	Recommendations
My Hands and Heart Online Database and Portal	5.4.18	Survey results show that over the years the My Hands and Heart Online Database has had a significant growth since it was launched. Currently, the number of signed organisations on the database is approximately 30 000, with 25 000 volunteer opportunities matched to volunteers since inception. The database has undergone numerous enhancements, aimed at making the platform more user friendly and accessible. In line with a recommendation made earlier, one of the major achievements of the database is the participation of the private sector organisations advertising and marketing volunteer opportunities for young people.	The development of a mobile-phone and block-chain based application with geo-tagging/GPS, user and CSO rating capabilities should make the process of matching vetted and rated volunteers to opportunities seamless and will ensure faster results. The mobile application will make on-demand volunteering possible. The database needs continuous maintenance and management to

CSOs' selected Comments as a basis of justification for their answer...

They always communicate and assist
Their communication never fades
Good Communication
When they promise something, they deliver
They act on what they say
The are always willing to assist organisations they work with
They are passionate about youth development
They keep their promise
They listen to our problems

Building Block	No	Key findings	Recommendations
			manage the available opportunities and communicate these with organisations and volunteers. It is recommended that NYDA should avoid relying solely on digital channels for recruitment purposes as traditional methods have proved in the past to be equally successful.
NYDA Website	5.4.19	Active NYDA website with content around the NYDA/Flemish Cooperation Programme is available as evidenced by high traffic and signups	Continue with regular updates and improvements as well as press releases on major programme events to increase awareness and uptake of the programme.
Ambassadors Programme	5.4.20	Evaluation results show that the Ambassador Programme was developed and currently under implementation yielded positive results. Under the programme, young volunteers are appointed ambassadors of the programme and My Hands and Heart Online Database. These ambassadors complement the role of the NYDA and CSOs in marketing the programme and connecting the	While the Ambassadors Programme is viewed as a marketing and communication initiative, the programme should be taken as a key part of the

Building Block		No	Key findings	Recommendations
			programme with communities. Ambassadorial activities involving leading celebrities and youth influencers such as Pearl Shongwe have successfully been conducted with positive results.	overall volunteer service experience.
	Marketing and Communication Strategy	5.4.21	Since programme inception, marketing was observed to be the weakest link obstructing the full achievement of programme objectives. In response, a Marketing and Communications Strategy for the cooperation was developed in 2016 and implemented aspects of the strategy have already started to yield positive results.	Provide opportunities for seasoned and experienced service users to implement some aspects of the marketing and communication strategy. This leaves room for NYDA to focus on those aspects where it has strong competencies.
Lobbying and Advocacy		5.4.22	The NYDA and the Department of Public Works have a strategic relationship established to support CSOs involved in youth volunteering programmes. Through this partnership, CSOs receive financial and non-financial support to cover the payment of stipends for volunteers and project management fee.	The NYDA through its parent ministry and other relevant departments is encouraged to speed up the process of lobbying other government departments and the private sector to support the programme.

Building Block	No	Key findings	Recommendations
		The programme has developed an active and reasonably sized network of partnerships e.g. the Ambassadors Program with celebrities and implementation agreements with CSOs	Expand partnership reach to include private sector organisations and collaboration with government organisations involved similar activities.
	5.4.23	National Youth Volunteer Policy is under development	Continue to advocate and actively participate in the development and adoption of the policy.

5.4.2. PROGRAMME GAPS

Table of Findings 6 – Programme Gaps

Marketing and Communication		
What have been the gaps or challenges related to marketing and communications efforts of the programme		
Objective	**Survey Results**	**Recommendations**
Identify presence of programme website and online database	It appears there has not been regular programme specific press releases and television and radio spreads.	Continue with regular updates and improvements as well as press releases on major programme events to increase awareness and uptake of the programme.
Identify published press releases	It appears there has not been regular programme specific press releases and television and radio spreads.	
Identify media actions	Whilst the NYDA has a strong social media following, it appears that the Youth Volunteering programme is overshadowed by other activities.	Establish a dedicated social media platform for the programme.
Determine social media presence	Whilst the NYDA has a strong social media following, it appears that the Youth Volunteering programme is overshadowed by other activities.	
Determine Adequacy of Strategic Planning for Marketing and	A notable aspect of the NYDA/Flemish Cooperation Programme is the 'near-absence of a vibrant private sector' on the scene. Understandably, the private business sector has not always been viewed as a positive force for community development, perhaps due to a number of factors including past business practices that have condoned	The NYDA must develop and aggressively implement a deliberate marketing and communications strategy aimed at harnessing the

Marketing and Communication		
What have been the gaps or challenges related to marketing and communications efforts of the programme		
Objective	**Survey Results**	**Recommendations**
Communications of the Programme	bribery, labour exploitation and lack of attention to environmental regulations and standards. But, a growing body of regulations and adoption of soft norms on good practice in South Africa and abroad has started to change that view. The private sector has willingly embraced these norms in the belief that sustainable development fuelled by strong community involvement and the emergence of new markets is the best way for them to increase long-term profits. The private business sector approach to community and sustainable development has shifted from a narrow focus on corporate social responsibility, often limited to immediate employees or neighbouring communities surrounding private plants and factories, to a broader focus that is now commonly labelled as 'shared values'. Coalitions of large multinationals now see it as in their core interest to promote community development. The NYDA/Flemish Cooperation Programme must aim to benefit from this opportunity offered by the positive shift in approach to community involvement by the private sector.	opportunities abound in massive collaboration with the private sector.

Lobbying and Advocacy		
What have been the gaps or challenges related to marketing and communications efforts of the programme		
Objective	**Survey Results**	**Recommendations**
Identify ways of lobbying government departments and the private sector to support the programme	Little evidence of lobbying	Establish more strategies of engaging the private sector and government

NYDA/Flemish Cooperation Programme Building Blocks		
Objective	**Survey Results**	**Recommendations**
Are the building blocks of the cooperation adequate?	Funding is a very important element of any bilateral and or intervention. Funding of the programme is seen as pervasive to all the building blocks, and, therefore, making it a sub-element of another building block, let alone Lobbying and Advocacy, simply overshadows the important and much needed financial component of the programme	It is recommended that Funding be the fifth stand-alone building block of the cooperation as per the original design of the cooperation.

NYDA/Flemish Cooperation Programme Building Blocks		
Objective **How functional are the building blocks?**	**Survey Results** The building blocks are important in the design of the cooperation and evidence shows that work is happening through-out the four building blocks, albeit, with different intensity and throughput. It must be noted that work in some building blocks feeds into other building blocks as output and this may result in understatement of the achievements of some blocks, such as capacity building and marketing and communications. The work of marketing and communications feed into all the other blocks as input, while the work of capacity building can be seen as input into the knowledge generation building block. To this effect the building blocks can be seen as complimenting and interdependent on each other bringing the importance of coordination of the various units within NYDA responsible for respective building block activities at implementation and monitoring phase of the programme.	**Recommendations** 1. We recommend using a metric system of setting programme and building block objectives using our metrics model discussed in the report. 2. Close coordination and collaboration amongst various units within the NYDA to ensure a systematic and methodical and non-silo based approach during implementation and monitoring phase.

NYDA/Flemish Cooperation Programme Building Blocks		
Objective	**Survey Results**	**Recommendations**
What is the performance like across all the building blocks?	This evaluation has shown that more successes in the programme are being recorded under the Knowledge Generation block, followed by the Capacity Building block and thirdly Marketing and Communications block while the Lobbying and Advocacy block appears the least performing block. The reasons for this are:	Intensify work across all building blocks to ensure the maximum potential of the cooperation/programme
	1. The knowledge generation block is harvesting the benefits of all the capacity building efforts that have been taking place in the programme over the years as CSOs and youth volunteers are more and more applying the knowledge and skills gained from capacitation efforts of the programme and more ability, agility and versatility, efficiency and effectiveness manifests itself as the programme matures. It is precisely for this reason that the knowledge generation building block appears to be overtaking capacity building, which has been the 'top performing' block.	Develop a Capacity Building Strategies and action plans to ensure continuity of work in the building block
	2. Marketing and Communications initiatives and work appears not being properly captured and recognised. As an example,	Develop a marketing and communications strategy that is both inward (cooperation

for capacity building to take place it means marketing and communications would have taken place first in trying to raise awareness of the programme and reaching intended beneficiaries. This means outputs such as the number of CSOs enrolled under the programme and number of CSOs who are aware of the NYDA/Flemish Cooperation Programme regardless of whether or not they are enrolled in the programme are directly related to marketing and communications initiatives. Without a clear strategic and operational plan for marketing and communication, these efforts are going unnoticed and overshadowed by successes in other building blocks, e.g. by the fact that finally a Volunteer Management Conference attended by a capacity crowd of 250 people was held. The whole marketing and communications effort leading to the success of the event vanishes into thin air.

focused) and outward (targeted beneficiaries) facing for the programme as well as marketing and communications action plans

3. Marketing and communications, as stated earlier, feeds into almost all the other building blocks, to the extend that strong marketing and communications strategies can positively impact the lobbying and advocacy of the programme. Some of the successes of the marketing and communications building block may not only be difficult to express but also invisible as it is also driven by soft day-day interactions. The results of the building block become more reflective in other building blocks

4. Lobbying and advocacy, by its nature takes time to manifest, results wise. It would appear there is little happening in the building block but things like successfully lobbying for a National Volunteer Policy, among others, is a timeous process. Results from this building are likely to continue as low, far and few in between throughout the life of the partnership but the results must be seen for the strategic and far reaching importance they have.	Common Lobbying and Advocacy methods must be used to drive or enforce desired changes. Use methods that are primarily used to send out information about the NYDA/Flemish Cooperation Programme to get specific messages across or to mobilise. Examples of advocacy / advocacy campaigns applicable to this programme are: • press releases - press conferences • newspaper articles, columns (e.g. by the senior implementer of the programme) • media campaigns Examples of lobbying campaigns that can be used in this programme include: • personal letters on important lobby issues to key decision makers • face-to-face meetings with decision-makers (such as MPs in Parliament, MECs and local councillors) • informal contacts at receptions (e.g. at the Office of the Presidency's

		department responsible for youth development)
		• working visits with decision-makers
		• personal exchanges over the telephone
	5. The overarching objective of the NYDA/Flemish Cooperation Programme lobby and advocacy strategy should be to influence decision makers in order to advance and improve conditions for CSOs and youths in volunteerism, as its target group. Decision-makers can be politicians and policy-makers as well as other crucial decisive stakeholders, such as church leaders or tribal leaders. Both lobby and advocacy increase the scope of influence to improve policies and achieve structural change in key areas such as volunteerism, among others.	**Develop, short, medium and long-term Lobbying and Advocacy Strategies capturing lobbying and advocacy strategies recommended on finding 4 above.** Like any other business activity, effective lobby and advocacy requires strategizing. it is vital to have a clear strategy available for all those involved. This will help to set realistic goals and promote strategic thinking. It will also help assess the impact of specific lobby and advocacy activities in the programme.

5.5. FACTORS INHIBITING YOUTH FROM BEING SUCCESSFUL

This section seeks identify the gaps that prevented youths from being successful. Volunteers who participated in this programme have cited some challenges and barriers that hindered them from achieving the desired results. These have been discussed below.

i. A substantial change from a career to humanitarian work

Fieldwork results indicated that, at enrolment, participants (especially among the youth) expected remuneration from volunteering work. This however would change over time as people understood the objectives of the volunteer programme.

ii. Greater commitment

Most of the respondents realised that there was need for greater commitment required in participating in the volunteerism programme than they had anticipated. Such commitment included changes in understanding, attitude and behaviour. To some, this was perceived as a change in the direction of the career, which called for increased motivation and commitment. It took some while for some to realised that volunteerism may form a stepping stone into desired career since it provided the necessary experience to gain access to paid employment.

To handle this volunteers required to be understand that increased awareness and motivation were .drivers for them to continue volunteering and perhaps pursuing careers in community development

5.6. CONTRASTING THE SUCCESS FACTORS

Contrasting the success factors			This part addresses the objective on the sectorial differences of the CSOs. This section therefore explains why there are differences that differentiate CSOs. Active to non-active The study has revealed that the differences in sectorial performance ranged from being active to non-active. It has been noted that most active CSOs were in Gauteng - 50%. While 50% of the active CSOs are in the urban areas, there has been an increasing trend of active volunteer participation in the rural and peri-urban area. This study has established that in cities and towns, it was convenient for CSO volunteers to access their beneficiaries, while the same was a challenge, especially when the CSO would not have received and financial support. **Within existing skills in CSOs** Differences in levels of success across CSOs is explained by differences in knowledge and skills acquired over time. During structure interviews, respondent indicated the knowledge and skills has directly resulted in an increased efficiency and effectiveness of running their CSO operations. **Age of CSO** The other cause of difference in the impacts caused by the time period the CSO has been in operation. The fieldwork results indicated that CSO that existed longer and participated in the	Incorporate evaluation findings into future plans and commission evaluation to identify gaps

| | | volunteer programme longer tend to be more successful and actively participate in volunteerism.

Over 50% of the CSOs have indicated that they have been in operation for more than four years. The remaining CSOs fall within less than four years. Some of the CSOs that are of less than 4 years have not been assessed adequately for their performance since they do not have a history to explain whether or not they are performing well. We have therefore relied on the interviews with the participants that they are doing well. | |

5.7. ANALYSING THE SECTORS THAT SHOW SUCCESS

5.8. SECTORAL ANALYSIS

Sectoral analysis, also known as sectorial or sector analysis is a statistical analysis of the size, demographic, pricing, competitiveness, and other economic dimensions of a sector of the economy. Sector analysis, in the context of the NYDA/Flemish Cooperation Programme, serves to provide the partners with a judgment about how well CSOs in the programme are performing or expected to perform.

The purpose of this section of the report is to address 3.3 of the Terms of Reference: "*The evaluator should analyse the sectors that show increased success*". Due to the nature of the documents and the reviews, the results of the review are presented in tabular form. The recommendation with regard to a specific aspect and finding is provided immediately. The 25 main sectors of the CSO and volunteer work have been obtained from the myhandsandheart and have been further collapsed into the five main categories of volunteer work as given by the department of responsible for volunteerism in the presidency as shown below:

Table of Findings 7 – Categories of Volunteer Sectors

Sector	Purpose	Opportunities	Findings and recommendations: Success factors,
Social services	Includes organisations that provide pro bono legal aid, individual and family services, residential care, job training and community and housing development.	Volunteer by working in programmes; provide administrative help for social service offices, senior centres, and other community projects.	The findings of the field work conducted indicated that the various CSOs took part in the exercise for different motivations which form various sectors. These sectors have been analysed as shown in Fig below There are 25 sectors which have been created by NYDA for CSOs to participate in. This study has found out that CSOs have not covered all these areas, and they have clustered around 18 sectors. From these sectors, have afforded the CSOs to gain experience, influence others, to utilize existing skills and making a difference. Even when the sectors are fragmented, an impact on Youths and Children has dominated at 20%, followed by Arts and culture and Education at 15% and the 11% for skills and job training being the most popular sectors. Most of the participants who are motivated to volunteer are women. The survey has revealed that elderly women are motivated to make a difference, utilize existing skills, and the desire to volunteer whereas younger people are motivated by personal development and learning or gaining experience.
Civic and environmental advocacy	Includes organisations that advocate for human and civil rights, environmental preservation and conservation, and wildlife.	Volunteer by leading or participating in a trail or river clean-up, assist in wildlife research, participate in awareness events, or provide administrative service to the organization.	48% of responding CSOs are located in rural areas, 44% in semi urban areas and only 8% of the respondents are located in cities. This shows that the majority of the CSOs enrolled under the NYDA Flemish Cooperation Programme, i.e. 92% are in

Arts and culture	Includes performing arts groups, non-profit radio and television, scientific, natural, and historical museums, orchestras, literary organisations and other humanities-oriented organizations.	Volunteer at performing arts centres, theatres, museums, and gardens; provide clerical support; and teach children, the elderly, and the disabled.
Education	Includes colleges and universities, preschools, elementary and secondary schools, libraries and research institutions.	Volunteer by tutoring, teaching, working in after-school and aftercare programmes for children, or participating in educational research.
Health Services	Includes non-profit hospitals, clinics, and other healthcare organisations.	Volunteer clerical skills, assist in health care organisations,

rural and semi-urban areas. Rural areas account for the most location of the CSOs in the programme.

While many people think of feeding homeless people or participating in social development activities as their only options for volunteering, there are many more opportunities to serve, including digital volunteering.

		or visit and/or entertain patients.	
International relations and development	Includes four major subgroups: foreign policy research and analysis; international development and relief; international human rights; and international peace and security.	Volunteer clerical assistance, assemble care packages for international disaster aid, and help promote and organize events or campaigns.	

The table below shows all the nine sectors represented by the surveyed CSOs including the top five sectors discussed above.

Table of Findings 8 – CSOs Surveyed and their Sectors

Volunteer Sector National Category	NYDA Volunteer Sector	No of CSOs in Sector	% Representation of CSOs in Sector
Education	Skills Development, Training & Education, Career guidance, after care programmes and homework supervision	50	67.6
Arts and Culture	Arts, Sports and Culture including traditional dance, drama theatre, performing clubs	16	21.7
Civic and environmental advocacy	Women Empowerment and Gender Based Violence, fighting drug and substance abuse, crime prevention	10	13.5
Social Services	Community Development and Support	15	20.2
	Crime and Drug abuse	8	10.8
	Entrepreneurship	7	9.4
	Learner/Student Support Services	6	8.1
	Social Welfare (including old people and disabled people)	13	17.5
Health Services	HIV & Aids, TB, counseling services, hygiene related issues and waste management	5	6.7
	Total	**130**	

Evaluation Objective	No	Findings	Recommendations
Quantify the Effectiveness of the Flemish Programme in addressing the needs of the youth Entrepreneurs in South Africa by: • **Analysing the Sectors that show increased success**		**Analysis of CSOs that benefited by CSO Location and Province** In line with finding **4.1.2, Majority of the 300 CSOs registered under the NYDA/Flemish Cooperation Programme have benefited from the programme**, a further analysis of each of the benefit items reveals that of the 60.7% who benefited 'Finances', 6.7% of the responding CSOs are located in Cities, 27% in Towns and the remaining 27% are located in Rural Areas. Of the 54% who benefited 'Knowledge/Skills', 24.3% are located in Towns, 24.3% in Rural Areas and 5.4% in Cities, whilst of the 35% who benefited 'Business Documentation' being in order, 24.3% are located in Rural Areas, 6.7% in Towns and the remaining 4% are located in Cities. In terms of publicity, 24.3 responding CSOs benefited in rural areas followed by 5.4% who benefited from increased publicity in towns and only 1.3% benefited from publicity in cities. This shows that CSOs from towns and from rural areas are balanced in terms of benefiting from finances whilst CSOs from cities appear the least to have benefited from finances. This can be attributed to the sampling that resulted in fewer CSOs from cities being part of the sample. The table below provides a graphical view of the different items that CSOs benefited from	

	Finances	Knowledge	Business Docs	Publicity	Other

	No.	% Rep	No.	% Rep	No.	% Rep	No.	% Rep	No.	% Rep
Cities	5	6.7%	4	5.4%	3	4%	1	1.3%	0	0%
Towns	20	27%	18	24.3%	5	6.7%	4	5.4%	4	5.4%
Rural Areas	20	27%	18	24.3%	18	24.3%	18	24.3%	18	24.3%
Total Responses	**45**	**60.7%**	**40**	**54%**	**26**	**35%**	**23**	**31%**	**22**	**29.7%**

The Table below shows responses per province per benefit area. Gauteng and Mpumalanga provinces have the highest percentage of CSOs who benefited 'Finances' with 10.81% respectively whilst Northern Cape, Free State and KZN provinces have the least percentage of CSO benefiting 'Finances' at 5.40% respectively.

Benefit Area/ Item	Responses per Province per Benefit Area and their respective % representations																Total No. of CSOs who Benefited	Total %	Weighted Avg. 1 - Low 5 - Highest
	WC	%	GP	%	MP	%	NC	%	FS	%	LP	%	KZN	%	NW	%			
Finances	6	8.11	8	10.81	8	10.81	4	5.40	4	5.40	5	6.76	4	5.40	6	8.11	45	60.8	3.04
Knowledge / Skills	7	9.46	8	10.8	5	6.76	2	2.7	4	5.41	6	8.11	3	4.05	5	6.76	40	54.06	2.70
Business Documents	1	1.35	4	5.4	4	5.4	2	2.7	3	4.06	4	5.4	3	4.06	5	6.76	26	35.13	1.76
Publicity	2	2.7	3	4.05	4	5.41	1	1.35	3	4.05	4	5.41	3	4.05	3	4.05	23	31.07	1.55
Other	0	0	3	4.05	4	5.41	2	2.7	4	5.41	3	4.05	3	4.05	3	4.05	22	29.72	1.49
Total / Province	16	21.62	26	35.12	25	33.79	11	14.85	18	24.33	22	29.73	16	21.61	22	29.73			

In terms of the programme's benefits distribution across provinces, the comparative analysis above demonstrates a strong interrelation with the Cooperation's strategic pillars – Capacity Building, Knowledge Generation, Marketing & Communications as well as Advocacy & Lobbying. E.g. for three of the benefit areas (i.e. Financing, Knowledge/Skills and Publicity, the question to respondents was thematically oriented (i.e. covering the cooperation's pillars Capacity Building, Marketing & Communications as well as Advocacy & Lobbying (which includes funding as one of its elements). There is a relatively balanced distribution of programme benefits across all provinces with the exception of Northern Cape, the only province to have reported a benefit level of less than 20% in total.

A sectoral view, as shown below reveals that the highest number of CSOs that benefited from the NYDA/Flemish Cooperation Programme are in the Health Services sector with 100% of the responding CSOs indicating they benefited followed by the Arts and Culture sector with 75% of responding CSOs having benefited whilst the Civic and Environmental Advocacy sector

sits on third place with 60% of responding CSOs having benefited. The Social Services sector sits on fourth place with 49% of responding CSOs having benefited and the Education sector coming as the least sector to have benefited with 40% of responding CSOs indicating they benefited from the cooperation.

Responses to Question 2.1: Our CSO benefited from the NYDA/Flemish Cooperation Programme

% of CSOs that benefited by Volunteer Sector

Volunteer Sectors

- Education
- Social Services
- Arts & Culture
- Health Services
- Civic and environmental advocacy
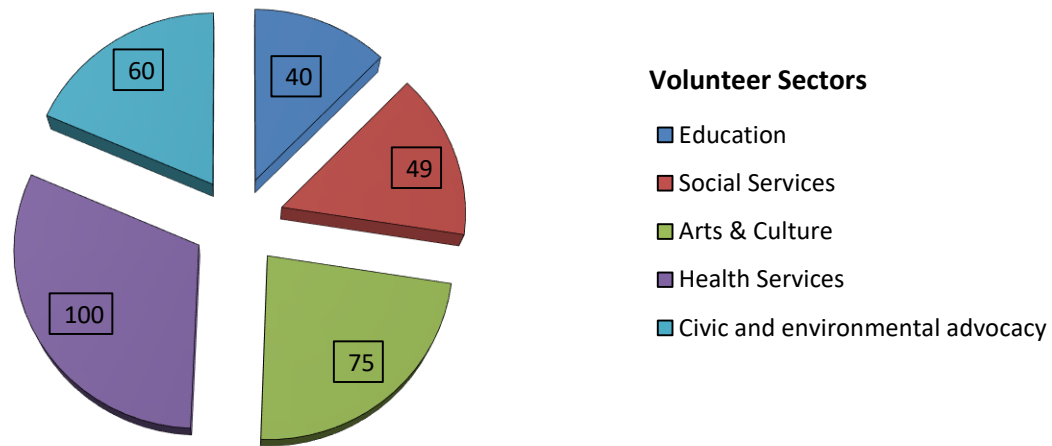
The diagram above shows that CSOs from the Health Services sector appear to have benefited the most from the NYDA/Flemish Cooperation Programme than any other of the five sectors.

2 | **The NYDA/Flemish Cooperation Programme has improved the way CSOs now run their marketing and communications of volunteerism targeted initiatives, with the Health Services sector reporting the highest improvement**

Response to Question 2.12: The NYDA/Flemish Cooperation Programme improved the way you now run your marketing and communications of volunteerism targeted initiatives?

% of CSOs that reported that the Cooperation has improved the way they now run their mark

Volunteer Sectors
- Education
- Social Services
- Arts & Culture
- Health Services
- Civic and Environmental Advocacy

Values shown in pie: 20, 30, 33, 38, 60
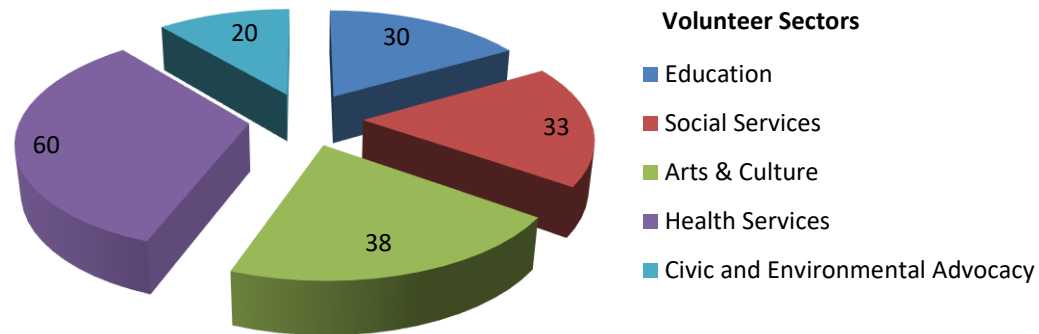
While all the CSOs interviewed reported by varying margins that indeed the NYDA/Flemish Cooperation Programme improved the way they now run marketing and communications of their volunteer initiatives, the Health Services sector reported the highest margin of increase. When asked, On a scale of 1 – 5, by how much did the NYDA/Flemish Cooperation Programme improve the way you now run your marketing and communications of volunteerism targeted initiatives, the Health Services Sector reported an increase of 60% making it the sector with

the highest increase followed by the Arts and Culture sector which reported an increase of 31%, the Social Services sector coming third with a reported increase of 24%, the Education sector with a marginal increase of 18% coming fourth and the Civic and Environmental Advocacy sector coming last with a 10% increase.

On a scale of 1 – 5, below, by how much did the NYDA cooperation improve the way you now run your marketing and communications of volunteerism targeted initiatives?

Reported % increase of how much the cooperation has improved the way CSOs now run their ma

Volunteer Sectors

- Education
- Social Services
- Arts & Culture
- Health Services
- Civic and Environmental Advocacy
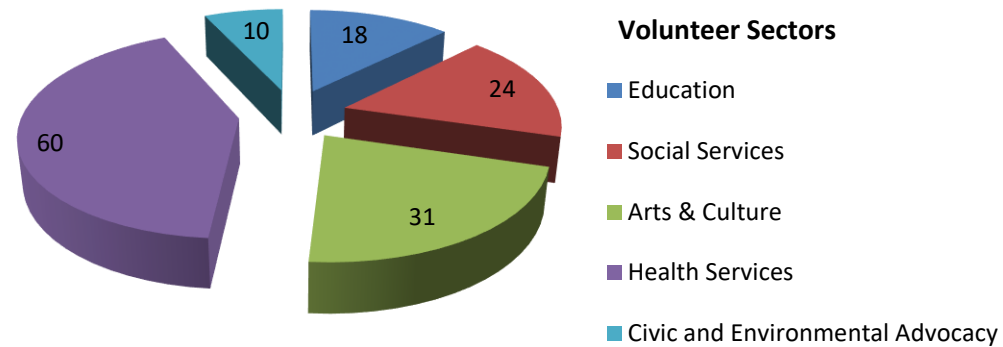
6. CONCLUDING REMARKS & OVERALL RECOMENDATIONS

This study aimed to investigate the impact of the NYDA/Flemish Cooperation Programme in South Africa. The study attempted to answer various questions related to impact of the NYDA Flemish Cooperation Programme on improving youth economic participation in the country and the extent to which the anticipated outcomes have been achieved and if it is still applicable and to identify areas that needs to be improved.

A sequential mixed methods of design was chosen that consisted of statistical and interpretive methods to provide the best answers to the evaluation questions. The design comprised of two phases. The first phase of the study consisted of descriptive and logistic analysis of secondary data provided by NYDA and literature survey. The second phase included data collection through semi-structured interviews and participant observation, which was then analysed using thematic analysis.

In combining the methods, the aim was to use statistical and interpretive methods to address the what, where and how of the NYDA Flemish Cooperation Programme. The product of this evaluation and thus the answers to the proposed evaluation questions and their implications are presented in this discussion.

Before a discussion of the factors associated with the likelihood to volunteer is presented, it is important to note that the findings revealed that the majority of South Africans engage in formal voluntary activities for the benefit of others. The culture of 'Ubuntu' and age-old traditions of collective action could account for this prevalence. This also includes the deliberate efforts by government through policies and programmes to promote the activity of volunteering.

6.1 MAIN FINDINGS AND CONCLUSIONS

In terms of the business case, the review indicates that the programme has been successful in meeting envisioned objectives albeit with potential for improvement and room for scaling-up provided additional funding is made available to support the programme going forward. A total of 300 civic society organisations registered on the programme database and most of them have been capacitated and have participated in numerous volunteer activities. In addition, the myhandsandheart portal has proved to be instrumental in linking organisations with volunteers and volunteering opportunities. More than 25 000 volunteers have been mobilised through CSOs and the myhandsandheart online portal to participate in volunteer activities in their communities.

From this, it can be concluded that the programme has significantly contributed to the promotion of youth volunteerism in South Africa through capacitating CSOs.

The NYDA Flemish Cooperation Programme is adding the value to the CSOs and targeted beneficiaries. Key programme achievements include:

- Successful recruitment of CSOs into the programme;
- Successful completion of the Capacity Building Volunteer Management toolkit translated into nine local languages;
- Commissioning and completion of evaluation on the Volunteer Landscape in South Africa;
- Successful organisation and hosting of the Volunteer Network Conference in May 2017.
- The myhandsandheart online database now boasts of about 30 000 registered organisations including CSOs with approximately 25 000 volunteer opportunities matched to volunteers.

Regarding programme policies, documentation and implementation strategies, the evaluation study points out the programme policies and procedures remain relevant and useful for the successful implementation of the programme. Many survey participants indicated that they found the Volunteer Management Toolkit useful in volunteer recruitment, retention and management. The Volunteer Management Toolkit, which has been translated into numerous indigenous languages, provides CSOs with practical tools and guidelines on volunteer management. The tool is designed as a one stop shop and provides easy to use tips and strategies to CSOs with recruiting, training, managing and retaining volunteers.

The Cooperation Agreement between the Agency for Socio Cultural Work for Youth and Adults (ASCW) and the NYDA provides key roles and responsibilities of the bilateral parties involved as well as the key objectives and deliverables of the programme.

The Framework of the Cooperation document between the Flemish Government and the National Youth Development Agency `is a key and relevant document that provides the key programme objectives and the four building blocks which constituted the scope of the framework of the cooperation.

The language in the Framework of the Cooperation is aligned with the overall programme objectives, prevailing situation on the ground and the NYDA capacity to deliver the programme. The language used is fair and did not place burden on the Flemish government and NYDA.

An interesting dimension of the programme is that the NYDA Flemish Cooperation Programme is underpinned by strong Government's commitment and eagerness to harness service and volunteering for employment creation. The programme as implemented to date is in line with agreed milestones and does not present any reputational risk to either the Flemish government or the NYDA.

The programme has been instrumental in providing capacity building among CSOs. In terms of efficiency, the evaluation study concludes that the programme is considered as inefficient given that the budgets that are set are never met because of the funds that are requested for, only very small amounts are used. Yet most of the CSOs have pointed out that they could improve their operations had they received some or more funding. The said funds were not only used for day to day activities, but to acquire necessary resources to facilitate achievement of the desired outputs, i.e. deliverables, in terms of quantity and quality. Programme activities were therefore carried out as simply as possible with overhead costs as low as possible. Programme deliverables have been achieved on time and on least cost budget.

Regarding effectiveness, based on the evaluation study results, the NYDA Flemish Cooperation Programme is considered effective. Programme outputs have produced the desired outcomes. The evaluation economic analysis results provide evidence that volunteering can be a pathway to employment. The results of the study demonstrated a statistically significant and strong relationship between volunteering and employment and economic prosperity.

Lastly, the evaluation indicate that volunteering is a major force in promoting active citizenship, fostering social cohesion and enabling solidarity between people and contributing to the welfare of society.

6.2. OVERALL RECOMMENDATION

South Africa is faced with the triple challenge of high youth unemployment, slowed economic growth and high levels of crime. Numerous interventions have been developed and implemented – youth volunteerism being one of them. Despite these interventions, there however remain an unfilled gap which calls for the need to scale up the various interventions currently being pursued by the government, the non-profit and the private sector.

The role of the NYDA Flemish Cooperation Programme is critical in solving the unemployment problem in South Africa, fight against poverty sustainable development, health, youth empowerment, climate change, disaster prevention and management, social integration, humanitarian action, peace building and overcoming social exclusion and discrimination. The evaluation of the programme processes indicated that the programme is making a positive contribution to the lives of several young people by impacting and creating several opportunities.

Against this background, the programme is recommended for additional funding to finance the scaling up of the various programme initiatives aimed at achieving stated objectives. These initiatives include scaling up marketing and communication initiatives together with lobbying and advocacy activities. In addition, programmes aimed increasing reach of the rural populace should be rigorously pursued and funded.

Evaluation study results indicate that given the high levels of unemployment in the country and out of desperation, there is are high expectation of gaining long-term employment after participation in a volunteering activity. Many youths in the country perceive NYDA as an avenue for employment. Against this background and given the various NYDA's mandate and programmes, it is recommended that programme be linked to various NYDA grant programmes. An extension of the programme could take the form of establishing an initiative that assists volunteers to transition from volunteer to employee or employer.

It is recommended that the NYDA/Flemish Cooperation Programme partners should avoid withholding and underestimating the financial resources required to manage a large number of people and a programme of this magnitude and scale.
The programme is built on a sound and rigorous process, which is straightforward, efficient and effective. By adopting recommended variations and modifications, the programme could be more primed and effective in meeting objectives.

6.3. SUMMARY OF THE NYDA/FLEMISH COOPERATION PROGRAMME IMPACTS ON CSOs

NYDA/Flemish Cooperation Programme

	Capacity Building	Lobbying & Advocacy	Knowledge Generation	Marketing & Communications
	Human capital (People's knowledge, skills and health)	**Economic capital** (Benefits or costs with a financial value)	**Social capital** (More cooperative relationships between people)	**Cultural capital** (A sense of one's own identity and understanding of others' identity)
Youth Volunteers	Increased personal development, such as growth in confidence and self-esteem	Increased employment prospects and future earning power	New friendships, contacts and networks	Better understanding of one's own identity
	Increased transferable skills, such as IT, public speaking, ability to motivate others and teamwork	Increased costs (non-repayment of expenses)	Enhanced sense of trust in others and greater frequency of working with others to solve problems	Increased expression of one's own values through cultural and leisure activities

	Increased employability		Better perception of one's self and acceptance by the community.	Greater appreciation of others' cultures and interests
	Increased access to personal development interventions (training, coaching, mentoring, etc.) for which they would otherwise have to pay		Greater involvement in local activities	
Community Service Organisations (CSOs) or Not for Profit Organisation (NPOs)	Increased personal development and skills of staff	quantity of volunteer products or services which CSOs offer	Greater connection with the community	Services are more reflective of cultural diversity within community
	Increased level of skills in the organisation	quality of volunteer products or services which CSOs offer	Enhanced reputation of organisation	Greater diversity of organisation
	Improved morale and sense of purpose by staff	Greater income / income generations opportunities for the organisation	New friendships, contacts and networks	Greater sense of belonging to a group and taking part in culture and expressing values
	Greater effectiveness and competitiveness	Job creation	Enhanced trust of others and organisations	Increased understanding of others' cultures and values
	Increase in financial value/increased costs to the organisation of involving volunteers	Increased access to services that they would otherwise have to buy	Greater involvement in local activities, groups or club	Increased opportunities to practice or express different cultures
		Improved financial situation for beneficiaries through services and signposting provided	recruitment and retention of quality volunteers	
		More volunteers and staff attracted to the organisation	Increased awareness and appreciation of volunteerism by all stakeholders	

		innovation in products or services by CSOs		
		increase in CSOs business prospects		
Community	People's personal development	Enhanced value for money in public services	Increased social networks	Increased appreciation and preservation of local culture, identity and heritage through volunteerism Richer cultural life
	Improved skills and more productive workforce	Increased employment	Enhanced trust and participation	Greater expression of individual identities and tolerance of others
	Greater health and wellbeing of citizens	Reduced anti-social behaviour	More organisations working together	
	Enhanced value for money in public services			
	Increased employment			
	Reduced anti-social behaviour			
	Increased social networks			
	Enhanced trust and participation			
	More organisations working together			
	Richer cultural life			
	Greater expression of individual identities and tolerance of others			

6.4. MEASURING THE IMPACT OF VOLUNTEER PROGRAMS: THE FIVE CAPITALS OF VOLUNTEERING IN YOUTH VOLUNTEERISM.

The Institute for Volunteering Research, a focal point for research on volunteering in England, has patented a Volunteer Impact Assessment Toolkit, a set of tools which organisations can use and adapt in order to measure and assess the impact and value of volunteering. Even though it is not aimed at youth volunteering specifically, we found the theoretical framework of this toolkit the most comprehensive and relevant for the identification of the key groups which are affected by volunteering, and classification of major ways in which they may be affected.

Therefore, adapted and developed in a way to fit the context of youth volunteering in the NYDA/Flemish Cooperation Programme, this framework has served as a reference point for all questions related to the impact evaluation of the NYDA/Flemish Cooperation Programme.

The toolkit recognizes four main key groups (stakeholders) which are affected by volunteering: Civil Society Organisations (CSOs), Youth Volunteers, Users/beneficiaries (users are CSOs, while beneficiaries are the various organisations and people whose life is directly touched by the work of youth volunteers, i.e. those who benefit through the work of CSOs and youth volunteers. The wider community is the last stakeholder in the NYDA/Flemish Cooperation Programme.

The major ways in which the above stakeholders may be affected by volunteering are grouped into five types of "capital". "Capital" here is thought of as "capacity" or "stock", because understanding impacts in this way allows the NYDA/Flemish Cooperation Programme partners to visualize how youth volunteering might generate or build up capital, or supply a resource bank from which to draw. These five capitals are physical, human, economic, social and cultural.

Physical capital refers to the output (products or services) achieved through volunteer effort, e.g. the number of workshops held, number of businesses reporting that they business documentation is in order after joining the programme, etc. Human capital relates to the acquisition of skills and personal development (of youth volunteers and CSOs staff, and the community). Economic capital relates to financial and economic effects to CSOs and youth volunteers as well as the community that result from volunteering, actually putting a market value on the work done by volunteers. Social capital moves beyond physical outputs and individual development to capture social impacts. It refers to creating a more cohesive community through building relationships, networks and bonds of trust between people, while cultural capital refers to assets such as a shared sense of cultural and religious, ethnic, national, local identity and acquisition of intercultural competencies, etc.

The extent to which the five capitals are generated varies significantly from province to province, for the purpose of this evaluation. On the one hand, this is due to different cultures of volunteering which exist in different provinces. On the other hand, effects differ because of differences in CSOs mission, level of passion and commitment, and management of volunteers.

Cross sectional design and results related to generation of five capitals of volunteering in the NYDA/Flemish Cooperation Programme.

In the survey conducted with CSOs in the NYDA/Flemish Cooperation Programme, each of these capitals was assessed by a set of statements related to the three stakeholders – NYDA, Flemish and CSOs.

TABLE OF FINDINGS 10 - THE IMPACT OF THE NYDA/FLEMISH COOPERATION PROGRAMME ON CSOs AND ATTRIBUTTABLE BUILDING BLOCKS:

Human capital (People's knowledge, skills and health (well-being))	CSOs Average value	Average value all surveyed CSOs	Attributable Building Block
Increased personal development and skills of staff			Capacity Building
Increased level of skills in the organisation			Knowledge Generation
Improved morale and sense of purpose by staff			Capacity Building
Economic capital (Benefits or costs with a financial value)			
Greater effectiveness and competitiveness			Capacity Building / Knowledge Generation
Increase in financial value of CSOs including those at grassroots level			Knowledge Generation
Increase in CSOs business prospects and income opportunities (sponsorships, donations, etc.)			Knowledge Generation / Capacity Building
Increased costs to the organisation of involving volunteers	Unintended Negative Impact		
Quantity of volunteer products or services which CSOs offer			Knowledge Generation
Quality of volunteer products or services which CSOs offer			Knowledge Generation
Greater income / income generations opportunities for the CSOs (including volunteer recruitment target incentive (R5000.00))			Knowledge Generation
Job creation			Knowledge Generation

Increased access to services that they would otherwise have to buy			Capacity building
Improved financial situation for beneficiaries through services and signposting provided			Capacity Building / Knowledge Generation
More volunteers and staff attracted to the organisation			Marketing & Communications / Capacity Building
Innovation in products or services by CSOs			Capacity Building / Knowledge Generation
Social capital			
Greater connection with the community			Knowledge Generation
Enhanced reputation of organisation			Capacity Building / Knowledge Generation
New friendships, contacts and networks			Knowledge Generation
Enhanced trust of others and organisations			Knowledge Generation
Greater involvement in local activities, groups, events or processes			Knowledge Generation
Recruitment and retention of quality volunteers			Capacity Building
Increased awareness and appreciation of and interest in volunteerism			Knowledge Generation
Cultural capital			
Products or Services are more reflective of cultural diversity within community			Lobbying and Advocacy
Greater diversity of organisation			Knowledge Generation
Greater sense of belonging to a group and taking part in culture and expressing values			Knowledge Generation
Increased understanding of others' cultures and values			Knowledge Generation
Increased opportunities to practice or express different cultures			Knowledge Generation

From Table 2 below, which relates to impact of volunteering on volunteers, it is clear that CSOs valued much more positively the impact which volunteering has on volunteers than on CSOs. Among the most positively ranked is human capital, particularly acquisition of new skills and knowledge related to volunteerism, planning and communicational skills, and feelings of enjoyment/satisfaction and doing something useful. Social capital such as making new friends and networking seem to be one of highest rated impacts. However, poor management is visible in the fact that physical and economic capitals are not being generated, since CSOs do not use their resources for training, recognition and rewards or reimbursement of volunteers' expenses.

TABLE OF FINDINGS 11 - THE IMPACT OF THE NYDA/FLEMISH COOPERATION PROGRAMME ON YOUTH VOLUNTEERS AND ATTRIBUTTABLE BUILDING BLOCKS:

	CSOs Average value	Average value all surveyed CSOs	Attributable Building Block
Human capital			
Increased personal development, such as growth in confidence and self-esteem			Capacity Building
Increased transferable skills, such as IT, public speaking, ability to motivate others and teamwork			Capacity Building
Increased employability			Capacity Building
Increased access to personal development interventions (training, coaching, mentoring, etc.) for which they would otherwise have to pay			Capacity Building / Marketing and Communications
Economic capital			
Increased employment prospects and future earning power			Knowledge Generation
Defrayment of costs (non-repayment of expenses)			Knowledge Generation
Social capital			
New contacts and networking as youth volunteers go about their day-day volunteer activities			Knowledge Generation
New friends and social activities			Knowledge Generation
Increased level of trust in other people through interaction and understanding of others			Knowledge Generation

Increased level of trust and confidence in CSOs			Knowledge Generation
The feeling of belonging to local community			Knowledge Generation
The desire to participate more in local activities			Knowledge Generation
Cultural capital			
Increased feeling of one's own cultural identity			Knowledge Generation
Better understanding of national/local culture			Knowledge Generation
Better understanding of other cultures			Knowledge Generation
Contribution to their cultural activities and hobbies			Knowledge Generation
Increased expression of one's own values through cultural and leisure activities			Knowledge Generation

TABLE OF FINDINGS 12 - THE IMPACT OF THE NYDA/FLEMISH COOPERATION PROGRAMME ON LOCAL COMMUNITIES:

Human capital	**CSOs Average value**	**Average value all surveyed CSOs**	**Attributable Building Block**
People's personal development			Capacity Building
Improved skills and more productive workforce			Capacity Building
Greater health and wellbeing of citizens			Knowledge Generation
Reduced anti-social behaviour			Knowledge Generation / Lobbying & Advocacy
Increased social networks			Knowledge Generation / Lobbying & Advocacy
Enhanced trust and participation			Knowledge Generation / Lobbying & Advocacy
Richer cultural life			Knowledge Generation / Lobbying & Advocacy
Greater expression of individual identities and tolerance of others			Knowledge Generation / Lobbying & Advocacy
Economic capital			
Enhanced value for money in public services			Knowledge Generation
Increased employment			Capacity Building
Social capital			

Increased trust, cooperation and participation of local communities with volunteers			Knowledge Generation / Lobbying & Advocacy
Increased feeling of CSOs and youth volunteers accessibility from the side of local community			Knowledge Generation / Lobbying & Advocacy
Increased social networks			Knowledge Generation / Lobbying & Advocacy
More organisations working together			Knowledge Generation / Lobbying & Advocacy
Cultural capital			
Increased appreciation and preservation of local culture, identity and heritage through volunteerism Richer cultural life			Knowledge Generation / Lobbying & Advocacy
Greater expression of individual identities and tolerance of others			Knowledge Generation / Lobbying & Advocacy

6.5. OVERALL RECOMMENDATION

South Africa is faced with the triple challenge of high youth unemployment, slowed economic growth and high levels of crime. Numerous interventions have been developed and implemented – youth volunteerism being one of them. Despite these interventions, there however remain an unfilled gap which calls for the need to scale up the various interventions currently being pursued by the government, the non-profit and the private sector.

The role of the NYDA Flemish Cooperation Programme is critical in solving the unemployment problem in South Africa, fight against poverty sustainable development, health, youth empowerment, climate change, disaster prevention and management, social integration, humanitarian action, peace building and overcoming social exclusion and discrimination. The evaluation of the programme processes indicated that the programme is making a positive contribution to the lives of several young people impacted and created several opportunities.

Against this background, the programme is recommended for additional funding to finance the scaling up of the various programme initiatives aimed at achieving stated objectives. These initiatives include scaling up marketing and communication initiatives together with lobbying and advocacy activities. In addition, programmes aimed increasing reach of the rural populace should be rigorously pursued and funded.

Evaluation study results indicate that given the high levels of unemployment in the country and out of desperation, there is are high expectation of gaining long-term employment after participation in a volunteering activity. Many youths in the country perceive NYDA as an avenue for employment. Against this background and given the various NYDA's mandate and programmes, it is recommended that programme be linked to various NYDA grant programmes. An extension of the programme could take the form of establishing an initiative that assists volunteers to transition from volunteer to employee or employer.

It is recommended that the NYDA/Flemish Cooperation Programme partners should avoid underestimating and understating the financial resources required when managing a large number of people and a programme of this magnitude and scale.

The programme is built on a sound and rigorous process, straightforward and efficient and effective. By adopting recommended variations and modifications, the programme could be more primed and effective in meeting objectives.

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