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Introduction to the National Youth Development Agency

The National Youth Development Agency (NYDA) was established in 2009 following a merger between Umsobomvu Youth Fund and the National Youth Commission.

The NYDA was formally launched on 16 June 2009, as pronounced by His Excellency President Jacob G. Zuma in his 2009 State of the Nation Address. The launch formed part of the National Youth Month events championed by The Presidency.

The Agency derives its mandate from the legislative frameworks, including the NYDA Act (54 of 2008), the National Youth Policy (2009 -2014) and the draft Integrated Youth Development Strategy. The Agency assumed and improved, the operational platform that was developed by both UYF and NYC; and as such, this rendered the Agency operational, immediately. In addition, the staff of its predecessors was also taken over by the Agency.

Vision

A world – class developmental agency that empowers all South Africa's youth socially and economically for a better life.

Mission

To promote faster economic participation, job creation, sustainable livelihoods and social cohesion through designing, implementing, initiating, facilitating, integrating, coordinating, mainstreaming and monitoring youth development interventions in partnership with all spheres of government, the private sector and civil society.

Mandate & Functions

- Advance youth development through guidance and support to initiatives across sectors of society and spheres of government
- Embark on initiatives that seek to advance the economic development of young people
- Develop and co-ordinate the implementation of the Integrated Youth Development Plan and Strategy for the country. The two documents serve as guiding instruments in advancing youth development at all levels of government.

The NYDA has developed the following Key Performance Areas:

Economic Participation

This represents a cluster of activities aimed at enhancing the participation of young people in the economy through targeted and integrated programmes.

Education and Skills Development

Education remains a key to unlocking the future of South Africa's youth. Activities emanating out of this KPA will focus on various interventions aimed at providing access to quality education and skills to both in-school and out of school youth.

National Youth Service

Through programme interventions emanating from this area, young people will be engaged in meaningful activities that benefit their communities while developing their abilities and various other facets of their lives.

Social Cohesion

Social cohesion is defined as the process through which individuals or groups are included to participate fully in the society they live. As such the activities to emanate out of the key performance areas will endeavour to create an environment within which young people are able to participate in civil society processes which affect their lives and development.

Information and Communication

Key to the development of young people is the accessibility of information about various interventions aimed at improving the living conditions of young people. Through this area of work, the NYDA will be able to provide information and communicate its various products and services to the public.

Policy, Lobbying and Advocacy

This area of work will enable the NYDA to contribute to informing policy and advocacy agenda of the youth development sector. This will be done through the creation of platforms to engage the state, civil society and other social partners in the development of policy aimed at supporting youth development efforts.
Research, Monitoring and Evaluation
This area remains a key deliverable for the NYDA as it will allow the organisation to conduct and disseminate research that will inform youth interventions within the NYDA and the country as a whole. It is through this area that a body of research knowledge and best practice in the youth development sector will be generated.

Effective and Efficient Management Resources
The NYDA aims to set efficient and effective management processes that will ensure that resources are managed optimally. This will be done through effective financial management process, risk management, legal, improved business processes and the development of controls.

When the South African Government established the NYDA in June 2009, they gave the organisation an extensive mandate of initiating, designing, co-ordinating, evaluating and monitoring programmes aimed at integrating the youth into the economy and society in general. The youth of South Africa have also given the NYDA an uncompromising mandate to ensure that we have a presence everywhere they are found.

Beneficiaries & Target Audiences
- The NYDA is targeted at youth aged between 14 and 35 years;
- South African youth irrespective of race, gender, colour, creed, geographical location or political affiliations

The Agency has a bias towards:
- Youth in rural areas
- Out of school youth
- Young with Disabilities;
- Young Women and;
- Unemployed youth
- Youth in conflict with the law

Values
- The NYDA in pursuit of its vision and mission shall in the conduct of its leadership and employees and in all its programmes and activities, be guided by the following organisational values:
  - Developmental - We shall strive to empower young people, protect their dignity and advocate for society to recognise young people as agents and partners in their own development, as well as vital assets for national and community development.
  - Service orientation and excellence - We shall strive to attain internationally recognised standards of service quality, a high standard of professionalism and maintain continuous improvement in service delivery to young people.
  - Integrity and ethics - We shall at all times conduct our programmes with integrity and inculcate a culture of honesty, respect and accountability among all our employees.
  - Transparency and fairness - We shall always ensure transparency in everything we do in order to build trust and confidence with young people and all our stakeholders. We shall treat all our partners, our suppliers and our employees with fairness and equity at all times.
  - Prudence - We shall exercise prudence and economy in running the business of NYDA and in pursuance of its vision for youth development and the objectives of government.
List of Abbreviations

ASB: ............................................. Accounting Standards Board
CETA: ............................................ Construction Education Training Authority
CIPC: ............................................ Companies and Intellectual Property Commission
EIP: ............................................... Enterprise Information Portal
GFPA: ........................................... Girl Fly Programme in Africa
ICT: ............................................... Information Communication Technology
ITAC: ............................................. International Trade Administration Commission
IYDS: ............................................. Integrated Youth Development Strategy
JOBS: ........................................... Job and Opportunities Seekers’ Database
KING III: ....................................... King Code of Governance Principles
KM: ................................................ Knowledge Management
KPA: ............................................... Key Performance Area
KPI’S: ............................................ Key Performance Indicator
LGU: ............................................... Lash-generating Unit
MTEF: ........................................... Medium-term Expenditure Framework
NYC: ............................................. National Youth Commission
NYDA: .......................................... National Youth Development Agency
NYDA ACT: ................................... National Youth Development Agency Act No. 54 of 2008
PAYE: ........................................... Plan of Action for Youth Empowerment
PFMA: ........................................... Public Finance Management Act No. 4 of 1999
POP: ............................................... Purchase Order
PTS: ............................................... Project Tracking System
SAPS: ........................................... South African Police Service
SARS: ............................................. South African Revenue Service
SAWIA: .......................................... South African Women in Aviation and Aerospace Industry
SAYA: ........................................... South African Youth Awards
SME’S: ......................................... Small to Medium Enterprises
STANDARDS OF GRAP: ........... Standards of Generally Recognised Accounting Practice
SCM: ............................................ Supply Chain Management
UYF: ............................................. Umsonobomvu Youth Fund
WFDY: ........................................... World Festival of Youth and Students
YAC’s: .......................................... Youth Advisory Centres
I am delighted to make a note on the National Youth Development Agency’s fourth annual report as the Executive Authority of this public entity. Without fail, the agency has demonstrated an acceptable record of governance and an improving trajectory on performance on predetermined objectives. In the past four years, Auditor General has awarded this public entity with an unqualified audit opinion albeit emphasis of matter on certain aspects of operation and this year is no different to previous years. Whilst celebrating this achievement, I am fully aware of the magnitude and significance of the task the entity carries for South Africa’s development and growth. The newly appointed board is fully cognisant of the all-important role of the agency and together with executive management of the agency, they shall ensure that NYDA continues to improve its performance and uphold the highest standards of governance.

The South African government is prioritising youth development as our populace continues to be younger. We acknowledge that South Africa will grow aptly and its people develop if we prioritise youth development. On the 18th of April 2013, government and social partners signed the Youth Employment Accord that pledges a concerted and guided approach to alleviating challenges related to youth employment in South Africa. It is through this and many other recent exercises that government is demonstrating its keenness to deal promptly with youth issues and usher South Africa on a path towards growth, prosperity and a better life for all. The NYDA, Department of Economic Development and Presidency are working tirelessly to develop and implement a plan of action for all that are signatories to the accord for youth employment. In the new financial year, we are confident that efforts towards making the Youth Employment Accord a reality will be reported. I am excited and grateful with the manner that government, private and civic sector are responding to this and other national calls geared towards development, especially of our youth.

The agency is entrusted with a role of facilitating and ensuring that all major stakeholders like government, private sector and civil society, prioritise youth development and contribute towards identifying and implementing lasting solutions which address youth development challenges. Furthermore, NYDA is also awarded through a parliamentary vote, public funds to implement some youth development programmes. These programmes are pre-planned with predetermined objectives and budget which must be endorsed by executive authority and treasury before implementation. It is against these predetermined objectives and budget plan that Auditor General audits the agency and expresses an opinion. Despite operating without the board for a better part of 2012/13 financial year, I am pleased to announce and commend the agency for obtaining yet another unqualified audit opinion from Auditor General. In this financial year, the NYDA achieved 47 out of 55 key performance indicators, an 85% achievement. There were many indicators that were met and exceeded by a greater margin and this was largely due to a concerted effort to garner partners for implementing projects which did bear fruits in many instances. Furthermore, NYDA reduced drastically its irregular expenditure from a high figure in 2011/12 financial year and this is commendable. There are areas of improvement in governance and administration which still require ardent attention but I am confident that 2013/14 financial year report will demonstrate greater improvements in these areas than 2012/13 financial year.

As I note and we all celebrate that NYDA has not received a qualified audit opinion, I also commit that as the Executive Authority we will exercise leadership in guiding NYDA Board and management in addressing issues raised by Auditor General that require improvement. I welcome the new NYDA Board and I’m confident that together with management of the entity and leadership of the Honourable Deputy Minister Obed Bapela, this team will help NYDA reach greater heights. On behalf of the Presidency, I wish to emphasize our strategic commitment to youth development and thus our reliance on NYDA and others to make this goal a reality. If we all work in unison, public, private and civic sector, youth development challenges will soon be surmounted and when that happens South Africa will see better growth and development.

Mr Collins Ohm Chabane
Minister in The Presidency: Performance Monitoring, Evaluation and Administration
Strategic overview, legislative and other mandates

The National Youth Development Agency is a South African based organization established by an Act of Parliament, no. 54 of 2008. South Africa’s population is estimated at 52 million people. Of this total population 22.25 million people (42%) are regarded as youth. The National Youth Policy of South Africa 2009-2014 provides that the youth category covers ages 14-35. This demonstrates that South Africa is a youthful nation, as such; youth development is the heartbeat of South Africa’s developmental agenda. The establishment of the NYDA and its role in the South African youth development landscape; is informed by this reality and influenced by the historical conditions that shape the country.

Young people face multiple challenges such as poverty, social inequality, unemployment, drug and substance abuse etc. In its efforts to respond in an adept manner, the NYDA has developed a multipronged intervention strategy, which simultaneously promotes the development of sustainable livelihood opportunities for youth to reduce poverty, inequality and encourage civic participation.

Given the structural and pervasive nature of youth development challenges in the country, a broad based intervention strategy is required to guide and coordinate the involvement of all major stakeholders. The NYDA plays a leading role in coordinating the contribution of all major stakeholders, i.e. government, civil society and private sector with the aim of finding lasting solutions that address the youth development challenge.

Legislative and other mandates

This section highlights legislative instruments and policies that shape and influence the National Youth Development Agency’s mandate as well as guide its programme design and implementation.

• NYDA Act no. 54 of 2008
  The NYDA derives its mandate from NYDA act no. 54 of 2008. The Act provides primarily for the NYDA as a unitary structure responsible for implementation of youth development programmes, including the mainstreaming of youth development activities by all stakeholders. The act further mandates the Agency to develop an Integrated Youth Development Strategy (IYDS) and Youth Development guidelines aimed at establishing parameters for youth development activities in the country.

  Proposed Amendments to NYDA Act
  In its 3 years of existence, the NYDA has experienced challenges in the effective implementation and monitoring of youth development programs at provincial and local levels. This is due to current institutional, administrative and management arrangements that are legislated in the act as well as sections that are either not explicit or incomplete. Upon consultation with relevant affected parties and stakeholders, it was resolved that it will work in the best interest of youth development in the country to amend the Act and tag it as a Section 76 Act from the current Section 75 status. The rationale for this change is to give the NYDA the powers to coordinate and implement youth development at provincial level.

• National Youth Policy 2009-2014
  Defines youth development as “the intentional comprehensive approach that provides space, opportunities and support for young people to maximise their individual and collective creative energies for personal development as well as development of the broader society of which they are an integral part of” (NYP, 2009-2014).

  The policy imperatives which have been identified as necessary in ensuring the development of young people in the context of South Africa include:
  a. Education
  b. Economic Participation
  c. Health and Wellbeing
  d. Social Cohesion and Civic Participation
  The NYP further provides parameters for the youth cohort as being ages 14-35.
• **Broad Based Black Economic Empowerment (BBBEE) 2003**

This Act addresses the imbalances of the past by creating a platform for the participation of young black people in the economic mainstream in the country. Two elements (i.e. Preferential Procurement and Enterprise Development) are of importance for young people which require explicit provision of targets for young women and men owned enterprises.

• **National Small Business Amendment Act (2004)**

The Sector of Education and Training Authorities (SETAs) was established with the aim of providing market related skills that are intended to benefit the people including young women and men. This exercise must be coupled with practical placements to enable young people to acquire experience.

• **Municipal Systems Act 2000**

Chapter four of the Local Government Municipality Systems Act, 32 of 2000 encourages a culture of community participation in the programmes of the municipalities. The mainstreaming of youth economic empowerment programmes into IDP and LED strategies for municipalities is one of the development tools that can be used to develop a culture of stakeholder participation in governance including young people.


This document places major emphasis on the needs and challenges of the youth as well as the specific interventions to be used to ensure the development of young people. It was the first government policy document to articulate the need to professionalize youth work in an effort challenges faced by the youth within their respective communities.

• **South Africa’s New Growth Path (NGP)**

The three focus areas of the NGP that are directly related to the Economic Participation thematic area are Stepping Up Education and Skills Development, Enterprise Development, and Broad-Based Black Economic Empowerment South Africa’s

• **National Development Plan**

The National Planning commission of South Africa was established to develop a national plan to propel South Africa to a better society by 2030. The plan lays out an approach with its focus on developing people's capabilities to be able to improve their lives through education, skills development, health care, access to better health care, access to public transport, social protection, rising incomes, housing and basic services, and safe communities.

• **World Programme of Action on Youth (2000)**

The United Nations’ (UN) ministers responsible for the youth from different countries adopted the World Programme of Action on Youth for the year 2000 and beyond. This is a 10-year plan aimed at effectively addressing the problems of young people. It is a policy framework that seeks to deliver opportunities that would enhance young people's participation in society and provide practical guidelines for youth development's support by national and international institutions. The plan contains concrete proposals on how countries should improve the well-being and livelihoods of young people in their respective countries.

• **Millennium Development Goals (MDGs)**

MDGs target the eradication of poverty and hunger (MDG1), achieving universal primary education (MDG 2), reducing child mortality (MDG 4) and improving maternal health (MDG 5)

• **United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)**

The UNCRPD recognizes, amongst others, the need to ‘promote and to protect the human rights of all persons with disabilities, including those who require more intensive support’ (UNCRPD, page 2) as well as the contributions that persons with disabilities (PWD) make to their communities.

• **Common Wealth Youth Charter 2005**

Commonwealth Youth Charter provides guidelines for the development of youth policies in all commonwealth countries. It also promotes participation of young people at all levels of decision making processes. It recognizes the principles of gender inclusivity and values for youth development in general.
Vision, Mission & Values

Vision
A world – class developmental agency that empowers all South Africa’s youth socially and economically for a better life.

Purpose
The NYDA is established to mainstream and integrate youth development for sustainable livelihoods.

Mission
To promote faster economic participation, job creation, sustainable livelihoods and social cohesion through designing, implementing, initiating, facilitating, integrating, coordinating, mainstreaming and monitoring youth development interventions in partnership with all spheres of government, private sector and civil society.

Values
In pursuit of its vision and mission, in the conduct of its leadership, employees and in all its programmes and activities, is guided by the following organizational values:

- **Developmental**: We shall strive to empower young people, protect their dignity and advocate for society to recognise young people as agents and partners in their own development, as well as vital assets for national and community development.
- **Service orientation and excellence**: We shall strive to attain internationally recognised standards of service quality, a high standard of professionalism and maintain continuous improvement in service delivery to young people.
- **Integrity and ethics**: We shall at all times conduct our programmes with integrity and inculcate a culture of honesty, respect and accountability among all our employees.
- **Transparency and fairness**: We shall always ensure transparency in everything we do in order to build trust and confidence with young people and all our stakeholders. We shall treat all our partners, our suppliers and our employees with fairness and equity at all times.
- **Prudence**: We shall exercise prudence and economy in running the business of NYDA and in pursuance of its vision for youth development and the objectives of government.

In furtherance of its vision and mission the NYDA has identified 4 Strategic Outcome Areas which guide the development of Key Performance areas and influence strategic programme choice for the organization. The strategic outcome areas are inter-alia:

- Improved and sustainable livelihood opportunities for young people in South Africa.
- Enhanced enabling environment that promotes youth development in all sectors of South African Society
- Enhanced sustainable social capital for young people between the age of 14 and 35 in South Africa
- Maintaining an accountable, prudent and efficient centre for youth development
The next section aligns the NYDA’s 4 strategic outcome areas to its 10 KPA and further provides definition of each KPA.

<table>
<thead>
<tr>
<th>Key performance area</th>
<th>Definition</th>
<th>Strategic outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Participation</td>
<td>To enhance the participation of young people in the economy through targeted and integrated programmes.</td>
<td>Improved and sustainable livelihood opportunities for young people in South Africa.</td>
</tr>
<tr>
<td>Education and Skills Development</td>
<td>To promote, facilitate and provide training and development opportunities to young people to enhance their socio-economic wellbeing</td>
<td></td>
</tr>
<tr>
<td>Policy and Research</td>
<td>To develop a body of knowledge and best practice in the youth development sector to inform and influence policy development, planning and implementation.</td>
<td></td>
</tr>
<tr>
<td>Partnerships and Stakeholder Management</td>
<td>To lobby key stakeholders to implement youth development programmes in accordance with National Youth Policy</td>
<td>Enhanced enabling environment that promotes youth development in all sectors of South African Society</td>
</tr>
<tr>
<td>Communication and Advisory Services</td>
<td>To ensure access for youth to information about various interventions aimed at improving the living conditions of young people, including information and career guidance services to young people.</td>
<td></td>
</tr>
<tr>
<td>National Youth Service And Social Cohesion</td>
<td>Promote youth social dialogue and create opportunities for young people to serve their communities</td>
<td></td>
</tr>
<tr>
<td>Sports Recreation And Arts</td>
<td>To ensure the promotion of sports, arts and culture and raise awareness on the economic value within the fraternity</td>
<td>Enhanced sustainable social capital for young people between the age of 14 and 35 in South Africa</td>
</tr>
<tr>
<td>Health and Wellbeing</td>
<td>To improve the health and wellbeing of young people to allow them to productively lead fulfilling socio-economic lives associated with a responsible and sustainable nation</td>
<td></td>
</tr>
<tr>
<td>Governance</td>
<td>Ensures that NYDA operations comply with applicable legislation and regulations governing a schedule 3A institution.</td>
<td>Maintaining an accountable, prudent and efficient centre for youth development.</td>
</tr>
<tr>
<td>National Youth Fund</td>
<td>Establish a mechanism to enable the NYDA to raise funds for purposes of advancing and implementing programmes aimed at improving the livelihoods of the youth.</td>
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OVERVIEW OF THE NYDA ORGANISATIONAL STRUCTURE
April 2012–March 2013

PROVINCIAL ADVISORY BOARDS

- **GAUTENG**
  - MR SIMON MOLEFI
- **MPUMALANGA**
  - MS LERATO THEKO
- **NORTH WEST**
  - MR KEOBAKILE BABUILE
- **LIMPOPO**
  - MR FRANS MOSWANE
- **KWAZULU NATAL**
  - MR MTHOBISI ZWANE
- **WESTERN CAPE**
  - MR GHALLIEB ESSOP
- **EASTERN CAPE**
  - MR ANDILE MATITI
- **NORTHERN CAPE**
  - MR SHADRACK THLAOLE
- **FREE STATE**
  - MR KGOTSO MORAPELA

Provincial Advisory Board’s term ended December 2012

FULL SERVICE BRANCHES

- **JOHANNESBURG**
  - MR KEVIN GOVENDER
- **TSHWANE**
  - MS MOTLALEPULA MONJA
- **RUSTENBURG**
  - ACTING MR CHRIS MAHOBE (NOW MICHAEL PHOKELA)
- **EAST LONDON**
  - MR DUMA MAQUBELA
- **NELSPRUIT**
  - ACTING MS JABULILE SHONGWE (NOW MR APRIL MOTLOUNG)
- **PORT ELIZABETH**
  - MR VUSUMZI MAKINANA
- **CAPE TOWN**
  - MR STEPHEN CURRY
- **SECUNDA**
  - MS JACKIE SINDANE
- **WITBANK**
  - MR APRIL MOTLOUNG (NOW MS JABULILE MKHWANAZI)
- **MAPONYA MALL**
  - MR TSHEPO MANYAMA
- **POLOKWANE**
  - MR PERCY MADZIWO
- **DURBAN**
  - MR SABELO NTULI
- **BLOEMFONTEIN**
  - MR KAGISHO MOKAE
- **KIMBERLEY**
  - MR ISAAC DITHEBE
Executive Chairperson:
Yershen Pillay
It is with great purpose and passion that I write the foreword for the 2012/2013 annual report as the current Executive Chairperson. Despite the fact that during the 2012/2013 financial year the term of the first Executive Board of the National Youth Development Agency, on which I served as the Deputy Executive Chairperson, came to an end and the agency was left without Executive leadership for a full year, good work and solid achievements were realised during this period.

The NYDA is a South African governmental agency, established by an Act of Parliament, primarily to tackle challenges that the nation’s youth are faced with. Established to be a single, unitary structure that addresses youth development issues at National, Provincial and Local government levels, the government of South Africa has shown a profound commitment to combat challenges faced by the youth of our country. Similar to many developing countries, South Africa has a large population of youth, those between the ages 14-35; represent 42% of the total population. Given the youthful nature of the South African population much of the socio economic challenges faced by the nation such as poverty, inequality and joblessness, poor health are borne by the youth. The gravity of challenges South Africa is faced with, require multi – pronged efforts, that simultaneously promote the development of sustainable livelihoods, reduce poverty, inequality and prioritise the development of policies which create an enabling environment for youth development.

The NYDA plays a lead role in facilitating and ensuring that all major stakeholders like government, private sector and civil society, prioritise youth development and contribute towards identifying and implementing lasting solutions which address youth development challenges.

As the NYDA we take great pride in the vital role we play in the lives of young people every day. During the 2012/2013 financial year many of the NYDA’s flagship programmes excelled in skilling, guiding and enhancing the lives of young people across the country. These programmes include the YouthBuild programme aimed at training and enhancing the lives of young artisans for employment or self-employment through building or renovating community structures such as houses, school facilities or community centres. The NYDA’s YouthBuild programme falls under the NYDA’s National Youth Service programme which assisted 17,225 youth during the last year. The NYDA mentorship programme which aims to guide young people through the unpredictable world of business by providing them with highly skilled and experienced sector specific mentors has also exceeded targets with 36 164 entrepreneurs supported through non-financial business support measures. The NYDA cannot tackle youth unemployment single headedly similarly the great strides made during the last year could not have been done in isolation and gratitude is owed to the following:

- The Minister in the Presidency for Performance Monitoring, Evaluation and Administration: Mr Collins Chabane, for his continuous support and willingness to lend an ear to the NYDA Board, since its establishment in 2009.
- The Deputy Minister in the Presidency: Performance Monitoring, Evaluation and Administration, Mr Obed Bapela, for the steadfast commitment and passion he has displayed from the very start, and his ongoing guidance, leadership and hands on involvement which will further propel the NYDA to greater heights.
- Members of Parliament and in particular the Standing Committee on Appropriations for their continued guidance and scrutiny of our plans and ongoing support despite great adversities.
- All civil society and political youth organisations for their willingness to work alongside the NYDA.
- Private sector organisations that have heeded the call for youth targeted interventions and who have united with the NYDA to combat the plight of young people.
- International youth formations, civil society organisations and governments that have always been open to partnering with the NYDA and working towards fruitful bilateral results.
- And last but certainly not least to the NYDA Executive Management team and to each and every staff member who took up the reigns in the absence of a Board and showed great perseverance, commitment and selflessness to achieving the results laid out in this report.

The Youth Employment Accord signed on the 18th of April 2013 by government, organised labour, organised business as well as community and youth formations offers a mass-based, collective and realistic approach to job creation for young South Africans. It recognises the role and responsibilities of all social partners in addressing the youth unemployment collectively. The Accord presents the best and most viable blueprint for job creation in the short term. The Youth Employment Strategy 2055 currently being developed by the National Youth Development Agency (NYDA) will attempt to offer a more long term plan with the aim of halving youth unemployment by 2055. The Accord should in the meantime assist with coordinating efforts at job creation for young people with the aim of making a meaningful contribution towards the creation of five million jobs by 2020.

The new board of the NYDA, together with the Executive Management, has crafted a bold but purposeful vision for the agency. New programmes have been developed. Existing programmes have been reviewed and changes made for better impact. We will report on this vision and its impactful results in the 2013/14 Annual Report.

Our vision for youth development will provide tangible opportunities for youth but it will not stop there. Social commentators and policy makers tell us that we need to “do things for our youth”. At NYDA we want to “do things with our youth”. Our vision will boldly call on young people to rise up, grab hold of opportunities around them, serve their communities and be partners in their own development. This is the vision that will change young people’s sense of entitlement to a sense of purpose. All young people have a part to play in the reconstruction and development of our country. Let’s help them play their part.

Mr Yershen Pillay
Executive Chairperson
Acting Chief Executive Officer:
Ayanda Makaula
Four years of existence, an unbroken record of 4 unqualified audit opinions from the Auditor General of South Africa. This is the success with which we pride ourselves as I present the fourth annual report of the National Youth Development Agency (NYDA). During the period under review, the NYDA adopted 10 Key Performance Areas as follows:

- **Economic Participation**: this operational area initiates programmes and projects that will enhance the participation of young people in the economy, through targeted and integrated programmes.

- **Education and Skills Development**: programmes and initiatives in this area seek to promote, facilitate and provide training and skills development, as well as opportunities for young people to enhance their socio-economic wellbeing.

- **Policy and Research**: this area focuses on developing a body of knowledge and best practice in the youth development sector in order to inform and influence policy development, planning and implementation.

- **Partnerships and Stakeholder Management**: this operational area identifies opportunities for collaboration with other stakeholders in public, civic and corporate sector with the purpose of mainstreaming youth development, and making a significant impact on youth unemployment and the lack of skills.

- **Communication and Advisory Services**: this operational area formulates interventions that seek to inform the public about the business of the NYDA as well as provide career guidance and general information that is required by young people to inform their choices and decision making.

- **National Youth Service and Social Cohesion**: this operational area seeks to promote youth participation in nation-building interventions and to create opportunities for young people to serve their communities.

- **National Youth Fund**: for the NYDA to achieve sustainability, there is a need to establish a mechanism to enable the Agency to raise funds for the purpose of advancing and implementing programmes aimed at improving the livelihoods of the youth.

- **Sports, Recreation and Arts**: this operational area is aimed at promoting participation of youth in sport, arts and culture activities to foster the spirit of nation-building and shared values for the country amongst its youth.

- **Health and well-being**: this operational area initiates interventions that help with increasing awareness of healthy lifestyles that promote good health practices amongst the youth of South Africa.

- **Governance and Administration**: this operational area ensures that administrative and operational support is provided to service delivery, resources are efficiently and effectively utilised. It is also responsible for improving the organisation’s operations, risk management and control, and adhering to applicable statutes and policies.

**Governance and Administration**

Our achievements in the past financial years, including the year under review are an indication of our ongoing commitment to promote and practice good governance in keeping with our Key Performance Area on Governance and Administration. This is a demonstration of our commitment to utilising the limited funds we have to the best of our ability in an attempt to stretch the limited resources to the benefit of many young people who look to the NYDA for opportunities that will change their lives for the better.

While we are confident of the strides we take and the interventions we continue to make, we are very much aware of the reality that more and more young people are yet to be brought on board into programmes that have the potential to improve their livelihoods. It is worth noting that due to the magnitude of challenges and the increasing numbers of unemployed youth, the NYDA acting alone will not address the plight of young people. This in no way suggests that these challenges are insurmountable, and we have demonstrated this in our performance as evidence by statistical information contained in this report but more still needs to be done.

During the period beginning April 2012 to March 2013, following the end of term of the NYDA inaugural Board, our institution found itself without the necessary political authority; despite this reality I am proud to say that as the leadership of the institution, together with a dedicated team of youth practitioners, we were able to steer the ship towards the right direction.

**Economic Participation**

This annual report is based on a performance plan communicated to Parliament through the Portfolio Committee on Appropriations, which was subsequently approved and made public. Under the KPA on Economic Participation the value of funding provided to young people through the NYDA Economic Development Programme (Micro Finance and SMME) during the period under review was R30,261,150.62, against a target of R30,000,000.00. The NYDA was been able to provide 1,833 young entrepreneurs with funding. These efforts are geared towards providing access to financing, especially micro loans, which have
proven to be the main drivers for economic participation by young people in South Africa. Social enterprises, especially co-operatives, have the potential to improve the livelihood of young people in South Africa, given the climate of high unemployment for young people in South Africa. A total of 3,335 jobs were created against a target of 800 jobs due to the increased number of young people that accessed funding.

A total of 36, 164 young entrepreneurs were also supported through NYDA’s non-financial support interventions including entrepreneurship awareness, business management skills, business consultancy services, mentorship and market linkages. The value of business opportunities accessed by young people through Economic Development Programmes like Business Consultancy Services, Market Linkages, Cooperatives, Community Development Facilitation, Ithubalentsha and the Green Economy was R37,015,456.81 during the period under review. This has been achieved against a targeted R5 million worth of business opportunities.

The NYDA further created 1,315 jobs through the Job Opportunities Seekers Database (JOBS) Programme during the period under review against a target of 1,100.

Education and Skills Development

Under Education and Skills Development, the NYDA has been able to achieve and exceed all its KPIs. The partnership with the ETDP SETA and Star Schools ensured that more resources are available and hence a total of 2,950 young people were assisted to rewrite their Matric during the period under review. Young people with the ability to further their studies were identified, and 105 provided with bursaries while 11 were assisted to access scholarships.

The NYDA has consistently implemented job-preparedness workshops for young people, after realising that most young people are ill-prepared to present themselves appropriately during job interviews. During the year under review 14,078 young people attended these training workshops aimed at assisting young people in improving their skills in job-hunting, CV preparation and job interviews.

Policy and Research

Section 3 (1) (b) of the NYDA Act 54 of (2008) requires the NYDA to develop guidelines for the implementation of the National Youth Policy (2009 – 2014) and this particular deliverable was achieved in the period under review. With the Current National Youth Policy coming to the conclusion of its lifespan, a process will develop in earnest towards formulating a Youth Policy that will once again seek to take the development of young people into the mainstream of all sector of society including government, business, labour and civil society.

This is strong component of the NYDA’s Policy and Research aimed to create a body of knowledge and best practice in the youth development sector, and to inform and influence policy development, planning and implementation.

Policy submissions were made to different national departments and public entities that advertised for public comment which include but are not limited to: Dangerous Weapons Bill – SAPS; National Energy Efficiency Strategy - Department of Energy; Regulations for Reporting by Public Higher Education Institutions; Draft policy directive on the exportation of ferrous and non-ferrous waste and scrap metal by the Economic Development Department; Employment Equity Amendment Bill - Department of Labour; Infrastructure Bill - Department of Economic Development. During the period under review the NYDA has also been able to generate 86 publications on youth development information and knowledge against a target of 62 publications.

One of the biggest contributions made during the period under review was with regard to organising and hosting the Commonwealth Conference on the Education and Training of Youth Workers under the theme: “Towards professionalising youth work.” The conference provided a platform for discussion on education and training in the youth work sector and it also outlined the strategies and actions toward meeting the targets of the Plan of Action for Youth Empowerment (PAYE) in development of the youth work sector across the Commonwealth by 2015 and beyond.

Partnerships and Stakeholder Management

Cognisant of the fact that the success in addressing the number of challenges facing young people requires more than NYDA interventions, we have taken a bold approach of strengthening our existing partnerships, while also establishing and creating new ones. The private sector in South Africa responded well when a call was made for them to find ways of ensuring that they consciously contribute towards making the situation of young people in the country better as a number of companies were engaged with the NYDA on these discussions during the period under review. The engagements in the public and private sector resulted in 18 partnerships being formulated.

Work undertaken as part of Partnerships and Stakeholder Management included lobbying key stakeholders and institutions in the public, private and civil society sectors including international agencies towards the mainstream and integration of youth development at the core of the work they do. During the year under review, the NYDA lobbied 11 government departments to establish youth directorates and implement youth development programmes. In addition, 20 provincial government departments were lobbied to ensure that they establish proper structures that will integrate and mainstream youth development in executing their mandates. A total of 19 municipalities were also lobbied to establish youth councils and thereby ensure that youth in their areas are served in all their requirements.

Communication and Advisory Services

We cannot over emphasise the value and importance of access to relevant and reliable information for the millions of young people who everyday seek opportunities of different kinds, in a variety of fields. As a result throughout our
ongoing work we strive to reach out to as many young people as possible with relevant and reliable information upon which they can make informed decisions about their lives. Through our Communication and Advisory Services we have been able to provide 12,830 young people with one on one career guidance sessions against a target of 2,600. Providing access to information regarding NYDA products and services as well as referrals to other agencies has been one of our greatest strengths. There were 146,348 young people who visited our branches and local youth offices, seeking information and assistance from the NYDA, while 473,831 youths were reached through outreach events across the country. A total of 583,301 youths accessed information via the NYDA portal.

**National Youth Service and Social Cohesion**

In our attempts to promote youth participation in nation-building interventions and create opportunities for them to serve their communities we have been able to enrol 17,225 young people in various National Youth Service projects. This we achieved against a target of 15,000. Through this intervention we seek to build a culture of community service amongst the youth while providing them with the opportunity of acquiring skills and inculcating a culture of working whilst serving their communities, under our National Youth Service and Social Cohesion KPA. Part of this work is our “Proud to Serve” campaign where a total of 12,133 young people have been reached and involved in activities wherein they made a difference to their own communities. The aim is to encourage young people to do good wherever they are and espouse the principles of “Ubuntu”.

**Sports, Recreation and Arts**

During the year under review, a total of 3,065 young people participated in sports, arts and culture activities and the partnership with Sports and Recreation South Africa was instrumental in expanding the reach.

**Health and Wellbeing**

During the year under review, the NYDA worked closely with SA Breweries on the “You Decide Campaign”, and as a result the target was achieved and exceeded as 4,167 young people participated in healthy lifestyle programmes. The campaign was initiated to discourage underage drinking which threatens the future of our country. Various parts of the programme were designed to show young people that the choices they make now can impact on their future in a positive or negative manner.

This is a typical intervention that pools resources from all sides and ensures that young people are the beneficiaries. The other partners include the Department of Trade and Industry as well as several other Provincial Education Departments.

**National Youth Fund**

The NYDA managed to raise R65,726,788.64 for the fund during the period under review. The Construction SETA renewed its relationship with the NYDA to provide discretionary funding towards the end of the year, and that made a significant difference in performance. With its limited resources, the NYDA will continue to galvanise and secure partnerships to leverage its youth development investment and ensure that more stakeholders are ready and willing to welcome and support the creative ideas of young people.

I wish to extend my sincere gratitude to Minister in the Presidency Responsible for Performance, Monitoring and Evaluation Minister Collins Chabane and Deputy Minister Obed Bapela for their support and continued guidance.

I wish to also take this opportunity to thank all the stakeholders, including Parliament, government departments, municipalities, business, labour, civil society organisation for their continued support. The contribution we continue to make collectively is an investment towards the future. This is necessary to ensure that we secure the future of our country, continent and its youth.

To the employees of NYDA, I would like to thank you for demonstrating commitment to your work and to serving the youth of this country. Without your determined efforts, we would not be able to record the successes that we are reporting in this annual report.

Lastly, to the youth of our country, thank you for working with us and the patience you have exercised; we know of the frustrations you experience at times, we will continue to improve our service to ensure that we respond to your demands. Keep flying the South African flag high and be forever Limitless!

Ayanda Makaula
Acting Chief Executive Officer
PERFORMANCE FOR THE PERIOD UNDER REVIEW

Report on Performance against Pre-Determined Objectives

The annual performance information report against pre-determined objectives covers the period from 1 April 2012 to 31 March 2013. It details all the strategic outcome areas, key programme areas, strategic objectives, key performance indicators and targets set by the National Youth Development Agency and approved by the Office of The President for the 2012/13 Financial Year.

1. **Strategic outcome 1: Improved and sustainable livelihood opportunities for young people in South Africa**

<table>
<thead>
<tr>
<th>Programme area 1: Economic Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic objective</strong></td>
</tr>
<tr>
<td>------------------------------------------</td>
</tr>
<tr>
<td>To enhance the participation of young people in the economy, aimed at increasing job creation, entrepreneurship participation, skills development, business and funding opportunities</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td>Strategic objective</td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td>To provide financing support to young entrepreneurs</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>To provide business support to young people</td>
</tr>
<tr>
<td>Implementation of special projects aimed at scaling up youth enterprise support to young entrepreneurs</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
### Programme area 1: Economic Participation

<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>To facilitate and provide employment opportunities to young people</td>
<td>10. Number of jobs facilitated through placement in job opportunities</td>
<td>1 100 jobs facilitated</td>
<td>1 315 jobs facilitated</td>
<td>Annual target achieved and exceeded by 20%, largely due to a learnership opportunity with Bhukulani Training which placed 385 unemployed youth towards end of financial year. This opportunity was not in the initial plan.</td>
</tr>
<tr>
<td>To provide business support information to young people</td>
<td>11. Number of communications campaigns to educate youth about NYDA business support programmes implemented</td>
<td>Three communication campaigns</td>
<td>Six communication campaign</td>
<td>The annual target has been achieved and exceeded by 100%. The Limitless Youth Campaign was an aggressively driven campaign to position &amp; profile the organisation and therefore, educate youth about the organisation’s programmes, products &amp; services delivery. Obtaining the services of a PR agency &amp; ad agency contributed greatly to this KPI being exceeded, due to the strategies that were developed and implemented.</td>
</tr>
<tr>
<td>To design and implement specific interventions for young women, persons with disabilities and youth in rural areas</td>
<td>12. Number of outreach activities targeted at women, persons with disabilities and youth in rural areas</td>
<td>Four outreach activities</td>
<td>Four outreach activities</td>
<td>All the planned activities were achieved as planned.</td>
</tr>
</tbody>
</table>

### Programme area 2: Education and Skills Development

<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>To facilitate and implement education opportunities, in order to improve quality education attainment of the youth</td>
<td>13. Number of young people enrolled in the NYDA Matric (Grade 12) re-write programme</td>
<td>2 000 young people</td>
<td>2 950 young people</td>
<td>Annual target achieved and exceeded by 48%. In 2012/13, the NYDA partnered with ETDP SETA and more resources were added to the project. Star Schools also contributed financially to the tune of R1m.</td>
</tr>
<tr>
<td></td>
<td>14. Number of youth who receive bursaries</td>
<td>10 youths</td>
<td>105 youths</td>
<td>Annual target achieved and exceeded by 950%. There was a typo in the APP, as the target was supposed to be 100 instead of 10 youths.</td>
</tr>
<tr>
<td></td>
<td>15. Number of youth who receive scholarship</td>
<td>10 youths</td>
<td>11 youths</td>
<td>Annual target achieved and exceeded by 10%. An additional young person was awarded a scholarship and requested only additional funding from NYDA.</td>
</tr>
<tr>
<td>To facilitate and implement technical training</td>
<td>16. Number of youth attended technical skills training programme</td>
<td>2 000 youths</td>
<td>2 124 youths</td>
<td>Annual target has been achieved and exceeded by 6% as a result of implementation of the Film Production project, which enrolled 800 youth at less cost, compared to the initial costs of skills projects.</td>
</tr>
</tbody>
</table>
## Programme area 2: Education and Skills Development

<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>To facilitate and implement a life and professional skills training programme</td>
<td>17. Number of youth attended job preparedness programme</td>
<td>12 000 youths</td>
<td>14 078 youths</td>
<td>The appointment of additional capacity in provinces assisted by trainers to reach more numbers in rural areas. This led to the annual target being achieved and exceeded by 17%.</td>
</tr>
<tr>
<td></td>
<td>18. Number of youth attended life skills training programme</td>
<td>3 000 youths</td>
<td>4 652 youths</td>
<td>The annual target has been achieved and exceeded by 55%. There was more integration with NYS and Sport &amp; Recreation projects, which provided more numbers for training at no additional cost.</td>
</tr>
</tbody>
</table>

## Programme area 3: Policy and research

<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>To create and produce youth development information and knowledge products which inform the public sector, private sector and civil society in developing policy, planning, implementation and review of all [100%] of their programme related to government priorities</td>
<td>19. Number of youth development information and knowledge products generated by the NYDA through internal resources</td>
<td>62 publications (research, evaluation and policy reports; KM publications)</td>
<td>86 publications</td>
<td>The annual target has been achieved and exceeded by 39%. Knowledge briefs and smart lessons are generated internally (no extra resources needed) and are driven by emerging and pertinent youth development issues in SA society that authors write about. This year, we generated more of these documents than anticipated. We also increased the number of researchers by appointing two interns on a permanent basis and, thereby, increasing our human resources capacity.</td>
</tr>
</tbody>
</table>

2. **Strategic outcome 2: Enhanced enabling environment that promotes youth development in all sectors of South African society**
<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>To make youth development information and knowledge products accessible and available to the public sector, private sector and civil society to inform policy development, planning, implementation and review of all (100%) of their programmes related to government priorities</td>
<td>20. Number of youth development information and knowledge access points in the private, NGO and public sector</td>
<td>8 information dissemination points (partnerships, NYDA dissemination platforms)</td>
<td>15 information dissemination points</td>
<td>The annual target was achieved and exceeded by 88%. Partnerships for disseminating information were entered into and thus more information was disseminated.</td>
</tr>
<tr>
<td></td>
<td>21. Number of youth development information and knowledge products packaged by the NYDA and made available in the different platforms for different stakeholders</td>
<td>59 (research reports; KM publications; policy and KM seminars)</td>
<td>71 information and knowledge publications</td>
<td>The annual target has been achieved and exceeded by 20%. The achievement is attributed to an increase in knowledge publications that were generated due to the fact that the steps between generation and publication are closely interlinked with each other.</td>
</tr>
<tr>
<td></td>
<td>22. Number of requests for youth development information and knowledge products requested (policy inputs, evaluations, KM seminars)</td>
<td>46 information and knowledge publications</td>
<td>51 information and knowledge requests</td>
<td>The annual target has been achieved and exceeded by 11%. The increase in interaction with different stakeholders by the NYDA Executive necessitated the demand for information and knowledge products to assist with responding accurately and objectively.</td>
</tr>
<tr>
<td></td>
<td>23. Number of copies (hard and electronic) produced by research &amp; policy cluster and distributed to stakeholders</td>
<td>5 000 hard and electronic copies distributed (IYDS, NYP Guidelines, Status of Youth Report, Journal)</td>
<td>31 192 hard and electronic copies</td>
<td>The annual target has been achieved and exceeded by 524%. In anticipation of the publication of the Status of the Youth Report and the subsequent demand, printing was done. The NYDA also ran out of the National Youth Policy and the African Youth Charter, which are printed on demand and many requests came from the public sector, as they improved their planning for youth development in 2012/13.</td>
</tr>
<tr>
<td></td>
<td>24. Number of youth development practitioners who obtained unit standard credits towards the youth work qualification</td>
<td>100 practitioners trained on youth work qualification unit standards</td>
<td>105 practitioners</td>
<td>There was a strong interest and commitment in the practitioner programmes from the following governments departments and organisations: Department of Social Development, Save the Children, SAAYC and SAYC. NYDA staff members were not part of the initial target and were also exposed to this programme during the period. This resulted in a 5% oversatirement.</td>
</tr>
<tr>
<td></td>
<td>25. Code of ethics developed for youth work</td>
<td>A code of ethics</td>
<td>Draft code of ethics developed</td>
<td>Approval of the code of ethics will follow the enactment of the professionalization of the youth work bill.</td>
</tr>
</tbody>
</table>
## Programme area 3: Policy and research

<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide and facilitate capacity-building of youth development practitioners</td>
<td>Number of capacity-building interventions conducted for the youth development sector to increase best practice</td>
<td>15 youth development sector interventions</td>
<td>40 interventions</td>
<td>Annual target has been achieved and exceeded by 167%. This indicator is driven by demand from stakeholders that require support. There were a great deal of training interventions to the staff at the Department of Sports and Recreation, National and Provincial to manage the Youth Camps.</td>
</tr>
</tbody>
</table>

## Programme area 4: Partnerships and Stakeholder Management

<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>To lobby key stakeholders and institutions in the public, private and civic society sectors, including international donor agencies to work with, and support the work of Youth development initiatives</td>
<td>Number of government departments lobbied to establish youth directorates and implement Youth Development Programmes</td>
<td>10 government departments</td>
<td>11 government departments</td>
<td>The annual target has been achieved and exceeded by 10%. With direct involvement by the Office of the Chief Executive Officer (NYDA), government departments were more responsive to engage with the NYDA.</td>
</tr>
<tr>
<td></td>
<td>Number of provincial government departments lobbied to establish youth directorates and implement Youth Programs</td>
<td>18 Provincial government departments lobbied to establish youth directorates</td>
<td>20 provincial government departments</td>
<td>The annual target has been achieved and exceeded by 11%. With the support of the NYDA East London office, the NYDA was able to meet with and make presentations to a large number of provincial departments in the Eastern Cape.</td>
</tr>
<tr>
<td></td>
<td>Number of municipalities lobbied</td>
<td>16 Municipalities lobbied to establish Youth Councils</td>
<td>19 municipalities</td>
<td>The annual target has been achieved and exceeded by 19%. Through the partnership with the South African Youth Council, the NYDA was able to respond and assist a greater number of municipalities with their Youth Councils.</td>
</tr>
<tr>
<td></td>
<td>Number of hosted dialogue sessions with young people on racial integration, economic participation, youth work, health and well-being, national youth service and social cohesion</td>
<td>6 dialogue sessions</td>
<td>11 dialogue sessions</td>
<td>The annual target has been met and exceeded by 83%. An additional number of dialogue sessions initially initiated by the Executive Office were carried over from the previous financial year and implemented in the period under review. This added to the annual achievements, in the period under review.</td>
</tr>
<tr>
<td></td>
<td>Number of engagements with the private sector</td>
<td>20 engagements</td>
<td>30 engagements</td>
<td>The annual target has been achieved and exceeded by 50%. Through direct involvement by the office of the Chief Executive Officer and the Chief Financial Officer of the NYDA, an increased number of corporate companies responded positively to engage with the NYDA.</td>
</tr>
</tbody>
</table>
### Programme area 4: Partnerships and Stakeholder Management

<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>32.</td>
<td>Number of young women mobilised to participate in woman development programmes</td>
<td>1 000 young women</td>
<td>1 622 young women mobilised</td>
<td>The annual target has been achieved and exceeded by 62%. Through collaboration with other internal NYDA business units and pooling resources, the implementing unit was able to exceed the annual targets.</td>
</tr>
<tr>
<td>33.</td>
<td>Number of partnerships established with government, civil society and the private sector</td>
<td>15 partnerships established</td>
<td>18 partnerships</td>
<td>With increased lobbying and through targeted collaboration in implementing programmes, the NYDA was able to bring on board more partners. The annual target has been achieved and exceeded by 20%.</td>
</tr>
<tr>
<td><strong>To enhance relationships with Current Partners</strong></td>
<td>34. Number of recognition events</td>
<td>1 Recognition event</td>
<td>0 recognition events</td>
<td>The event was planned for March 2013 and all preparations were made on time. However, due to the low response rate, the event did not take place.</td>
</tr>
<tr>
<td>35.</td>
<td>Number of annual fund-raising events/initiatives</td>
<td>1 Fund-raising event/initiative</td>
<td>0 fund-raising events/initiatives</td>
<td>The event was planned for March 2013 and all preparations were made on time. However, due to the low response rate, the event did not take place.</td>
</tr>
</tbody>
</table>

### Programme area 5: Communication and advisory services

<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>36.</td>
<td>Number of youths provided with one-on-one career guidance sessions</td>
<td>2 600 youths</td>
<td>12 830 young people</td>
<td>Annual target achieved and exceeded by 393%. The Start Here Campaign was implemented with additional capacity and activations in EC, LP and MP through the Communications Division. It drew large numbers of young people.</td>
</tr>
<tr>
<td><strong>To provide career guidance services</strong></td>
<td>37. Number of youths provided with group career guidance sessions</td>
<td>397 400 youths</td>
<td>557 263 young people</td>
<td>The annual target has been achieved and exceeded by 40%. The platform was created by the South African Maritime Career Exhibition; by partnering with provincial departments of Education we were also able to reach more schools. We also received funding from MERSETA.</td>
</tr>
</tbody>
</table>
## Programme area 5: Communication and advisory services

<table>
<thead>
<tr>
<th>Strategic objective</th>
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<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>38.</td>
<td>Number of people receiving information and/or referrals from NYDA access points through walk-ins</td>
<td>90 000 young people</td>
<td>146 348 young people</td>
<td>Annual target has been achieved and exceeded by 63%. Branches have intensified the focus on training interventions, thereby stimulating the influx of young people into branches. Following the ICT domain name change and migration, all internet cafés in branches are fully operational, further encouraging young people to utilise this free service in branches.</td>
</tr>
<tr>
<td>39.</td>
<td>Estimated number of youth provided with information and/or referrals through the NYDA outreach programme</td>
<td>370 000 young people</td>
<td>473 831 young people</td>
<td>Annual target has been achieved and exceeded by 28%. Branches have intensified the focus on outreach activities to reach more young people, particularly in rural areas. In light of the NYDA's limited footprint of only 14 branches, more outreach activities are undertaken to reach more young people. Given the increase in the number of Local Youth Offices, the NYDA also received more requests for outreach events at these Local Youth Offices.</td>
</tr>
<tr>
<td>40.</td>
<td>Number of NYDA beneficiary stories published</td>
<td>40 beneficiaries stories</td>
<td>295 beneficiary stories</td>
<td>Annual target achieved and exceeded by 640%. The NYDA Communications Division had the support of a Public Relations Agency on a 12-month contract, which assisted greatly with the writing and publicising of NYDA beneficiary stories. A contract with Loocho magazine also resulted in paid-for space of beneficiaries that were published.</td>
</tr>
<tr>
<td>41.</td>
<td>Number of portal visits to the NYDA website</td>
<td>330 000 portal visits</td>
<td>583 301 portal hits</td>
<td>The annual target has been achieved and exceeded by 77%. The Limitless Youth Campaign was launched and aggressively publicised in the media and drawing youth to our website. The vacancies for webmaster and social media strategist were filled. It resulted in a media strategy being developed and implemented with a further concerted effort to draw young people to the website through twitter, facebook, messaging to Call Centre, etc. Brand ambassadors &amp; SABC personalities assisted in widely communicating, tweeting, etc. and drawing youth to our website. There were outreach programmes in creating awareness among youth in all provinces, and information was communicated via the website. The Limitless TV Show was also introduced on SABC and all the publicity drew youth to the website.</td>
</tr>
</tbody>
</table>
3. **Strategic outcome 3: Enhanced sustainable social capital for young people between the ages of 14 and 35 in South Africa**

### Programme area 6: National Youth Service and Social Cohesion

<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>To build a culture of community service among the youth, at the same time providing young people with the opportunity of learning skills and the culture of working while serving their communities</td>
<td>42. Number of young people enrolled in NYS NYDA projects</td>
<td>15 000 youths</td>
<td>17 225 youths</td>
<td>One project, the President's Awards for Youth Empowerment, involved more than 5 767 youth. This was the largest number of young people participating in a single NYS project, which helped to achieve and exceed the target by 15%.</td>
</tr>
<tr>
<td></td>
<td>43. Number of institutions registered</td>
<td>15 institutions</td>
<td>17 institutions</td>
<td>The annual target has been achieved and exceeded by 13%, due to the fact that more institutions which satisfy the NYS registration criteria submitted registration forms.</td>
</tr>
<tr>
<td></td>
<td>44. Number of young people who participate in youth leadership programme</td>
<td>2 000 youths</td>
<td>2 253 youths</td>
<td>The collaboration with the Department of Sports and Recreation during the National Youth Camp assisted in achieving and exceeding the target by 13%.</td>
</tr>
</tbody>
</table>

### Programme area 7: Sports Recreation and Arts

<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>To promote youth participation in sport, and arts and culture activities, so as to ensure that there is a spirit of nation-building and shared values for the country amongst all youths</td>
<td>47. Number of young people participated in sports, arts and culture activities</td>
<td>2 000 young people</td>
<td>3 065 young people</td>
<td>The annual target has been achieved and exceeded by 53%. The Department of Sports and Recreation requested the NYDA to partner in rolling out a nationwide leadership and sports camp. This assisted in increasing the reach.</td>
</tr>
</tbody>
</table>
### Programme area 8: Health and Well-being

<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>To increase awareness of the healthy lifestyles that promote good health practices among the youth of South Africa, including dangers of substance abuse, unprotected sex, nutrition, sexually transmitted diseases and the impact of HIV infection and AIDS among young people in South Africa</td>
<td>48. Number of young people participating in healthy lifestyle programmes</td>
<td>4 000 young people</td>
<td>4 167 young people</td>
<td>The collaboration between the NYDA and the SA Breweries through the You Decide Campaign, which targeted schools, assisted in reaching and exceeding the target by 4%.</td>
</tr>
</tbody>
</table>

### Programme area 9: Governance and Administration

<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide administrative and operational support to service delivery</td>
<td>49. Number of NYDA local youth information dissemination and access points</td>
<td>20 access points</td>
<td>52 access points</td>
<td>The annual target has been met and exceeded by 160%. The NYDA entered into a partnership agreement with the Mpumalanga Department of Social Development. In terms of this agreement, 40 Youth Development Centres located in various Mpumalanga municipalities, are capacitated as Local Youth Offices.</td>
</tr>
</tbody>
</table>

4. **Strategic outcome 4: Maintaining an accountable, prudent and efficient centre for youth development**
## Programme area 9: Governance and Administration

### Strategic objective

**Efficient and effective utilisation of resources through provision of judicious governance, technology and systems, business operations systems, human capital and financial management systems in order to adhere to relevant legislative requirements for public-funded entities**

<table>
<thead>
<tr>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>50. Functional integrated IT systems</td>
<td>Completed Project Management System, Asset Management System CRM, LMS, VMS, SharePoint Solution and GP ERP</td>
<td>ICT Asset Management System completed. Project Management System is 50% complete. CRM Phase 3 &amp; 4 is 95% complete. The LMS has been deployed and functionality is being tested. VMS solution is live. SharePoint is 80% completed. Great Plains has been upgraded to 2010 and the project is 50% complete.</td>
<td>PTS upgraded to be completed in May 2013. A broader EPM has been deferred until required business processes have been mapped. Verifying data migration for Loan Management System. Requirements analysis to be developed for added functionality in GP 2013</td>
</tr>
<tr>
<td>51. Number of employees and Board members attending NYDA capacity-building programmes</td>
<td>350 employees</td>
<td>516 employees and Board members</td>
<td>The annual target has been achieved and exceeded by 47%. Re-orientation of NYDA employees on new HR Policies had to be conducted — over 90% of employees attended. The target also includes the staff of Local Youth Offices who were counted as employees, as they are doing work on behalf of the NYDA, while the initial target only included internal staff members.</td>
</tr>
<tr>
<td>52. Enhanced Performance Management system to support organisational performance</td>
<td>The new NYDA performance management framework and processes implemented</td>
<td>End-of-year appraisals completed by all staff members. Templates for performance agreements developed.</td>
<td>The performance agreements will no longer be implemented, due to the postponement requested by the unions. As such, the performance agreements will be implemented in the 2013/14 financial year.</td>
</tr>
<tr>
<td>53. Functional internal audit</td>
<td>Acceptable internal controls</td>
<td>19 internal audit reports are rated as follows: 17 are rated to have weak controls while two are rated to have acceptable controls.</td>
<td>Inadequate capacity to enforce documenting of business process maps, developing of product checklists, and responding to non-compliance to make sure that quality controls are adhered to.</td>
</tr>
<tr>
<td>54. Unqualified NYDA Annual Reports developed</td>
<td>Unqualified Annual Report</td>
<td>Not measurable</td>
<td>KPI was not adequately defined, and, therefore, not measurable.</td>
</tr>
</tbody>
</table>

### Programme area 10: National Youth Fund

### Strategic objective

**To mobilise and leverage financial contributions from third parties to implement programmes outlined in the NYDA Act, so as to increase the number of young people benefitting from youth development programmes in the country**

<table>
<thead>
<tr>
<th>Key performance indicator</th>
<th>2012/2013 Target</th>
<th>Annual performance</th>
<th>Reason for variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>55. Value of funds raised</td>
<td>R50 million</td>
<td>R65 726 788.64</td>
<td>The annual target has been achieved and exceeded by 31%. One of the key partners of the Agency renewed their partnership with the NYDA in the last quarter of the financial year under review.</td>
</tr>
</tbody>
</table>
Ayanda Makaula | Acting Chief Executive Officer

Ayanda Makaula is currently the Acting Chief Executive Officer of the National Youth Development Agency. She is a Human Resources, Marketing Management and Project Management graduate who previously made the Mandela Bay Business Chamber Top 40 under-40 list, and is no stranger to high-profile positions — she was the head of protocol at the Nelson Mandela Bay Stadium during the 2010 FIFA World Cup. Her responsibilities included the planning and successful execution of airport and stadium operations for Heads of State, FIFA, SAFA and other dignitaries.

She has worked for the University of the Western Cape, in charge of the university's alumni projects and campaigns and the establishment of its nationwide chapters, and also did a stint at Sun International, Boardwalk Casino and Entertainment World as the PR and the Entertainment Manager. She has also held a position as the Head of Marketing at the SABC for Umhlobo Wenene FM.

Ayanda is the winner of a number of accolades such as the 2006 overall winner of the Unilever/SABC 3 Pond’s Passport to Success Business Competition, and the 2006 winner of the SABC Youth Award in the Corporate Category. In 2007 she was selected as one of South Africa’s 100 Brightest Young Minds. She has been selected as one of 20 Vodacom Change the World Volunteers for 2013 and will spend her year working with Disabled People South Africa in the Eastern Cape as a Volunteer Marketing and Campaigns Coordinator, where her primary focus will include providing marketing, public relations and fundraising support for the organisation.

Magdalene Moonsamy | Chief Operating Officer

Magdalene Moonsamy holds an LLB degree from the University of Durban-Westville and several other certificates, among which is a certificate in Cultural Diversity that she obtained from the University of Tubigen in Germany. Magdalene is an activist for defeating all forms of oppression. She is also an advocate for a progressive African economy. She is particularly committed to fighting for the most vulnerable in society: women, young girls, youth and the poor. In addition to her role as Chief Operations Officer at the NYDA, she continues to serve in various developmental portfolios focusing on policy development and research, and has interacted at both political and government levels. She has served as Deputy Director of Policy at the National Department of Social Development. Internationally, Magdalene was engaged in the International Union for Socialist Youth and served in numerous international delegations. Magdalene is a National Executive Committee (NEC) member, National Working Committee (NWC) member and spokesperson of the ANCYL. This frequent writer (both print and online) was nominated as one of Mail & Guardian’s 200 Young South African Achievers in 2012.

Khathutshelo Mike Ramukumba | Chief Financial Officer

Born in Tshifudi village, Venda in the Limpopo Province, Khathutshelo Mike Ramukumba attended Mphandeli High School. He obtained a BCom Financial Accounting degree from the University of Pretoria, where he was also a radio presenter for the campus radio station, Tuks FM. He obtained a BCom Hons (Financial Accounting) with CTA (Certificate of Theory in Accounting) from the University of KwaZulu-Natal in 2006. In 2009, he completed the Public Practice Examination (Second Board Examination with Independent Regulatory Board for Auditors) and was admitted as a CA (SA) by the South African Institute of Chartered Accountants in 2010.

He served his articles with the Auditor-General of South Africa from 2003 to 2006. In 2006, he joined the Ellerines
Holdings Group as Financial and Compliance Auditor. At the end of 2006, he joined the Rand Water Group and served in various positions, the last being that of Group Internal Audit Manager. His career highlights include being involved in two ministerial directive projects on turnaround strategy and support: one in 2009 for Botshelo Water, and the other in 2010/2011 for Bushbuckridge Water.

Khathu is passionate about youth development, and consequently, continues to serve in various leadership positions within various youth organisations focusing on issues of young people across the board. He was the Chairperson of Youth against Crime at Vhumbedzi District in Vhembe Region in Limpopo, from 2002-2003.

Daniel van Vuuren | Executive Manager: Service Delivery Channel
A law graduate from the University of the Free State, Daniel van Vuuren started his career by serving articles of clerkship with Rossouws Attorneys. He subsequently joined the office of The Presidency, where he was one of the architects of both the legislative environment and policy framework governing youth matters. While at The Presidency, he was a national youth commissioner responsible for youth policy development, legislative review and intergovernmental coordination, particularly within the Justice, Crime Prevention and Security (JCPS) cluster. Daniel has also worked in various advisory roles to foreign governments and public institutions in Europe and the Middle East. During his tenure in The Presidency, he represented the South African government in various binational and multinational fora, and addressed diverse international conferences, on invitation.

Edgar Mahura | Acting Chief Information Officer: Information Communication Technology
Edgar Mahura started his career by serving articles of clerkship at Deloitte in Pretoria, before joining Deloitte’s Computer Assurance Services division as a consultant. He then joined Daimler Chrysler South Africa (DCSA) as a project manager implementing SAP. He later set up the Programme Management Office to manage all DCSA internal projects. Edgar also established his own project management consulting business before joining Umsobomvu Youth Fund as a project manager. He is currently head of the NYDA’s Information Communication Technology Cluster. He holds a BCom degree from Rhodes University.

Linda Yolisa Dlova | Executive Manager: Communications
Linda Dlova acquired her knowledge and experience in the field of corporate communications during a career spanning 14 years, of which 12 years were spent at Eskom. More recently, she gained further experience at Nedbank. In 1997 Linda commenced her career at Eskom, where she was an experiential learner. She worked her way up through the ranks to Communication & Stakeholder Manager, which entailed internal and external communications, media relations and stakeholder management. In her capacity as the Executive Manager: Communications at the NYDA, Linda’s overall role is that of reputation custodian, strategically positioning the NYDA positively in the minds of its various stakeholders by building and maintaining relationships. This is driven through the initiation of dialogue through optimised communication platforms to influence interested and affected parties’ opinions and perceptions, in order to solicit support for the NYDA’s strategic objectives. All communications, public relations, marketing and branding strategies form part of this portfolio. Linda holds a National Diploma in Public Relations Management from Natal Technikon, as well as BTech and MTech degrees in Public Relations Management from Cape Technikon, now part of the Cape Peninsula University of Technology (CPUT). Linda Dlova is a member of the Public Relations Institute of South Africa.
Tamari Tlangelani Mavasa | Executive Manager: Economic Development

Tamari Tlangelani Mavasa holds a master’s degree in Built Environment (Property Economics and Valuations) from the Nelson Mandela Metropolitan University, a degree in Quantity Surveying, and a National Diploma in Building Science. She is currently completing two master’s degrees, one in Public Administration and another in Development Finance with the University of Stellenbosch (USB). She is a Registered Quantity Surveyor (PrQS) and a member of the Association of South African Quantity Surveyors, the Project Management Institute of South Africa and an Incorporated Member of the Chartered Institute of Building.

Over the past 13 years, Tamari has acquired comprehensive experience in engineering and construction projects, which enabled her to render services as a programme and project manager, quantity surveyor and development practitioner. She has worked in the mining sector; at Eskom Electricity Generation and Distribution; in national, provincial and local government; in the civil society sector; and consulting firms. Her comprehensive experience allowed her to deliver professional services as a quantity surveyor, a cost engineer/estimator, an investment analyst, a programme manager (projects and contracts) and a property manager. Her accomplishments within the projects involved economic development, business and financial management. This includes skills development, mentorship and training to business enterprises. Tamari joined the NYDA in June 2011 as an Executive Manager: Economic Development. Her position at the NYDA is mandated to oversee the rural development and enterprise finance programmes, and business development services.

Nthuseng Mphahlele | Executive Manager: Skills Development and National Youth Service

Nthuseng Mphahlele holds an MSc in Development Planning from the University of the Witwatersrand. She has more than 14 years’ development sector experience, having held various positions in both government and civil society organisations. Her focus includes infrastructure development, the environment, gender and poverty. She joined Umsobomvu Youth Fund in 2004 as a Programme Manager for the National Youth Service (NYS) programme. In her current position at the NYDA, Nthuseng has been mandated to oversee the implementation of the NYS and skills development programmes, facilitating the mainstreaming of youth development across government, and fostering partnerships with civil society and the private sector to increase development opportunities for young people.

Siviwe Mkoka | Executive Manager: Research and Policy

Siviwe is responsible for the Research and Policy cluster of the NYDA, which includes policy, research, monitoring and evaluation, and knowledge management. In 2007, Siviwe joined the Gauteng Provincial Department of Health as the manager responsible for strategic policy management, research and, in part, strategic planning.

He worked at the University of Cape Town from 2002-2007 as a lecturer and a researcher in the Faculty of Health Sciences. While completing his master’s degree in 2004, he published scientific research papers in local and international peer-reviewed journals. He also presented papers at conferences locally and abroad, including in Barcelona, Spain; Dar es Salaam, Tanzania; Leeds University in the United Kingdom and Lusaka, Zambia. He is a PhD student of the University of Cape Town. Siviwe has also obtained a number of other formal qualifications in strategic public policy management, project management and general management in the public and development sector from various universities across South Africa, including the University of Witwatersrand, the University of South Africa and the University of Pretoria.

Mzwabantu Ntlangeni | Acting Executive Manager: Corporate Partnerships

Mzwabantu Ntlangeni holds a BCom degree from Rhodes University. His career in the development field spans over 15 years, during which he held various positions at, among others, the Transitional National Development Trust, National Development Agency and Umsobomvu Youth Fund. He has acquired extensive experience in project design, monitoring and grant financing for development initiatives. His current responsibilities at the NYDA include forging partnerships between the NYDA and key stakeholders, inclusive of government and the private and civil society sectors. In addition, he is responsible for international partnerships.
Vincent Mulaudzi | Executive Manager: Corporate Services

Vincent Mulaudzi started his career in 1997 as a lecturer at Further Education and Training (FET) Colleges and taught for five years at both FETs and Technical High Schools. He then moved to the corporate sector where he worked for Chris Hani Baragwanath Hospital, Tembisa Hospital, Greater Sekhukhune District Municipality (Groblerstad) and Emalahleni Local Municipality as a Middle Manager in ICT and Administration. Before joining the NYDA, he worked for the Insurance Sector Education and Training Authority (INSETA) as a Corporate Services Manager. He holds a National Diploma in Public Management and Administration, National Higher Diploma in Education and a B-Tech Post School. He is currently reading towards obtaining a Master of Business Administration (MBA) Degree at the Management College of Southern Africa. Vincent remains passionate about education and the community, he currently serves as a member on a School Governing Body and a Community Policing Forum.

Clayton Peters | General Manager: Strategic Programmes

Clayton Peters has worked extensively in the youth and development sectors over the past 16 years. He is busy completing his master’s degree in Development Management. He was the founder and Chief Executive Officer of the Youth Development Network. Under his leadership, the network extended its programming to 13 countries in the Southern African Development Community (SADC) region. As the editor of South Africa’s first journal on youth development, he has written extensively about the subject. He gained invaluable global experience while working on a United Nations project on youth employment. He has worked in Africa, Asia, the Middle East and Latin America. Clayton was a Director at YouthBuild International, based in Boston, USA, where he was responsible for developing new programme areas around the globe. With a team of researchers, he conducted in-depth research on global youth employment models for a World Bank-related study.

Sanjay Hargovan | General Manager: Risk and Internal Audit

Sanjay Hargovan is a member of the Institute of Risk Management South Africa (IRMSA). He completed his BCom Accounting and a postgraduate diploma in Management Accounting at the University of Natal and a Programme in Risk Management at the University of South Africa’s Centre for Business Management. He has nine years’ experience in the accounting profession, which has given him insight into enterprise risk management; seven years’ experience in risk management; and 10 years’ experience in the public sector, specifically public entities. Prior to joining the NYDA in its present form, he established the Risk Unit at Umsobomvu Youth Fund and served with the United Pharmaceutical Distributors and the National Lotteries Board.

Teboho Sejane | General Manager: Corporate Strategy

Teboho Sejane holds a postgraduate degree in Industrial Sociology from Wits University. She also completed the Executive Education Programme: Nepad African Leadership Programme at Wits Business School. This postgraduate certificate programme explored the notions of leadership, management and development, and their inter-relationships in the context of the challenges present on the African continent. She is part of the InterAction programme, run by the British Council, involving a network of leaders from 19 countries across the African continent and focusing on strengthening leadership skills on the continent. She has worked in the development sector for the past 14 years, including working in six SADC countries: South Africa, Lesotho, Botswana, Swaziland, Mozambique and Zimbabwe while at the Kellogg Foundation. Teboho worked for the National Development Agency (NDA) as Senior Manager: Economic Development before joining Umsobomvu Youth Fund in July 2005 as Manager: Process Cycle Management. She currently holds the position of General Manager: Corporate Strategy within the NYDA.