

**National Youth
Commission**
Strategic Plan
2007/8 – 2009/10



Chief Executive Officer

Chairperson

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National Youth Commission

APPROVAL

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A INTRODUCTION

This Strategic Plan has been prepared by the National Youth Commission in terms of the legislated public service requirements and the specifically those of the National Treasury. The plan briefly outlines the core mandate and strategic focus elements. It further outlines key strategic objectives, interventions and outputs linked to responsible units. The plan notes key developments in the youth development sector and outlines the National Youth Commission's strategic response to these developments and challenges in support of the overall strategic goals of the South African Government. The plan also serves as a tool for guiding the work of the new Commissioners for the next three years.

The plan remains a living document subject to a mid-term review and translated into annual operational plans and workplans with comprehensive outline of activities, programmes, key performance indicators, and budget and responsibility matrices. The work plans will be utilised to inform the contents of the performance contracts. This is meant to achieve and alignment of the daily activities of the Commission to its legislative mandate.

B LEGISLATIVE MANDATE

The overall mandate of the NYC derives from the National Youth Commission Act, No 19 of 1996 (as amended in 2000), which outlines the objectives of the Commission as follows:

- a) To coordinate and develop an **integrated national youth policy**
- b) To develop an **integrated national youth development plan** that utilises available resources and expertise for the development of youth and which shall be integrated with the Reconstruction and Development Programme
- c) To develop **principles and guidelines** and make recommendations to be government regarding such principles and guidelines, for the implementation of an integrated national youth policy
- d) To coordinate, direct and monitor the **implementation** of such principles and guidelines as a matter of priority

- e) To **implement measures** to redress the imbalances of the past relating to the various forms of disadvantages suffered by the youth generally or specific groups or categories of persons among youth
- f) To promote a **uniformity of approach** by all organs of state, including provincial government, to matters relating to or involving the youth
- g) To maintain **close liaison with institutions, bodies or authorities** similar to the Commission in order to promote cooperation
- h) To coordinate the activities of the **various provincial government institutions** involved in youth matters and link to those activities to the integrated national youth policy
- i) To develop **recommendations** relating to any other which may affect the youth

C VISION, MISSION AND CORE VALUES

C.1 Vision

“An enabling environment in which youth realize their potential and contribute to the consolidation of a caring society.”

C.2 Mission

To **coordinate, promote and monitor** youth development through the implementation of an integrated youth development framework.

C.3 Core Values

The work of the Youth Commission is guided by core values of the South African government as expressed in the Constitution of the Republic of South Africa. The values that influence how the Commission will do its work are:

Democracy

The Youth Commission will be democratic in its operations and execution mandate. This democratic culture will encompass values of transparency, accessibility and accountability.

Integrity

The political and administrative support staff of the Commission will be men and women of the highest integrity who will, at all times, be icons of the highest order of discipline in both their social and professional lives.

Professionalism

Commission and members of the Secretariat will discharge their responsibilities in a professional manner that does not compromise the public standing of the organisation.

Quality service

The Youth Commission will provide quality service to all its clients in a manner that is consistent with the provisions of government policy on service delivery – Batho Pele.

Non-discrimination

Taking cognisance of our past that was characterised by exclusions, and racial bias, the Youth Commission will strive for an inclusive approach to development programmes that ensures greater equal participation of all young men and women.

D KEY FOCUS AREAS

The following key focus areas, in order of priority, will direct the work of the Commission for the next three years – 2007/8 to 2009/10:

- Policy and research
- Advocacy and lobbying
- Coordination and capacity building

The content of the work will be informed by the following priority areas related to youth development:

- Economic participation and empowerment
- Education and training
- Social mobility, capacity building and conscientisation
- Social well-being
- Justice and safety

E KEY STRATEGIC OBJECTIVES

Policy and research

- To ensure access to updated information on the status of youth development to inform the work of the Commission
- To provide a framework to direct all sectors involved in youth development initiatives
- To guide initiatives towards economic participation and empowerment of young people
- To guide measures aimed at addressing the well-being of young people
- To promote the institutionalisation of youth participation in local government
- To support youth civil society initiatives

Advocacy and lobbying

- To influence policies and programmes of government structures, private sector and parastatals on youth development
- To promote access to education and training by young people
- To encourage conscious participation of young people in the decisions that affect their lives
- To influence policies and laws on youth and crime
- To actively promote the adoption of healthy lifestyles among young people

Coordination and capacity building

- To ensure integration, cohesion and uniformity of approach on matters related to youth development
- To ensure meaningful participation in international engagements related to youth development

F STRATEGIC PLAN 2006/7 – 2009/10

F.1 Policy and Research

Strategic Objectives	Strategies	Key Deliverables and Outputs	Sub-programmes	Timeframe	Responsibility	Budget R
To ensure access to updated information on the status of youth development to inform the work of the NYC	Conduct research on the Status of the Youth	<ul style="list-style-type: none"> Status of the Youth Report 		2008/9	Research Unit	
	Conduct sector-specific research projects annually	<ul style="list-style-type: none"> Updated research reports 		Annual	Research Unit	760 000
	Collect data from secondary sources on specific items <ul style="list-style-type: none"> access to education, access to and impact of the social security system health youth, crime and the justice system impact of two-tier labour market on youth Parliamentary work 	<ul style="list-style-type: none"> Database of existing research reports on youth matters Consolidated research reports 		2007/8	Research Unit	200 000
	Stage periodic seminars/symposia on research related to youth development	<ul style="list-style-type: none"> Documented outcomes from the seminars 		Annual	Research Unit	104 000
	Develop a comprehensive monitoring and evaluation system	<ul style="list-style-type: none"> Fully functioning M&E system Database Lessons from programme documented MIS 		2007/8	M&E Unit	60 000
	Facilitate the	<ul style="list-style-type: none"> Established 		2007/8	Research Unit	46 000
						1,2m

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	establishment of a dedicated youth research institute	Research Institute				
To provide a framework to direct all sectors involved in youth development initiatives	Develop an integrated youth development strategy	<ul style="list-style-type: none"> Integrated youth development strategy 		2007/8	Policy Unit	
Strategic Objectives	Strategies	Key Deliverables and Outputs		Timeframe	Responsibility	
To guide initiatives towards economic participation and empowerment of young people	Review the youth economic participation strategy	<ul style="list-style-type: none"> Revised YEPS Revised YES 		2007/8	Policy Unit	30 000
	Developing a framework for youth's response to South Africa's economic bilateral agreements	<ul style="list-style-type: none"> Framework 		2007/8	Policy Unit	N/A
	Monitoring the implementation of youth indicators in ASGISA	<ul style="list-style-type: none"> Updated reports 		Ongoing	M&E Unit	N/A
	Monitor and evaluate the role and effectiveness of UYF	<ul style="list-style-type: none"> Impact assessment report on UYF 		2007/8	M&E Unit	200 000
	Monitor and assess the role and effectiveness of other DFI's in relation to youth economic participation	<ul style="list-style-type: none"> Information on status, role and effectiveness of specific DFIs 		2007/8	M&E Unit	35 000
	Develop suitable policy responses to Youth Budget and funding Initiatives	<ul style="list-style-type: none"> NYC policy position 		2007/8	Policy Unit	30 000
	Develop a strategic position on youth involvement in projects	<ul style="list-style-type: none"> NYC strategic position 		2007/8	Policy Unit	2m

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	linked to the 2010 World Cup(this strategy will look into the whole 2010 projects and the modality will be discussed)					
To guide measures aimed at addressing the well-being of young people	Develop a comprehensive youth health strategy	• Youth health strategy		2007/8	Programmes	25 000
	Develop a strategy on youth and Sport	• Strategy on Youth & Sport		2007/8	Programmes	50 000
	Develop a strategy on Youth participation in arts and culture	• Strategy on youth participation in arts & culture		2007/8	Programme	50 000
To promote the institutionalisation of youth participation in local government	Develop a strategy on local government	• Local government strategy		2007/8	Programmes	
	Monitor the implementation of guidelines	• Status of implementation of the guidelines		2007/8	M&E Unit	30 000
To support youth civil society initiatives	Assess the effectiveness of SAYC	• Support mechanisms developed		2007/8	M&E Unit	

F.2 Lobbying and Advocacy

Strategic Objectives	Strategies	Key Deliverables and Outputs	Timeframe	Responsibility	Budget
To influence policies and programmes of government structures, private sector and parastatals on youth development	Participate in fora/structures dealing with different aspects of youth development	<ul style="list-style-type: none"> Increased involvement of NYC in strategic structures 	Ongoing	Commission	25 000
	Advocate and lobby for youth consultation and participation in the design of the youth development programmes	<ul style="list-style-type: none"> Increased youth participation in various programmes 	Ongoing	Commission	25 000
	Advocate for youth representation in structures that deal with development and youth development in particular	<ul style="list-style-type: none"> Increased representation 	Ongoing	Commission	
	Engage SALGA and other local government structure on youth participation in local government	<ul style="list-style-type: none"> MOU 	Ongoing	Commission	25 000
	Develop a standard package for lobbying and advocacy on different youth development aspects	<ul style="list-style-type: none"> Standard Package 	2007/8	Communication Unit	50 000
	Review NYC representation at all structures outside government including NEDLAC to ensure meaningful participation	<ul style="list-style-type: none"> NYC position and agreed representation mechanism 	2007/8	Commission	
	Enter into clear MOA/MOU with UYF and other DFIs	<ul style="list-style-type: none"> Signed MOU/MOAs 	2007/8	Commission	
	To promote access to education and training	Lobby for youth representation in strategic fora that drive the transformation of the education sector of the country	<ul style="list-style-type: none"> Increased participation of youth in the education sector forums 	Ongoing	Commission
Lobby for increased access to		<ul style="list-style-type: none"> Increased access to 	Ongoing	Commission	

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	education by young people	education			
	Lobby for increased participation of youth in learnerships	<ul style="list-style-type: none"> Profile of learnerships 	Ongoing	Commission	
	Participate in appropriate education boards	<ul style="list-style-type: none"> Increased participation 	Ongoing	Commission	18 000
Strategic Objectives	Strategies	Key Deliverables and Outputs	Timeframe	Responsibility	
To encourage conscious participation of young people in the decisions that affect their lives	Engage different sectors involved in youth development	<ul style="list-style-type: none"> Increased involvement 	Ongoing	Commission	50 000
	Develop generic MOU/MOA to guide NYC relationships with various structures	<ul style="list-style-type: none"> MOUs/MOA 	2007/8	Commission	
	Engage appropriate authorities to ensure development of youth development work as a profession	<ul style="list-style-type: none"> Availability of specific training programmes focusing on youth development 	Ongoing	Commission	50 000
To influence policies and laws on youth and crime	Support the development of youth social crime prevention strategies	<ul style="list-style-type: none"> A plan to support the development of a JCPS 	2007/8	Commission	
	Effective engagement with government departments and agencies involved in justice, safety and security	<ul style="list-style-type: none"> Established engagement mechanisms 	Ongoing	Commission	
To actively promote the adoption of healthy lifestyles among youth	Lobby for increased participation of young people in Sports, Arts & Culture	<ul style="list-style-type: none"> Increased involvement of youth in Sports/Arts/Culture 	Ongoing	Commission	35 000

F.3 Coordination and Capacity Building

Strategic Objectives	Strategies	Key Deliverables and Outputs	Timeframe	Responsibility	Budget
To ensure integration, cohesion and uniformity of approach on matters related to youth development	Investigate appropriate coordination mechanisms	<ul style="list-style-type: none"> Established coordination mechanisms 	2007/8	Commission	
	Strengthen relationships with Provincial Youth Commissions	<ul style="list-style-type: none"> Working coordination mechanisms 	2007/8	Commission	400 000
	Stage biennial Summit on Youth Dev	<ul style="list-style-type: none"> Documented outcomes 	2007/8	Commission	1 500 000
	Develop a database of youth service providers and enterprises	<ul style="list-style-type: none"> Database 	2007/8	Support Services	10 000
	Strengthen youth civil society structures	<ul style="list-style-type: none"> Established partnerships 	Ongoing	Commission Programmes Unit	70 000
	Strengthen links with existing government structures	<ul style="list-style-type: none"> Established mechanisms 	Ongoing	Commission	120 000
	Assess and continue to monitor the implementation of the NYS	<ul style="list-style-type: none"> NYC position on the effectiveness of the NYS Annual M&E reports 	Ongoing	Programmes Unit	800 000
	Review an MOU between NYC and Flemish Government around the Cooperation on the local government program	<ul style="list-style-type: none"> Sustainability plan 	2007/8	Programmes Unit	
	Establish links with the Office on Rights of the Child to ensure coordination	<ul style="list-style-type: none"> Established coordination mechanisms 	2007/8	Commission	
	Engage other Chapter 9 organisations and establish partnerships on areas of mutual interest	<ul style="list-style-type: none"> Established partnerships 	2007/8	Commission	30 000
	Engage the Gender Commission and structures dealing with People with Disabilities	<ul style="list-style-type: none"> Established partnerships 	2007/8	Commission	
To ensure meaningful participation in international engagements	Develop a suitable strategy	<ul style="list-style-type: none"> Strategy (this strategy should be able to assist the NYC to identify the credible and reliable organization to work with) 	2007/8	Commission	150 000

G KEY SUCCESS FACTORS

The following factors are pivotal to the successful implementation of the strategic plan.

Clarity and consistency of roles, responsibilities and approaches of the Commission

It is important to ensure that the roles and responsibilities of staff members and Commissioners are clear and consistent to avoid conflict and confusion. Furthermore approaches adopted by the NYC to its work must be consistent although allowing flexibility of reviewing what is not working effectively.

Strong relationships with Provincial Youth Commissions

The relationship with PYCs is critical in ensuring coordination and integration of programmes. It is important to ensure that mechanisms established for coordination, engagement and collaboration are seen to be mutually beneficial for both the NYC and the PYCs.

Organisational culture

To ensure that the NYC remains efficient and effective in its work, it is highly important to instil a strong sense of work ethic, dedication, leadership, decisiveness and transparency.

Governance mechanisms

The Commission should provide leadership through adoption of effective governance mechanisms which would ensure achievement of political oversight responsibilities and guiding the work of the Secretariat.

Sufficient capacity

There is a need for adequate capacity to support the implementation of the activities proposed. This includes suitable technical and conceptual skills amongst staff, effective organisational systems and procedures and adequate support resources.

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Alignment with the national agenda

The commission must ensure that its work continue to appeal to key stakeholders by aligning its programmes with priority issues in the national agenda and continuing to explore mechanisms through which resources can be mobilised to achieve the stated objectives beyond what is immediately available through state machinery.