

YOUTH DEVELOPMENT STRATEGY

Community Development

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LIST OF ABBREVIATIONS

AIDS: Acquired Immune Deficiency Syndrome

CBOs: Community Based Organizations

CoJ: City of Johannesburg

CSVR: Centre for Study Violence and Reconciliation

DLG: Department of Local Government

ECD: Early Childhood Development

EMS: Emergency Management Services

EPWP: Extended Public Works Programme

HDS: Human Development Strategy

HEIs: Higher Education Institutions

HIV: Human Immunodeficiency Virus

IDP: Integrated Development Plan

JCSS: Joburg City Safety Strategy

JMPD: Johannesburg Metro Police Department

MOU: Memorandum of Understanding

NICRO: National Institute for Crime Prevention and Reintegration of Offenders

NYDPF: National Youth Development Policy Framework

NGOs: Non Governmental Organizations

RYC: Regional Youth Council

SANCA: South African National Council for Alcohol abuse

SAPS: South African Police Services

SAYC: South African Youth Council

UACs: Utilities, Agencies and Corporative entities.

UNISA: University of South Africa

SETAs: Sectoral Education and Training Authorities

MRM: Moral Regeneration Movement

YOUTH DEVELOPMENT STRATEGY

1. INTRODUCTION

The Twenty Eighth Anniversary of the 1976 Soweto uprising which coincided with the Tenth Anniversary of our Democracy is an event of immense significance in the history of South African struggle for democracy. At this juncture, it is important to survey the trajectory of youth development in the decade of democracy and unearth advances, shortfalls, and challenges that lie ahead. South Africa attained democracy in 1994 and this democratic breakthrough meant amongst other things, the creation of a policy environment to give effect to youth development initiatives.

South Africa, through its Constitution (1996), recognizes the role played by youth and their future role in moulding a society that all can be proud of. The founding of the National and the Provincial Youth Commissions and Directorates across the country is one demonstration of the value attached to youth in society. Furthermore, the National Youth Development Policy Framework (NYDPF): 2002-2007, which flows from the National Youth Policy (2000), was developed to curve a path for youth development in the Country. The National Youth Policy prescribes that each Municipality should develop and formally adopt a Local Youth Policy as a statement of commitment of participatory youth development.

The Local Government sector has undergone very profound changes over the past decade, resulting in the establishment of new municipal structures in 2000. The Constitution provides for a developmental municipality whose role is direct provision of basic and developmental services to its area of jurisdiction. The Municipal Structures Act (1998), Municipal Systems Act (2000), White Paper on Local Government (1998), and the Integrated Development Planning and Performance Management Regulations (2001) were developed to bind all the metropolitan, district, and local municipalities in their youth development practices across the country.

The city subsequently identified the need to develop a youth development strategy. Promoting the active involvement of youth in service development, implementation and creating opportunities for youth to have a voice in decisions which affect them is one of the recommendations from the study by Patel on the human development situation of the youth of Johannesburg (June, 2004).

The study showed that the youth are faced with myriads of problems such as: unemployment, poverty, HIV/AIDS, crime and violence and substance abuse.

The process of putting this document together is an exercise of benchmarking the City of Joburg in terms of youth development given that research on “Best Practices” was conducted prior to its drafting. The process looked into practices within municipalities in the Gauteng Province, as well as in Mangaung in the Free State. Outside the republic, the practices within municipalities in Mauritius and Australia were considered.

It became clear from the above exercise that approaches to youth development within Local Government differ in terms of location and structure. The commonality lies in youth development coordination, where there is a youth development officer and youth representation that brings together youth organizations representatives, to form a youth development forum.

A need for municipalities to develop youth development strategies was further emphasized during a workshop on youth development in municipalities that took place on 15th – 17th February 2005, hosted by the Gauteng Youth Directorate and the Provincial Department of Local Government (DLG). The workshop was aimed at assessing youth development at the Local Government level. The municipalities in participation were: Johannesburg, Tshwane, Sedibeng, Ekurhuleni, Mogale, and Metsweding.

2. BACKGROUND

The Joburg City Safety Strategy (JCSS), adopted by Council in August 2004, recognises the problematic relationship between young people and crime. It therefore prioritized these issues in its implementation plan. Research conducted during the development of JCSS had indicated that juveniles and young adults (especially males) commit crimes far in excess of their proportion of the general population and have the highest overall conviction rate in South Africa. Young people are also at particular risk of victimization by interpersonal violence and have the highest incidence of violence related deaths.

According to the Joburg 2030 Strategy, the City of Johannesburg compares unfavourably with other municipalities regarding HIV/AIDS, crime and matching skills to industry needs. The development of young people of Johannesburg is therefore crucial in dealing with the identified issues, as highlighted in the Strategy, as young people are the future of the City.

A human development perspective of the City of Johannesburg Human Development Strategy (HDS) recognises that people (including youth) are the City's biggest asset and that they need to be supported and encouraged to realise their full potential to become fully fledged urban residents.

It is evident from the findings of the Human Development Strategy which was informed by an analysis of youth in the City of Johannesburg, as well as the 2004 youth imbizos feedback that youth are currently faced with social and economic challenges such as: Unemployment; Poverty; Lack of skills; HIV/AIDS prevalence; Crime, Violence and Substance Abuse; Life Transition from Childhood to being youth/teenager; Family Breakdown; Homelessness; Teenage Pregnancy; Exposure to Unsafe Sex/Rape; and Youth Moral Degeneration.

The implementation of intervention strategies to address the difficulties as faced by youth will further be enabled by the youth representation structure within the City of Joburg. This document therefore outlines a proposed youth institutional model for the City of Johannesburg. The programme content will also be outlined further in this document.

3. STATEMENT OF INTENT

The establishment of the City of Johannesburg Youth Forum is aimed at institutionalising youth development within the Council, to ensure mainstreaming of youth development in the broader integrated development planning processes. The initiative is further aimed at empowering the youth regarding decision making and participation in terms of issues affecting them, within Council.

In response to the afore-mentioned policy calls, the City of Johannesburg has also committed to offering a youth development package aimed at enhancing the quality of life for all young people

within the City, through a structured participation in the City's youth development programmes. It is through human development that the City will realize its vision of 2030.

4. STRATEGIC OBJECTIVES

The overall aim of this initiative is therefore to engender the active involvement of young people, to improve the quality of lives of young people in Johannesburg by mitigating against all social and economic challenges that may impair their human development ability.

This is to be achieved through:

- Establishment of a youth development institutional model, aimed at creating opportunities for youth representation in decision making, and participation in terms of issues affecting them within the Council.
- Developing and implementing a coordinated, multi-sectoral, interdisciplinary and integrated approach in designing and executing programmes and interventions that impact on major youth issues.
- Making available a reliable and up-to-date information database on the human development situation of youth in the City, in order to inform policy making and programme design, implementation, monitoring and evaluation at all levels in the City sectors.
- The systematic integration of youth issues into all policies, plans, programmes within the City departments and UACs.
- Ensuring that youth service delivery is aligned to the Government service delivery priorities, Mayoral priorities, Joburg 2030 Strategy, Human Development Strategy, as well as Integrated Development Plan.
- Ensuring that youth development process starts where young people themselves are i.e. at community level.

5. PROGRAMME CONTENT

The Youth Development Structure in the City of Johannesburg will constitute the Service Delivery arm to the City's young people. The City's service delivery to the youth will be in the form of a Citywide Youth Service Delivery (Integrated Youth Development Programme). The City of Johannesburg Youth Programme content shall be based on the following documents:

- The Constitution of the Republic of South Africa
- Mayoral Priorities
- Integrated Development Plan (IDP)
- Regional Service Delivery Plan (RSDP)
- Local Development Plan (LDP)
- Joburg 2030 Strategy
- 2004 Imbizo Youth Issues
- Research Study on Human Development Situational Analysis of Youth of Johannesburg
- Human Development Strategy
- National Crime Prevention Strategy
- Johannesburg City Safety Strategy (JCSS)
- Draft Youth Development Guidelines for Local Government in South Africa (2004): National Youth Commission.
- Municipal Systems Act (2000)
- Regional Youth Summit (June 2004)
- National Conference on Youth and Local Government (February 2002, June 2004)

Intervention programmes through which the above mentioned social challenges and economic limitations as faced by youth in the City can be addressed, will be packaged together as "an integrated youth development programme" to be offered by the City. Due to the cross cutting nature of youth issues, the programme will be in an integrated form, as all the City departments and Utilities Agencies and Corporative entities (UACs) have a role to play in youth development.

The following proposed programmes will be a basic platform for action:

Job Creation Programme: To enhance youth micro entrepreneurship, creating procurement/tenders opportunity for young people in the City through skills training workshops, partnerships and linking to the relevant Sectoral Education and Training Authorities (SETAs) and franchise funding. Facilitate accessibility to tender/procurement opportunities for young people. Establishment of Youth Tender Advisory Centres within the City is necessary for a convenient access to information on business opportunities for young people. In further creating jobs, the City through its Department of Community Development, provides funding to assist in capacity building of Non Profit Organizations (including youth focused organizations) rendering social programmes to the residents of the City. Furthermore, the City plays an active and facilitative role in job creation and skills development through national government programmes such as the Expanded Public Works Programme (EPWP). The EPWP social programme component has a clear focus on Home Based Care and Early Childhood Development (ECD) employment categories i.e. for home based care workers, community health workers, and community based care and support workers, as well as early childhood development workers.

Establishment of a Labour Market Intelligence Database as proposed in the Human Development Strategy (HDS) will assist in facilitating the flow of information for job seekers, and this resource will assist the first time job seekers to access information about real jobs placement. The age group that is most pertinent for discussions of labour market intelligence in the City is 18-35 years (youth). This labour market intelligence database is to be housed in public amenities and facilities such as sports and recreation centres, libraries, social services skills development centres, health care facilities, communities halls and Peoples Centres. Highly educated youth to be linked to the job market and a more targeted skills development project would be necessary for youth without the necessary skills. Youth Employment Strategy that compels all the departments and UACs within the City of Joburg needs to be developed.

Poverty Alleviation Programme: By facilitating access to social grants and basic services such as water, sanitation, housing and electricity. Ensure that youth headed households and indigent families are registered with the City's Social Package. Young People With Disability to be linked

with Provincial Social Grant, in terms of Disability Grant. Young people need to be helped to start self help schemes, rather than to solely depend on social grants.

Skills Development Programme: Through learnerships, volunteerism, and facilitating better access for all the youth to quality education. Reading among young people should be encouraged through convenient access to City libraries. In partnership with Economic Development, Sports & Recreation, Arts & Culture, and Marketing and Tourism for the appropriate well administered and sustainable skills training. One way of dealing with skills development issues, will be through the establishment of a Labour Market Intelligence Database as recommended by the Human Development Strategy of the City. Libraries and Information Services provide skills development programmes such as: Business Advice Services, Literacy/Numeracy, Reading development programmes, Science and Technology programme including career guidance and internet.

EPWP sees Non-Governmental Organizations (NGOs) and Community Based Organizations (CBOs) as the main delivery agents of the social sector programmes, and most of the social sector programmes will provide for learnerships along with the recruitment of unemployed residents and volunteers (including young people), giving them access to on –the-job experience, a stipend and training with the possibility of National Qualifications Framework (NQF) qualification. Programmes will be linked to relevant SETAs.

Health Promotion: Building a healthy youth of Johannesburg through HIV and AIDS intervention programmes e.g. Awareness, Care and Support, Peer education and Counselling programmes. Link up with the Health Department and other stake holders as well as the AIDS Council of the City of Johannesburg. Awareness campaigns on HIV/AIDS and Teenage Pregnancy prevalence.

Community Safety and Crime Prevention Programmes such as Aggression Management, Conflict Resolution, Victim Empowerment and Substance Abuse Prevention and Recovery programmes, in partnership with the Johannesburg Metro Police Department and NGOs such as Centre for Study Violence and Reconciliation (CSVR), South African National Council for Drugs and Alcohol Abuse (SANCA), Khulisa as well as NICRO. Diversion programmes to be

embarked on to prevent re-offending among young people. Integrated Holiday programmes for young people can assist in keeping them away from the risk of committing criminal activities. Prevention of sexual violence against young women and men will also be embarked on in partnership with NGOs such as People Opposing Women Abuse (POWA).

Recreational Programmes: Sport and Recreation activities, as well as infrastructure development initiatives, aimed at developing youth sporting talent. Review all the programmes in the Regions, and implement Council Policies to ensure a young citizenry. It is evident from the Human Development Strategy that it is important to provide a supportive environment and a sense of belonging for the youth, and this can be most easily achieved through carving out a space for them in sports and recreation. A number of programmes encouraging sports development is already being offered at the City's community centres including indigenous games, dancing and gymnastics.

Arts, Culture & Heritage Promotion Programme aimed at developing new talent in this field as well as promoting the emerging artists, and paving career path for them. Establish partnerships in creating platforms for up and coming youth artists. Make available exhibition stalls for young people. Establishment of Youth Action Zones (YAZs) is further proposed in the HDS, and this refers to multi purpose centres that are designed to address the risk factors amongst the youth. Arts and Culture initiatives to be tied into these centres as part of youth based interventions for building on community identification.

Good Governance by improving contact between the City and its youth, as well as increasing access for all youth to the City's information database, through community liaison activities that include public enquiry attendance, and concluding on enquiries. Bathopele principles will apply. Workshops on the City's vision and values as well as how Local Government functions would be conducted. Youth Development Structures will be introduced to ensure participation.

Social Responsibility: The youth of Johannesburg will also be expected to socially contribute to the well being of other vulnerable groups such as Children, the Aged, Women and People With Disabilities. They will be expected to assist in organizing commemoration events as well as raising funds for those events, regarding other vulnerable groups in the City of Johannesburg. This is

aimed at promoting the sense of volunteerism among young people of Johannesburg. The Department of Community Development is furthermore undertaking a drive for youth volunteers, which helps to build social cohesion.

Youth Moral Regeneration: There is a need for programmes that will promote regeneration of morals among young people. Moral Regeneration Movement (MRM) programmes for young people will be integrated into the Strategy. There is a need to address breakdown of families leading to homelessness and young people moving to the street.

6. PROGRAMME COORDINATION AND IMPLEMENTATION

6.1 *LOCATION OF THE CITY OF JOHANNESBURG YOUTH FORUM*

Youth issues will be coordinated mainly from the Core Community Development Executive Directorate office under the following implementing structures:

6.1.1 *Community Development*

- To coordinate and oversee the implementation of the youth integrated programme in the City.
- To motivate for the provision of resources, budget, and access to City facilities, for programme implementation in Regions.
- Interact and liaise with the City departments and UACs regarding youth development.
- To continuously engage in research projects aimed at informing, monitoring, evaluating, and improving service delivery to young men and women in the City of Johannesburg.
- To monitor and evaluate Citywide youth service delivery.
- To report to Council on Citywide youth development progress.

6.1.2 *Regions*

- To coordinate implementation of integrated youth development programme.

- To provide technical support in the implementation of the youth programme.
- To ensure fair and transparent youth participation in relevant programme.
- To ensure the availability and accessibility of youth action zones.
- To provide technical support during youth research projects, and programme monitoring and evaluation.

6.1.3 Other Departments of the City and UACs

Community Development Core would Interact with the City s` various Departments and UACs regarding youth matters. The City Departments include Health, Economic Development, Johannesburg Metropolitan Police Department (JMPD), Housing, Arts, Culture and Heritage, Corporate Services, Emergency Management Services (EMS), Finance and Economic Development.

UACs will include City Power, City Parks, Johannesburg Water, Johannesburg Metro Bus, Johannesburg Zoo, Pikitup, Johannesburg Housing Company, Johannesburg Tourism Company, Johannesburg Development Agency, Johannesburg Fresh Produce Market, Johannesburg Theatre, Johannesburg Property Company, Johannesburg Roads Agency and The Metropolitan Trading Company.

6.1.4 Interdepartmental Youth Development

Coordination of youth development in various City Departments and UACs and their interaction with youth will take place in the following ways:

- Establishment of Citywide Youth Directory: A recorded information on youth services as provided by the various Departments and UACs as well as their contact details, for easy referral of youth to a relevant department for service, as well as convenient youth interaction with the City s` individual Departments.
- Interdepartmental youth development status reports to the Department of Community Development, for convenient coordination of youth development. A template

questionnaire will be designed for information gathering on youth development programmes in the City various departments.

- Service Level Agreements to be entered into between the Department of Community Development in the City and the City s` various Departments and UACs.
- Youth administrative staff within the City to represent the City at the Inter-Governmental Forum which consists of all the Gauteng Provincial municipalities, and it is coordinated by the Gauteng Provincial Department of Local Government and the Gauteng Youth Directorate.

6.1.5 Youth Development Forums

Youth representatives/leadership should ensure that all youth within their areas of jurisdiction are given equal opportunity in participating in need based youth development programmes. Their youth representation role playing will include the following:

- Lobbying for youth issues
- Advocacy
- Assisting in registering youth needs
- Informing youth development policy
- Give input in the process of monitoring and evaluating the impact of youth development programmes.
- Assist in identifying and mobilizing resources

A Code of Conduct to be put in place to guide the conduct of the forum members.

6.1.6 Partnerships

Relevant partnership agreements will be entered into with other role players such as: Non Governmental Organizations (NGOs), Community Based Organizations (CBOs), and other Governmental Departments whose service is youth focused:

- Skills Development and Job Creation Programmes: Department of Public Works for National Youth Service Programme, Sectoral Education and Training Authority (SETA), Party Design, and the Department of Labour for learnership & skills development programmes, Umsombovu Youth Fund for youth business entrepreneurship funding, City Year for youth volunteerism programme, and the City through its internship programme, for youth in learning institutions.
- Poverty Alleviation Programme: The Department of Social Development (Provincial) regarding social grants and the City through its Social Package Programme, and Community Development Social Funding and Food Programmes.
- Health Promotion Programme: Internal and Provincial Health Departments regarding health promotion programmes, Gauteng Youth Directorate in terms of HIV & AIDS Programme for youth out of school, NGOs such as Hope World Wide, and Love Life in terms of HIV & AIDS programmes.
- National Institute for Crime Prevention and Reintegration of Offenders (NICRO), Centre for Study Violence and Reconciliation (CSV), South African National Council for Alcohol and Drug Abuse (SANCA), Khulisa, Department of Safety and Liaison, South African Police Services (SAPS), and JMPD for youth diversion and life skills programmes aimed at crime prevention, and promoting safety within the City of Joburg. Organisations such as POWA, Men s' Forum, Men As Partners, and NISAA will be involved in dealing with sexual, physical and emotional violence against young people.
- The Provincial Department of Arts, Sports and Culture for recreation and heritage programmes. Other municipalities, NGOs, CBOs and Sports Bodies will also be involved in sports and recreation programmes.
- Department of Local Government, National Youth Commission, Gauteng Youth Directorate, the City and its Events Management for good governance and social responsibility programmes.

- Higher Education Institutions (HEIs) e.g. Wits, Johannesburg University and UNISA to provide career guidance for youth finishing school and placement of youth learners for internships in the City. Establishment of career information centres, and also partnering with the existing ones.
- International Relations Youth Exchange Programme with the City of Birmingham: The City of Johannesburg has entered into a partnership agreement with the City of Birmingham, regarding youth programmes such as Partnership Resource Mobilization, Youth Leadership, and Diversion Programmes from Anti-Social Behaviour. The Model to be followed will be Visits Exchange which will benefit young people with mutual learning, and training. Best Practices with regard to youth development policies, strategies and programmes will also be shared.
- Moral Regeneration programmes will be done in partnership with the Moral Regeneration Movement (MRM).
- Human Rights Commission (HRC) and Commission for Gender Equality will be involved in awareness raising and educational programmes for young women and men regarding their rights as human beings, citizens of the country, and as women and men.
- Corporate companies such as Uthingo National Development Trust Fund (NDTF), and other businesses will be included for social responsibility programmes.

All Partnership Agreements will be accompanied by Memorandum of Understanding (MOU). A database will be developed that will include all potential organisations for partnership purposes.

6.2 PROGRAMME TARGET GROUP

The White Paper on Social Welfare (1997) defines a young person as a woman or man aged from 16 to 30 years old.

For the purpose of this programme, a young person will be defined as a person in the age range of 14-35 years old (National Youth Commission Act, 1996), as contained in the National Youth Policy. The programme will therefore target all youth who fall under the aforementioned age category. Thirteen year olds will also be involved in programmes regarding transition from childhoods to youth.

Various youth organizational structures within the City of Johannesburg will be invited to nominate members to represent them in youth development forums by standing for elections. A database of Youth Organizations with Johannesburg is being updated.

A nomination and an election process will be followed in appointing Chairpersons of Regional youth development forums, and representatives at the City of Johannesburg Youth Council.

The youth development participation and representation structure will be representative in terms of race, gender, and disability.

7. YOUTH REPRESENTATION AND PARTICIPATION

The proposed model regarding the process of institutionalising youth development within the City of Johannesburg will be presented in this document, in the form of a Youth Forum, through which youth dialogue with Council and the Mayor of the City of Johannesburg will take place. This is a governance structure that will be representative from ward level. Leadership at all levels will be guided by an election process which will be fair and transparent.

i. Youth Representation and Participation Structure

- **Ward Level:** There will be an established Ward Based Youth Development Forum, consisting of +/- 10 members with a chairperson. The chairperson will represent the youth forum in the ward committee to ensure accountability. The forum will meet on a monthly basis. It should be broad, diverse and more citizenry in membership. The forum

should be established with terms of reference, and all regions are expected to launch the youth forums. The ward based youth forum will be inclusive of all youth formations.

- **Regional Level:** The Regional structure will consist of all chairpersons of ward youth development forums. They will also meet on a monthly basis. It will be referred to as Regional Youth Development Forum. Elections regarding who will chair the Regional Youth Structure will be necessary, as some Regions have too many wards. The end result will be equal representation by Regions irrespective of a number of wards. At Regional level, the forum will be housed in the Regional Director s` office.

- **Core Level:** All the Citywide chairpersons of the Regional Youth Development Forums will form part of the Citywide Youth Forum at the Core level. The Citywide youth structure will be referred to as the City of Johannesburg Youth Forum, and it will be located within Community Development, with the Department offering administrative support. (The Citywide Youth Representation and Participation Structure is attached as an annexure). The Citywide Youth Development Forum will meet on a monthly basis.

Establishment of Youth development forums will be guided by a uniform Constitution or Terms of Reference. The youth forum committees should serve a two and a half year office term, and hold regular elections.

ii. Youth Development Administration and Coordination

- **Regional youth development:** Social Development Regional Managers are to perform the administrative, and coordination function in youth development. Regional Youth development coordinators will provide technical support in youth development service delivery.

- **Citywide youth development:** Youth development in the City will be coordinated mainly from the Community Development Executive Directorate Core office. A Youth Unit will be established, within the Community Development Executive Directorate, to perform the

administrative function regarding youth development in the City. The unit will consist of a staff component of young people who will be employed through the City of Johannesburg Human Resources Recruitment and Selection Policy in terms of suitable competency level.

iii. The Interactive Structure

An interaction process between the youth participation structures and the City youth administrative personnel will take place as follows:

- Regional youth coordinators will oversee ward youth development forums.
- Regional Managers: Social Services will participate in Regional youth development forums meetings and/or send representatives.
- The proposed staff establishment in the youth unit is as follows: Deputy Director Youth Development, Assistant Director, Manager at Core Social Services to coordinate and manage Citywide youth development forums. Reporting to the Manager will be Youth Project Coordinators who will interact directly and actively with youth forums in coordinating and managing the implementation of youth development programmes Citywide, as well as two Youth Development Administrative Officers, who will render admin support services in the unit.
- The Director: Human Development Coordination will manage youth development issues on an overall basis together with the City of Johannesburg Youth Forum in an integrative and consultative approach with various departments and Utilities, Agencies and Corporative entities (UACs).

8. RESOURCES AND FINANCIAL IMPLICATIONS

Implementation of programmes will necessitate resources such as the following:

- Convenient access to facilities in Regions by young people.
- City Risk Management Policy
- Reasonable tariffs for youth in using Cities facilities and utilities.
- Budget, office space, furniture equipment and relevant technological facilities.

- Well capacitated human resources for effective coordination and management of youth development within the City. According to the National Youth Commission Local Government Programme (2004), the following competency criteria should guide appointment of youth managers within the City:
 - i. Policy formulation and analysis skills
 - ii. Gender and demographic analytical skills
 - iii. Research skills
 - iv. Advocacy, good communication, and stake holder liaison capability
 - v. Training and mentoring ability
 - vi. Financial management
 - vii. Project management
 - viii. Monitoring and evaluation skills.

Budget provision is crucial for the implementation and success of the initiative. The initiative should be enabled by logistical and financial support. Youth matters will therefore be part of annual budgeting process.

There should be a separate cost centre created and budgeted for by the City for youth development administration and coordination in the regions.

The programme cost will be broken as follows:

- Human Capacity (Appointment of Deputy Director Youth Development, Assistant Director, Manager, Youth Project Coordinators*3 and Admin Officers * 2):
R318 000+R270 000+R218 000+R468 000+184 340 = R1 458 340 pa
- Programme Planning and Development (Meetings, Consultations and Workshops):
R300 000 pa
- Programme Monitoring and Evaluation: R300 000 pa
- Programme Review (Workshops and Facilitation): R200 000 pa
- Total Budget: R2 258 340 pa

9. PROGRAMME MONITORING AND EVALUATION

- A City Wide Youth Development Management Committee consisting of Regional Managers: Social Development and Regional Youth Development Forums Chairperson will be established, and it will be expected to hold regular meetings aimed at discussing and evaluating the impact of the implemented youth development programmes in Regions. A progress report will be submitted through to the Social Development Core Office.
- Meetings between Regional Youth Coordinators and Ward Based Youth Forums representatives to evaluate service impact, identify gaps and work towards corrective measures where there is a need.
- Core Office Youth Development Team meetings aimed at evaluating the performance of the City Youth Programme, and planning further.
- Conducting customer satisfaction survey focusing on youth issues on an annual basis.
- The Department of Social Development Policy Monitoring and Evaluation unit will design relevant M & E tools for service evaluation.

10. PROGRAMME REVIEW

- The youth programme will be reviewed on an annual basis, and further research on Best Practices will continue. There is a proposal that a broad review of the strategy be done in 2008.
- A decline in the baseline situational factors affecting young people, as indicated in youth baseline study (Patel, 2004) will be an indicator of the project success and progress after implementation. The departmental scorecard will also reflect key performance areas, indicators, targets regarding youth issues as a way of tracing progress regarding youth development.
- The outcome of the review survey will also inform the improved state of the structure.
- The expected outcome of the plan should be evident from the following indicators:

- Number and names of specific projects aimed at the development of the Johannesburg youth.
- Amount of money and percentage of total budget allocated to such youth projects.
- Number of young people undergoing training and development under the auspices of the City.
- The existence of a Youth Development Management Committee consisting of Regional Managers: Social Development, Regional Youth Development Forums Chairpersons, and Core office Social Development Youth Manager.
- Number of youth volunteering in managing HIV/AIDS programmes, and assuming the roles of care givers, and peer counsellors. All youth voluntary programmes to be taken into account during review.
- Number of youth participating in formulation of IDP and their organizations
- Decreasing rate of crime, violence and substance abuse among young people.
- Number of youth owned ventures, doing business in the City per sector e.g. construction, electrical services, tourism etc.

- The term of office for youth forum chairpersons will be two years and six months, and will be reviewed after that period.
- Due to the vast scope of interventions, and also considering that the Department of Social Development will be coordinating, monitoring and evaluating all the programmes on a yearly basis, this programme should be a five year plan.

11. CONCLUSION

Through the establishment of the youth structure, the City acknowledges that young people should be protagonists of their own development, and not merely recipients of government support. The structure will call for a Civil Society Youth Representation and Participation component (Governance Structure), as well as the Administration and Coordination of Youth Development Services component within Council (Youth Unit).

However, coordination, partnership and integration with other role players such as national and provincial government, other government departments, government agencies (NDA, UYF, NYC etc), Civil Society Organizations (NGOs, CBOs, FBOs), other youth organizations and the private sector corporate social investment initiatives is emphasized. Resource mobilization and preparing the ground for delivery of youth development programmes is seen as the core in this strategy document, regarding especially budget provision for the implementation process.

Finally, working within an interdepartmental cluster in the City of Johannesburg government is taken as a none-negotiable. Youth issues are cutting across all the departments of the City of Johannesburg and UACs, so coordination and integration is emphasized in this strategy.

Youth are the future of the nation, and building a generation of young people with good access to support mechanisms is crucial for a better future of the City of Johannesburg. Ultimately a better life for all in a world-class African City will be achieved long before 2030.