MANGAUNG LOCAL MUNICIPALITY

Youth Development Policy
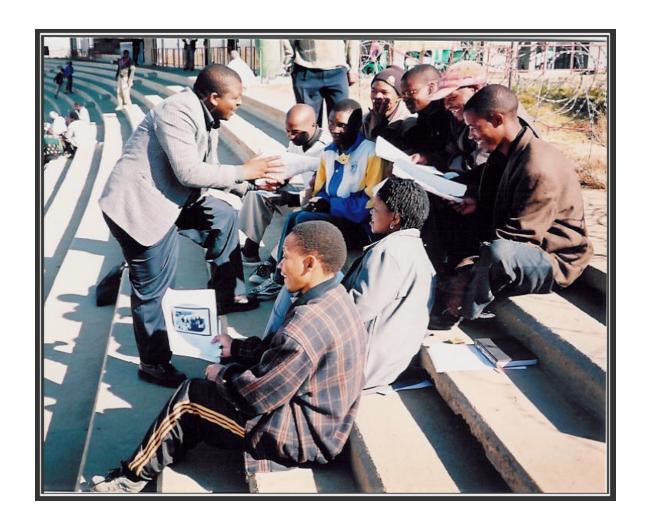
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MANGAUNG LOCAL MUNICIPALITY

DRAFT POLICY FOR YOUTH DEVELOPMENT

1. INTRODUCTION

Guided by the Constitutional directive of developmental local government and because of the undesirable current state of affairs with regard to youth affairs, the Mangaung Local Municipality (MLM) identified the need for the formulation of a youth development policy for Mangaung. This decision was executed by the appointment of two external resource persons to undertake the research that was required for the formulation of the policy.

A Terms of Reference (ToR) was designed for the task and agreed upon between the MLM representatives and the external resource persons. The main areas of concern referred to in the ToR focus on the following:
- Actions that are taken for the identification and analysis of the **needs and expectations** of the youth and youth organisations in the MLM area of jurisdiction.
- The **integration** of the contributions of the different actors in the field of youth development and other related activities in the MLM.
- How the role of the MLM as a **youth development agency** could be enhanced.

The areas of research identified in the ToR are:
- Target group identification and analysis;
- Identification and analysis of the needs of the youth and youth organisations; and
- Translating the needs into a policy framework.

For the complete ToR of the Study, please refer to **Appendix A.**

This Report reflects the opinions of a variety of persons with an interest in youth development in general, but also those who have a particular concern about the MLM role in youth development. In addition to these views it was, however, also essential to investigate the particular field of study for the purpose of identifying an appropriate framework for youth development that could serve as a theoretical foundation for the research.

This attempt is followed by a discussion of the methodology followed for the collection of data and the main Report will comprise of the following:
- An overview of the sectoral policy on youth development in South Africa.
- The features of the youth development sector.
- The identification and analysis of the needs of the target group.

- Resources within youth organisations for development.
- Identification of main problems emanating from the needs.

The problems referred to above provide a birds-eye view of the findings of the research and from that as a point of departure, it was possible to identify the overall and specific objectives for the policy. The obvious next step was then to identify the critical result areas and these were supplemented by the identification of activities per result area, key performance indicators and finally the assumptions for success. The rest of the Report is devoted to a number of issues that needed to be addressed to ensure successful implementation of the policy.

2. FRAMEWORK FOR A YOUTH DEVELOPMENT POLICY

The purpose of any policy is to provide guidelines to all the stakeholders with regard to what an institution of government intends to do in order to enhance the quality of life of a specific target group. This policy document, therefore, provides such guidelines in terms of the impact that the MLM intends to make on the development of youth living within its boundaries.

Due to its multi-dimensional characteristics, youth development can be defined in several ways. A first opinion could be to interpret this concept as something that has to reflect three main dimensions. These are the following (National Youth Development Information Centre, 2002: 2 and Pennstate Family and Consumer Sciences, 2000: 1):

- **A process of human growth.** This dimension defines youth development as the process through which youth are enabled to "lead a healthy, satisfying, productive life, as youth and later as adults, because they gain the competence to earn a living, to engage in civic activities, to nurture others, and to participate in social relations and cultural activities" (Pennstate Family and Consumer Sciences, 2000: 1).
- **A philosophy or approach orientation to the social environment and community.** According to this approach there are several theoretical models or approaches towards youth development such as positive youth development, the asset based approach, community youth development and healthy youth development. These approaches focus on building on youth's strengths rather than seeing youth as a problem. Several of these approaches will be discussed under Section 3.1 below in order to provide an overview of the different models according to which youth development can be addressed. The approaches should not be seen as separate, individual models but should be regarded as parts of an integrated, holistic approach towards youth development.
- **A programme or organisational framework for youth services.** Here youth development is referred to as "a planned set of activities that foster young people's growing capacity" (Pennstate Family and Consumer Sciences, 2000: 2). Participation in the programmes and support from the programmes are emphasised. Programmes should be sustainable and adaptable to address the different needs of youth. In terms of the MLM, this prescribes the programmes

and the activities that it should undertake in order to ensure sustainable youth development.

For the purposes of this Report, youth development will be regarded as the process by which young people grow and develop. Youth development can thus be defined as (National Youth Development Information Centre, 2002: 1).

> *"A process which prepares young people to meet the challenges of adolescence and adulthood through a coordinated, progressive series of activities and experiences which help them to become socially, morally, emotionally, physically and cognitively competent"*

Another definition as provided by the Centre for Youth Development and Policy Research (1) is that youth development is

> *"...the ongoing growth process in which all youth are engaged in attempting to (1) meet their basic personal and social needs to be safe, feel cared for, be valued, be useful, and be spiritually grounded and (2) to build skills and competencies that allow them to function and contribute in their daily lives."*

A further definition that has been adopted by the South African Youth Development Network (Shange, 2002: vi) is that youth development is a

> *"process that enables young people to acquire the knowledge, skills, attitudes and values that enable them to be self-sufficient individuals who can contribute positively to society"*

In terms of the functions to be fulfilled by the MLM, youth development means that it will seek "to meet youth needs and build youth competencies relevant to enabling them to become successful adults" (National Youth Development Information Centre, 2002: 2). This should be achieved through the provision of services, support, and opportunities provided to the youth in order to meet their needs and achieve their full potential as the future generation of South Africa. (Centre for Youth Development and Policy Research, 1 and Pittman, 1996: 4)

The youth have several **basic needs** that should be met in order to develop into functioning adults. These needs are (National Youth Development Information Centre, 2002: 3):

- Safety and security;
- A sense of belonging;
- Independence and the ability to control ones own life;

- A positive sense of self-worth; and
- A close peer and family structure.

Apart from the basic needs, a number of specific **youth development needs** have been identified, which could be summarised as follows (National Youth Development Information Center, 2002: 3):

- Basic food and shelter.
- Supportive and caring relationships.
- Safe places for youth to work, to play and to live in.
- Opportunities for growth.

According to the South African Youth Development Network, a more relevant and detailed approach toward the different needs could be summarised as follows. (Shange, 2002: 8):

- **Educational and economic needs:** Youth needs access to education, skills development and training opportunities in order to improve their employability and entrepreneurial potential.
- **Social needs:** Youth need a sense of belonging and safety and security in their personal environments
- **Health needs:** Youth are vulnerable to physically detrimental behaviour that compromise health such as substance abuse and sexual behaviour. Youth thus need physical health and access to health information and facilities.
- **Spiritual needs:** Youth need a spiritual connection for guidance and in order to remain on the right path.
- **Recreational needs:** Youth need to have access to recreational and entertainment resources (National Youth Development, 2002: 8), which contribute to their well-being where they can network.
- **Emotional and psychological needs:** Youth need "a positive sense of self, and the ability to face and manage the challenges of life." (National Youth Development, 2002: 8).

The needs referred to above, should furthermore be understood within the context of the cultural and class diversities that exist in the South African society. The fact should be kept in mind that one youth development model or approach by the MLM would not necessarily be applicable to youth across the board. According to Pittman (1996: 8), there are several principles of youth development that have to be considered:

- First, youth development is an ongoing process and different principles apply to different age groups. Because "youth" in South Africa has been defined as including people ranging from the age of 15 to 35 the same approaches cannot be applied to different age groups due to the different needs that exist within the different age groups. The broad category implies that different needs will, for example, have to be accommodated for school-going youth, school leavers, youth studying at institutions of higher education, unemployed youth, disabled youth, young women and young men and rural and urban youth (Shange, 2002: 6).

- Secondly, youth development is uneven. Due to class and cultural differences the needs of youth within an age group differ.

- Third, youth development is complex as it spans all growth areas of "physical, cognitive, social, emotional, and moral" (Pittman, 1996: 8) growth. This means that developmental activities cannot concentrate on one area only, but all growth areas have to be addressed collectively.

- Fourthly, youth development is influenced by the environment: The needs of youth differ according to the environments in which they live.

- In the fifth place, youth development is mediated through relationships with the community, family, peers and supporting agents such as youth workers.

- Sixthly, youth development is "triggered by participation" (Pittman, 1996: 8). The opportunities for youth to be involved and participate in processes for development may result in more effective youth development.

It is within this framework that several approaches towards youth development have been identified. These approaches are discussed in the paragraphs below and an indication will be given which approach/approaches were utilised for this research project.

3. APPROACHES AND METHODOLOGY

Before the methodology that was used for this research will be discussed, it is essential that a brief outline of the approaches that were considered for application in the Research is provided.

3.1 Approaches towards youth development

The following approaches are regarded as appropriate to be considered for application as foundation for effective youth development in the MLM.

3.1.1 Healthy youth development

In the light of the HIV/Aids threat that the current generation of youth is facing, youth has to be armed with the skills and resources that they need to avoid pursuing unhealthy lifestyles. (National Youth Development Information Center, 2002: 2). Healthy youth development is gaining increasing support in youth development initiatives in the world. It is based on close community participation and on support from external stakeholders. (Healthy Minnesotans, 2002: 1).

3.1.2 Positive youth development

Another approach to youth development is the so-called positive youth development. Youth are often regarded with negative connotations. Examples of arguments in this regard are that youth have delinquent tendencies, are involved in substance abuse and are contributing to the spread of HIV/Aids. The main focus in the positive youth development approach is that youth is seen as a resource rather than a problem. The approach focuses on preventative measures rather than on cure and concentrates on the strengths, capabilities and assets of youth within their environment. (National Youth Development Information Center, 2002: 2). It also focuses on the development of skills and assets within the youth community in order to strengthen them. The contrary to this approach is the "at risk" approach that focuses on the negative aspects of youth's lives. (University of Nevada: 1-2). The US Department of Health and Human Services lists several elements that make up positive youth development. These elements are the following (US Department of Health and Human Services, 2002: 2):

- Providing youth with safe and supportive environments.
- Fostering relationships between young people and adults for the purposes of mentoring and guidance.
- Creating opportunities for the youth to pursue their interests and focus on their strengths.
- Supporting the development knowledge and skills.
- Engaging youth as active partners and leaders in community development.
- Providing opportunities for youth to show that they care for themselves and for others.
- Promoting healthy lifestyles and teaching positive patterns of social interaction.
- Providing a safety net in times of need.

3.1.3 Community youth development

This approach follows similar principles as the approaches that focus on youth's strengths and not their weaknesses. The emphasis in this approach, however, is the inclusion of adults in the development of youth through the promotion of "youth/adult partnerships" (New Designs for Youth Development, 1999: 1). Community youth development is comprised of community participation that focuses mainly on the inclusion of adults, whereas youth development focuses on young people. Combining the two ideas, provide a holistic framework for youth development that includes the community through partnering with adults and locates youth development within communities. Once again, this approach is based on preventative rather than curative measures and is seen as a way of "including youth as *partners* in program planning or community mobilization efforts to create environments that both link youth with adults in positive *relationships* and provide new opportunities for youth to develop *skills*" (Perkins, Borden, Keith, Hoppe-Rooney and Villarruel, 2002: 12 and Shange, 2002: 11). Community youth development has several goals that have been identified as the six C's (Perkins et al, 2002: 12):
- Competence in academic, social, emotional, and vocational arenas;

- Confidence in who one is becoming (identity);
- Connection to self and to others;
- Character that comes from positive values, integrity, and a strong sense of morals;
- Caring and compassion; and
- Contributing to their families, neighbourhoods, and communities.

3.1.4 Asset-based approach to youth development

The asset-based approach to youth development focuses on positive aspects that youth can contribute to society, rather than on their problems. This approach focuses on identifying "the strengths of young people and use these as a base form which to engage with their needs and challenges" (Shange, 2002: 10). The approach also focuses on the provision of assets to youth in order for them to lead successful lives. The rationale is that the more assets youth have to their disposal the more likely they are to develop their economic, spiritual and social potential. The approach focuses on relationships with adults and peers in order build new assets and expand the positive assets that are located within youth such as energy, resilience, hope and vision, idealism and creativity. (Shange, 2002: 10 and Raising Nevada, 2000:6-7)

3.1.5 Youth centrality and leadership approach

This approach prescribes that youth should not only be seen as the beneficiaries of a programme or project but they should be centrally involved in it and "should be partners in their own development" (Shange, 2002: 10). Often programmes or projects are imposed on youth: they are the beneficiaries but are not actively involved in the planning and implementation phases. This results in youth not developing a sense of ownership for the project or programme which often results in its failure due to lack of commitment to it. The National Youth Development Network sets out the different kinds of youth participation in form of a diagram (Shange, 2002: 10):

Continuum of youth participation in programmes

Youth as objects	Youth as Recipients	Youth as Resources	Youth as partners
Adults exercise control over the youth programmes, dictating what activities are suitable **TO** the youth.	Adults determine the needs of youth and the suitable solutions. Programmes and activities are **FOR** the youth.	Youth help in planning, implementing and evaluating work. Programmes and activities are **FOR** and **WITH** the youth.	Youth and adults share decision-making power equally. Programmes and activities are **WITH** the youth.

3.1.6 Integrated Youth Development

As mentioned above, youth development has to be treated in an integrated fashion. The approaches elaborated on above, should not be looked at as independent approaches. They are interlinking and should be looked at in a holistic way. This approach seems to have significant similarities with the concept of interated development planning. Thus the integrated youth development approach would be a useful approach to use within the context of municipal IDPs.

3.1.7 Sustainable Livelihoods Approach

Although the Sustainable Livelihoods Approach (SLA) is geared specifically to poverty alleviation within rural areas, it is applicable to any community research where assets are limited. The idea behind the SLA is of focusing on what assets a community has to attain its goals rather than focusing on the needs. Concentrating on determining needs often results in communities developing wish lists with aims that are seldom attainable because of the lack of sufficient resources. Taking a reversed approach of actually focusing on what assets the community has at its disposal and then determining the needs and how existing assets can address these needs, is a much more constructive approach.
Assets are defined as (Institutional support for sustainable rural livelihoods in the Eastern Cape, 1999: 22):
Social capital- This includes social resources such as networks, membership of groups, relationships of trust, access to wider institutions of society upon which people draw in pursuit of livelihoods.
Human capital- This refers to skills, knowledge, ability to labour and good health important to the ability to pursue different livelihood strategies.
Physical capital- This type includes the basic infrastructure such as transport, shelter, water, energy and communications and the production equipment and means which enable people to pursue their livelihoods.
Financial capital- The financial resources that are available to people (whether savings, supplies of credit or regular remittances or pensions) providing them with different livelihood options.

3.1.8 Community based planning for youth development

Community Based Planning (CBP) refers to any process that affects the lives of members of a community in which they are involved through consultation and participation. Within the context of the development of a youth policy for the Mangaung municipality, Community Based Planning is important in order to "make plans more relevant to local needs and conditions" (Khanya, 2001: 8). Additionally, through the involvement of stakeholders, the services to be developed for the community are based on needs identified within the community and not on decisions made where the community was excluded. The CBP approach also aims at increasing communities control over their lives and not relying on external agencies to improve their living conditions.

An important aspect is also the linkage of the community with a municipality. The former informs the latter through the CBP process and the latter develops its policies in accordance with the former. (Khanya, 2001: 9)

3.1.9 Relevance of the different approaches to the MLM

An analysis of the different approaches towards youth development reveals that certain situations may require the application of a particular approach in order to maximise the outcomes of specific developmental programmes. The Healthy Youth Development approach may, for example, be the best option to deal with HIV/Aids awareness programmes, while the Sustainable Livelihood Approach would again be better to deal with poverty issues in youth development.

From a different perspective it could, however, be argued that the categorisation of the practice of youth development into different approaches could be an artificial exercise that is of no more than academic value. A realistic view could be to look at youth development as an integrated endeavour that may require the application of one or a combination of more than one of the approaches discussed above. This statement has its origin in the undisputed fact that the scope of youth development in Managaung (as indicated in the needs identification and -analysis in Section 5 of this Report) covers all the areas mentioned in the discussion in the previous paragraphs. This argument was instrumental in the decision to suggest that the so-called **Integrated Approach** should be followed in the efforts to formulate and implement the youth development policy for Mangaung. A crucial element here would, however, be not to ignore the advantages that the application of specific approaches may offer in order to deal with a specific developmental challenge. Such an approach would be consistent and supportive of the Integrated Development Planning (IDP) process followed by municipalities in South Africa to address the needs of local communities.

3.2 Data-collection

Data collection was undertaken by means of a variety of acknowledged research methodologies. In the paragraphs below the different methodologies that were used are identified.

3.2.1 Desktop study

A desktop analysis was done, which included the study of the following documents:
- Primary and secondary literature relevant to youth development.
- Existing legislation and other policy documents on youth issues.
- Research Reports on youth issues in Mangaung and the Free State Province.

Please see the Bibliography for a comprehensive list of sources consulted for the

purposes of this Study.

3.2.2 Workshops

A total number of 4 workshops were held with a variety of stakeholders in order to determine the nature and scope of their resources, assets and needs. Workshops were conducted with the following groups of stakeholders:

- Youth organisations in Bloemfontein, Thaba Nchu and Botshabelo. A total number of 123 participants representing 51 youth organisations attended the workshops. (See **Appendix B**|).
- School-going youth. A number of 62 learners from 36 schools participated in the proceedings. (See **Appendix C**).

3.2.3 Interviews and focus group meetings

In consideration of the need for expert opinions in respect of youth development by specialists in the different functional fields of the MLM, it was decided to conduct interviews and focus group meetings with members of staff at different levels in the organisation. The following actions were taken:

- Interviews were conducted with representative groups and individuals at the executive level of management of the newly established directorates in the MLM in order to get an understanding of their perceptions about the role of their respective directorates and the Youth Unit in the development of youth.
- A focus group meeting was held with frontline officials and junior and middle level managers of the MLM. Initially it was requested that a mix of senior and junior staff be represented at the workshop that was held on the 27th March 2003. However, only junior and middle management staff attended the workshop (please see **Appendix D**).
- Additionally, an interview with the National African Farmers Union to attain the opinions of persons who are closely linked with youth living on farms within the area of jurisdiction of the MLM. It must be mentioned here that the initial planning of the research included a workshop with youth living on farms, but due to geographical dispersion and time constraints it was not possible to organise a meeting with a representative sample of youth in one location.

Due to circumstances out of control of the researchers, the focus group meeting with members of ward committees did not materialise. Several efforts were made to organise this meeting, but with no avail. This is unfortunate because this group of stakeholders could have made useful inputs into this Research.

4. SECTORAL POLICY

The South African youth development sector is regulated by a plethora of legislation and other government policies. Although all the policies have not been put through all the stages of consideration and approval by Parliament and the Free State Provincial Legislature, they provide broad guidelines that could serve as guiding principles for the formulation of youth policies at the municipal sphere of government. These guidelines would, therefore be the points of departure for the design of the youth development policy of the MLM (MLM). The legislation and policies regarded as relevant for the purpose of this Study will be looked at in the paragraphs below.

4.1 Constitutional Framework

In Chapter 10 of the **Constitution of the Republic of South Africa, 1996** (Act 108 of 1996) provision is, among others, made for integrated and developmental local government. In its broadest sense, this should be interpreted to include youth affairs into the integration and the developmental activities of municipalities and also into the concept of cooperative governance. Also important here is the Bill of Rights. Young people are entitled to all the rights, responsibilities and obligations contained in the Bill of Rights. These include aspects such as the affirmation of democratic values of human dignity, equality and freedom. They also have the right to participate in policy formulation, decision-making, and leadership in youth development and youth development issues. In this regard it is also of essence to note that the values and principles of public administration as reflected in Section 195 (1) of the Constitution are explicitly applicable to municipalities. These refer to issues such as professional ethics, how resources should be utilised, impartiality, fairness, equity, responsiveness to peoples' needs, accountability, representivity, transparency and good human resource management.

4.2 White Paper on Local Government

The White paper on Local Government gives effect to a new dispensation for local government in South Africa. A statement that should be understood to implicate the youth in the new vision is Section C (Institutional Systems) of the White Paper stating that "… the local sphere is an arena where citizens can participate in decision-making to shape their own living environment and exercise and extend their democratic rights".

4.3 National Youth Commission Act, 1996 (Act 19 of 1996)

The Promulgation of the **National Youth Commission Act, 1996** (Act 19 of 1996) mandated the establishment of the National Youth Commission (NYC). The primary responsibility of the NYC is to "…highlight and monitor the situation of young women and men whilst coordinating and initiating the development of appropriate policies and

strategies for youth development.

As part of its initiatives, the NYC engaged in a process of developing a youth policy that resulted in the **National Youth Policy 1997**. This document formed the basis for the conceptualization and implementation of initial youth development programmes. In this document, local government is recognized as the sphere of government that has a direct impact on the youth. It also suggests the design of mechanisms for the creation of youth services and facilities at this sphere of government. Roles that municipalities can play are:

- To institutionalize youth development e.g. through the establishment of standing committees on youth affairs in order to sensitize the stakeholders on the needs of young men and women;
- To create mechanisms for young people (particularly the most disadvantaged) to understand the issues of local governance and how they could participate in decision-making with regard to their development;
- To engage youth organisations in developmental programmes e.g. Masakhane; and
- To identify needs for and establish local facilities required for youth development (e.g. multi-purpose youth centres) and to form alliances with other sectors such as donors, the private sector and other levels of government.

Also of importance here is the requirement of the National Youth Policy that municipalities should:

- Nominate an elected councillor and a senior staff member to oversee the implementation of their youth development policies;
- Undertake audits of youth services and organisations located in their areas;
- Identify priority needs and opportunities facing the youth in their areas of jurisdiction;
- Identify specific target groups of young women and men that require particular attention;
- Identify role they can play in addressing the needs of the youth; and
- Establish permanent mechanisms for participation of the youth in their decision-making.

4.4 Youth Development Policy Framework

The Youth Development Policy Framework (YDPF) aims at establishing the foundation for a holistic and integrated approach to youth development. It suggests the prioritization of youth development in the context of the creation of appropriate mechanisms and the allocation of resources and sensitizing government institutions about the initiatives of young men and women.

This Framework is prescriptive in terms the principles and values for youth development at all three the spheres of government. The following eight issues are crucial and should be reflected in the youth policy of the MLM:

- Holistic and integrated approach.
- Redress of imbalances.
- Non-discriminatory.
- Acknowledgement of diversity.
- Responsiveness to the needs of the youth.
- Sustainability.
- Participation and inclusiveness.
- Transparency and accessibility.

The YDPF furthermore identifies the following specific target groups:
- Young women.
- Young men and women with disabilities.
- Unemployed young women and men.
- School-aged and out-of-school young women and men.
- Rural and urban young women and men.
- Young women and men at risk.

Other guiding criteria set by the YDPF for the formulation of youth policies by municipalities could be found in the five strategic interventions that were decided upon. These areas of intervention are:
- Social well being;
- Education and training;
- Economic participation;
- Justice and safety; and
- Social mobilization, capacity building and advocacy.

From this, it could be deduced that the YDPF seeks to encourage municipalities to formulate youth policies within the context of the identified values and principles and also to ensure that such policies should be focused at the target groups listed above. This would ensure that municipal youth policies country wide will at least meet certain minimum requirements.

4.5 National Youth Commission: Strategy Statement

Following the YDPF, the National Youth Commission's Strategy statement was published in 2001. In this document it is stated that "… (t)he National Youth Commission remains the only organ of government with the overarching mandate to ensure that government organs deliver to youth throughout the country." Relevant for the purpose of this Report is Objective 3 of the Strategy Statement that aims at the facilitation of "…a better fit between the structures responsible for and their respective roles in youth development across all levels (spheres) of government." Two of the strategies for the attainment of this Objective applicable to municipalities are:
- The creation of appropriate youth structures at the local sphere of government; and

- Ensuring the integration of youth development issues into integrated development plans.

4.6 Free State Provincial Youth Commission

The Free State Provincial Youth Commission (PYC) was established in terms of the **Free State Youth Commission Act 1996** (Act 4 of 1996) and the work of the Commission commenced on 1 March 1996. According to the Chairperson of the PYC is not an implementing agent (Focus Group meeting 12 March 2003). Its function is to act as a lobbying agent to do focus work on youth issues and to undertake and facilitate youth related research. The research findings are used as a basis for policy formulation and the identification of development projects. Although the PYC is not involved in the implementation of grass roots programmes it has the mandate in terms of the enabling legislation to comment on the implementation of such programmes.

The views expressed by members of the PYC about its role, the structuring of youth development at the municipal sphere of government as well as its interaction with the MLM are the following:
- The **Free State Youth Commission Act, 1996** authorises the PYC access to municipalities and to monitor and evaluate the outcomes of youth functions performed by them. The interaction between the PYC and the MLM could be described as one of "constructive engagement". This is done by the submission of monthly Reports to the PYC. Since municipalities have the right to develop their own youth programmes, the PYC plays a meaningful role to ensure that such programmes and projects are consistent with provincial programmes and that they are well-coordinated. Interaction also takes place through specific programmes such as the national events for youth day that was hosted by the PYC. The MLM was taken on board as a partner in the presentation of these events.
- The PYC is in favour of the establishment of Local Youth Units as part of the organisational structure of municipalities. Members of the PYC were of opinion that such a Unit should be centralised in the Office of the Mayor. According to them such an arrangement would, first, enhance the status of youth development in municipalities and second, ensure that youth matters are dealt with at a high and political level in municipalities. The third reason for this view is that it would enhance the process of integrating youth development in the strategies of all the Directorates of the MLM.

4.7 White Paper for Social Welfare

The White Paper for Social Welfare also makes provision for youth development. The white paper sets out youth needs and the approach that the welfare departments will take in addressing these needs. It also prescribes interdepartmental and inter-sectoral cooperation concerning youth issues and identifies youth with specific needs such as disabled youth, youth involved in substance abuse, homosexual youth, young victims and

survivors of crime, young people who are HIV positive and have Aids, etc.

5. FEATURES OF THE SECTOR

The features of the youth development sector are divided into two main components. In the first instance a brief overview will be given about the position of youth in the Free State Province. The second part deals with the *status quo* of youth development in the MLM context.

5.1 Youth in the Free State

During 2002 an environmental youth scan for the Free State was conducted by the Centre for Development Support of the University of the Free State. Although the data is based on the 1996 census material and applicable to the Free State Province as a whole, the Report provides a useful overview of the youth environment for the purposes of this Study. The information presented in the paragraphs that follow was derived from the Report referred to above.

5.1.1 Urban/rural residence

6.7% of the total youth population of South Africa resides in the Free State. Due to the rural nature of the Free State, it is often supposed that the majority of the youth resides in the rural areas. 70%, however, of the youth resides in urban areas which is a high figure compared to the 57% nationally.

5.1.2 Education

School attendance is obligatory for children aged 7 to 15 years. Similar to the overall South African profile, youth education decreases proportionally in respect to age. The older the youth the less educated they are. The percentages are 3% of youth with no formal education at 14 years of age, which increases to 12 % of youth with no education at 35 years.

Over 50% of 16 to 21 year olds have attained secondary school levels (grades 8-11) as their highest qualification. Grade 12 graduation figures in the Free State are slightly lower than at national level. 14.4% of youth in the Free State has passed Grade 12 compared to the 18% at national level.

Africans and Coloureds are, as in the rest of South Africa, disadvantaged regarding education: two in every ten youths have not attended school. More disconcerting are the Grade 12 figures. Only one in ten young people have attained Grade 12, compared to "approximately four in ten Asian and White youths (Centre for Development Support,

2002).

5.1.3 Employment profile

Of the youth in the Free State in 1996, 51% was employed and 38% were unemployed. The highest proportion of jobs held by youth was in community service (18%), agriculture, including hunting, forestry and fishing (17.4%) and mining and quarrying (17.1%). An interesting finding is the trend in agriculture. Although most of the youth are located in urban areas, there is still a large number who are employed in the agricultural sector (see Section on youth in rural areas below).

Regarding SMME development and entrepreneurship trends amongst youth, compared to the national figure of 78%, 68% of youth in the Free State regard entrepreneurship as a positive income source.

5.1.4 Income profile

In general youth in the Free State seems to be earning lower wages than youth nationally. Income levels are very low amongst African females: six in ten African women earn below R 501 per month.

5.1.5 Issues of concern amongst youth

28% of women have their first baby before the age of 19. This raises questions of reproductive health, unwanted pregnancies, pregnancy termination and the increasing spread of STIs and HIV/Aids. Another issue of concern is the low level of success rate (14%) in Grade 12 examinations.

Another area of concern is the high unemployment rate that goes along with the corresponding frustrations amongst youth that often lead to delinquent behaviour, substance abuse and other effects.

5.2 Background of the MLM youth environment

The lack of clear objectives with regard to youth development in the MLM and the uncoordinated manner in which youth issues are dealt with by the different role players, have been identified as the primary reasons for this Study.

According to the Executive Director: Strategy and Transformation the past policies of the MLM did not reflect sensitivity towards groups in the community with specific needs such as youth, women, persons with disabilities and the aged. These issues were actually not regarded as competencies of a municipality and it resulted in the neglect of the so-

called softer social development issues. Currently local municipalities, including the MLM are much more concerned about the social development within their communities and it is for this reason that the MLM created a post of Youth Coordinator in the office of the Executive Director: Strategy and Transformation. One of the first tasks, among others, of the incumbent of this post was to address the needs in the sector by means of the formulation of youth development policy.

Since the appointment of the Youth Coordinator, a number of youth development activities were undertaken. Examples of these efforts are:
- The launching of a youth poverty alleviation programme; and
- The establishment of youth forums in Botshabelo.

The fact must also be borne in mind that the organisational restructuring of the MLM was only completed recently and some of the Directorates are still in a process of planning as far as the integration of activities is concerned. For understandable reasons management would, under such circumstances, give preference to the execution of their primary (line) functions before they would engage their directorates in cross sectoral activities.

In some of the directorates, however, some youth related activities have been undertaken or are envisaged for the near future. In the Directorate: Corporate Services, for example, the following is planned to be undertaken:

- The possibility of involving the youth in the operation of the Fresh Produce Market is currently being investigated.
- Inclusion of youth as a designated group in the recruitment policy.
- The possible introduction of mentorship programmes for young persons employed by the MLM

In the Directorate: Community Services the youth was involved in certain house construction projects. It is also envisaged to appoint youth as 'inspectors' to 'police' the display of advertising boards in the community. It is also intended to involve youth in the process of registering pensioners.

From this could be concluded that youth is only engaged at an *ad hoc* basis and that planning is still being done with regard to future programmes and projects.

The features of the sector, as far as youth organisations is concerned will be discussed within the context of the interaction between them and their perceptions about the different cultural groups.

5.2.1 Interaction of youth organisations with other organisations

Participants in the youth workshops had to indicate how their organisations interact with other organisations in order to determine the level and nature of interaction and pooling of resources. Two ways of interacting with other organisations were identified:

- The most frequent way of interacting is through informal information sharing sessions with the community and other youth organisations; and
- Through formally organised sessions such as workshops, seminars and forums.

There seems to be a relatively lively interaction taking place between youth organisations and other agencies within the Bloemfontein area. As mentioned above, this is due to the infrastructure available to the youth such as communication and transportation facilities. Geographical proximity also supports the process of networking and interaction.
Most of the groups mentioned that they interact through the establishment of networks and partnerships with other stakeholders such as other youth organisations, the public sector and the PYC. These include activities such as information sharing, exchange programmes and interaction through forums, workshops, seminars and functions etc. Some of the organisations stated that they were interacting with the community as well.

There is a significant difference between the interaction that Bloemfontein has with other agencies and Botshableo. In Botshabelo, two of the organisations stated that no interaction takes place at all. Workshops are the only kind of formal interaction that takes place, whereas informal interaction takes place through other activities.

This raises the question why there is so little interaction between the groups. The reason could possibly be the fact that there is a lack of facilitation by an external agency such as the youth unit.

Compared to the other towns, youth organisations in Thaba Nchu have undertaken a number of initiatives in educating and assisting the community through campaigns and awareness sessions at schools. This correlates with the other finding in Thaba Nchu that human capital is regarded as the most important asset for youth development. Youth organisations in Thaba Nchu therefore, seem to be much more community oriented than similar organisations in Bloemfontein and Botshabelo.

The opinion was, however, also expressed by one of the groups that there is a lack of networking between youth organisations. The interaction is relatively poor due to lack of proper networking/coordinating structures available. It was, therefore, suggested that a local youth forum should be established to undertake the networking of coordinating function. The suggestion is that the MLM should spearhead the formation of such a structure and provide seed capital for its establishment and sustenance. The aim of this structure should be to operate as inclusive as possible to develop and maintain rural/urban balance in youth development.

5.2.2 Perceptions and tolerance towards other cultural groups.

In order to determine the level of involvement and tolerance of youth towards other cultural groups, the participants had to express their opinions about the functioning and activities of youth organisations with members from different cultural groups. This was also done to identify possible sensitivities among groups from different cultural

backgrounds that should be taken into account by the MLM in the formulation and implementation of the youth development policy.

The general trend among participants in all the workshops was that youth should not be seen as a homogeneous group, but rather as a multi-faceted social group that does not necessarily share the same interests and has the same needs. Fundamental similarities are of course to be found amongst the youth, but the differences should be acknowledged.
Participants in the Bloemfontein workshop listed a variety of youth organisations with a high level of cultural diversification between them. One of the groups identified not less than four different cultural groups that they were aware of. In terms of cross-cultural interaction, it was contended that there are a number of different cultural groups that are serving a common purpose but that there are still boundaries between them. It was argued that the MLM could play an essential role in promoting multi-culturalism and to facilitate the process of collaboration between the different groups.

In addition to the above the different working groups in Botshabelo agreed that the initiative to establish interaction between the different cultural groups should be taken by youth organisations themselves.

Youth organisations in Thaba Nchu were of opinion that the differences in cultural and economic backgrounds were caused by historic realities. This explains why the activities of different youth organisations are focused on different issues. Some of them are, for example, recreational and arts focussed while others are more concerned with social and economic evils bedevilling their society e.g. HIV/Aids, poverty eradication, youth unemployment and teenage pregnancies.

5.2.3 Youth living on farms

As indicated in Section 3.2.3 of this Report, data about youth in rural areas was obtained by means of an interview with the National African Farmers Union. From the opinions expressed by members of this Union National African Farmers Union who are in constant contact with farm workers, youth in rural areas are the most marginalized of all youth groups in the area of jurisdiction of the MLM. Due to the geographical dispersion of farms, gaining access to social services such as legal- and health advice, education and counselling is often very difficult.
The provision of basic services to the inhabitants of farming areas in South Africa is still an issue that is the focus point of discussion. The MLM is no exception to this rule. No evidence could, for example be found to be convinced that the MLM has a clear policy in place indicating strategies for dealing with persons living on farms. Adding to this there have been strong population shifts towards the urban areas, which has further shifted the focus of municipalities and other spheres of government on urban areas and has thus increased the extent of marginalisation of farm dwellers.

6. NEEDS TO BE ADDRESSED

The point of departure in every process of public policy formulation is the determination of the needs of the target group.   In local government in South Africa much emphasis is placed on the consultation with target groups as a prerequisite for the relevance and legitimacy of policies.   The guidelines that were developed for the formulation of Integrated Development Plans (IDPs) is one of the best examples in this regard. It is, however, essential to acknowledge the fact that the needs identification process may easily turn into an open invitation to respondents to draw up "wish lists" of what they expect a municipality should do.   More often than never these opinions then become demands by the community and municipalities find it difficult, if not impossible to meet.

For this reason it was decided that the methodology followed for the identification of the needs should include mechanisms that would minimise the "wish list" factor. This was done by ensuring that the needs identification phase reflected some degree of qualification of the needs. For this to happen, the following was done:
- Structured workshops were conducted for representatives of youth organisations in the area of jurisdiction of the MLM.
- Participants were divided into groups and asked to first identify and then, as qualifying mechanisms, discuss the needs from the perspectives of the different organisations and to list the five most important needs in the sequence of importance.
- Groups then had to identify the resources available to them to perform their activities and also what they required in addition to what they have at their disposal.

This methodology provided the necessary checks and balances that were required to determine the validity of the needs listed in the paragraphs below.

The identification of needs to be addressed was undertaken by means of workshops held with youth organisations in the three constituent city and towns of the MLM. The views of the participants in the different meetings are represented in the paragraphs that follow.

In an effort to determine whether any significant trends would be reflected in respect of the needs of youth organisations in the different locations (Bloemfontein, Botshabelo and Thaba Nchu), sufficient evidence was obtained to believe that each location should be treated in accordance with the town-specific needs of youth organisations. This was done by, first of all a classification of the identified needs into three clearly distinguishable categories representing all the different needs. For the purposes of this, the following three categories were identified:

- Financial resources. [1]

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[1] Although financial resources could be listed under support services, it was decided to treat this resource as a separate category. The reason for this decision is the importance and recurrence of this need throughout the workshops. It is important to note that the allocation of different weights to different needs represent the frequency of the issues addressed not compromising the priority of the need.

- Participation in the MLM decision-making processes including issues such as the representation of youth organisations on the MLM Council, decentralized youth units, strengthening of relations, information and consultation.
- Rendering of support services to youth organisations. This category includes needs such as infrastructure, equipment, land, human resources, youth centres and skills training

This prioritising task was undertaken by allocating weights to the different priorities on a scale of five to one (Priority 1 = 5 and priority 5 = 1). By applying the principles of frequency analysis to the three categories of needs, the exercise reflects the figures as set out in Tables1-4 (p.25).

6.1 Needs identified by Youth organisations

Appendix E reflects the comprehensive list of needs, prioritised by youth organisations per city and towns. In the following paragraphs an analysis of these needs will be given.

6.1.1. Youth Organisations in Bloemfontein

A clear trend that emerged in Bloemfontein is the lack of support services by the MLM, which is reflected in the desire for youth friendly legislation and a youth policy. Closely linked to this is access to information that was listed by most organisations as the third important on their prioritised list of needs. This indicates that youth do not know how and where to access information. Finally, it was mentioned that currently some of these organisations do not have a neutral meeting place where they can get together, meet and promote their interests. The need for youth centres as supporting mechanisms was thus expressed.

Connected to this is the need for increased participation and representation in the MLM decision-making processes. Community based planning, involvement in the IDP process and participation in council meetings were all addressed as issues of concern. This indicates that amongst the Bloemfontein youth there is a feeling of exclusion from policy-making processes.

Another need that emerged is that of financial resources. Most organisations in Bloemfontein placed the need for funds as the first priority. However, as can be seen from Table 1, financial support attained the smallest number of cumulative points. This means that although financial support is seen as the most important in most organisations, participation and support services, which represent a number of inter-related needs, were mentioned more often in the workshop.

Table 1: Needs identified in the workshop with youth organisations in Bloemfontein

NEED	BLOEMFONTEIN
Financial resources	15
Participation	21
Support services	21

6.1.2 Youth organisations in Botshabelo

The issue that attained the most support amongst the workshop participants in Botshabelo is the need for infrastructure. This need is constituted by the following two aspects:

- Physical locations such as land, arts centres, theatres and youth centres.
- Office and other equipment in order to function effectively as a youth organisation.

Collectively the important needs that were identified by the Botshabelo groups are skills development, human resources development, and the need for infrastructure (access to land and venues). The issue that attained the second most support is the need for funding and in third position is the issue of development of human resources, training and skills development within youth organisations and the youth in broader context.

As can be concluded from Table 2 below, support services have attained the highest number of cumulative points, which is followed by financial support and then participation. This does not correlate with the findings in the other locations, where financial resources attained the least cumulative points.

Table 2: Needs identified in the workshop with youth organisations in Botshabelo

NEED	BOTSHABELO
Financial resources	13
Participation	9
Support services	49

6.1.3 Youth organisations in Thaba Nchu

The primary priority identified in Thaba Nchu is the need for a decentralised component of the MLM the Thaba Nchu area. One of the major concerns that emerged from the workshops is that the youth of Thaba Nchu is feeling neglected and left out of the decision-making processes that are taking place in Bloemfontein and Botshabelo. This is due to the physical location of Thaba Nchu and its rural character. In addition it was mentioned that in the case of Bothshabelo and Bloemfontein staff members responsible for youth affairs have been appointed, whereas in Thaba Nchu there is no such official. Consequently the primary priority is the increased representation of the Thaba Nchu youth within the activities of the MLM and the fostering of a link between youth organisations and the MLM.

The themes that collectively emerged as the second highest priority in Thaba Nchu are

job creation, skills development, strong leadership and access to information. Similarly to Botshabelo, accessing information and facilities are problem areas. An interesting finding is the need for leadership that was identified by the Thaba Nchu youth. This need was not mentioned in Botshabelo or Bloemfontein. The importance of this should be looked at from the perspective of the limited experience and life skills of youth and the value that guidance of strong leadership could add to their lives. The need for leadership links up within the larger context of the lack of representation and the feeling of being left out of the broader policy and local government framework.

A further issue is that of job creation. Within the declining economy of the Thaba Nchu region, it is difficult for youth to find employment opportunities. The expectation was that this aspect should be relatively high on the list of priorities for youth, but as indicated above, the emphasis remains on the political issue of lack of representation in the MLM.

Access to information and facilities as well as the need for proper leadership are identified as third important. Remarkably in the case of Thaba Nchu, the need for funds was mentioned only once as the primary priority. The figures appearing in Table 3 below confirm these statements.

Table 3: Needs identified in the workshop with youth organisations in Thaba Nchu

NEED	THABA NCHU
Financial resources	5
Participation	23
Support services	35

6.1.4 Summary of needs: Bloemfontein, Botshabelo and Thaba Nchu

From the following Table it is clear that youth organisations regard issues that could be accommodated in the description of support services as the most crucial in terms of formulating a youth development policy. Inclusion of youth organisations in the process of policy making (participation) received the second highest rating, while the availability of financial resources is third in the row of importance

Table 4: Summarised list of needs for Bloemfontein, Botshabelo and Thaba Nchu.

NEED	BLOEMFONTEIN	BOTSHABELO	THABA NCHU	TOTAL
Financial resources	15	13	5	33
Participation	21	9	23	43
Support services	21	49	35	105

6.2 Needs identified by career officials

Participants were requested to identify all the issues that could be related to needs of the

youth in the area of jurisdiction of the MLM. **Appendix F** provides an overview of needs identified by this group. Because of the extensive list of needs identified and in order to rationalise the working arrangements during the workshop it was agreed that the needs be classified into the categories as reflected in Table 5 below.

Table 5: Categorisation of needs.

SUPPORT	PARTICIPATION	FINANCES
1. *Awareness programmes about:* • Culture and heritage • Drugs abuse • HIV/Aids • Child abuse • Moral regeneration • Safety (electricity)	*1. Direct contact between youth and municipality*	*1. Decentralisation of resources*
2. Skills development and training • Capacity building • Skills audit • Talent identification and development • Entrepreneurial skills • Job creation • Environmental education	*2. Public-Private Partnership with SAYC, FSPYC, private organisations and companies*	*2. Procurement policy review*
3. Availability of resources • Land • Recreation facilities • Sports facilities • Fresh market access		
4. Twinning programmes		
5. Impact of IT on youth		

6.2.1 Frequency analysis: Priorities identified by career officials

Career officials were asked to prioritise the needs that they had identified (see **Appendix G** for a list of these priorities). Here it is of significance to note that the nature of the needs identified by this group could also be classified in accordance with the three categories that emanated from the needs identified by the youth organisations. The following Table reflects the frequency of the needs identified by this group of respondents:

Table 6: Frequency analysis of the priorities identified by career officials

Need	Frequency
Support	49
Participation	21
Finances	14

As can be seen from the table above, the most important need as identified by career

officials is support from the MLM to youth. Second most important is the participation of youth in municipal affairs. Finally, the provision of financial resources to youth is mentioned. An important conclusion is that the proportional dispersion of the needs prioritised by the career officials corresponds to the responses attained from the youth organisations.

6.3 Needs identified by school-going youth

The workshop with school-going youth in Mangaung was held on 26 May 2003. The first impression was that the participants had very limited knowledge of the MLM and its functions. It was, therefore, necessary to provide an extensive explanation of the role of the MLM and how this institution could become involved in matters concerning their development. The responses should, therefore, be treated in the spirit of the possible uncertainty and/or misconceptions that, in spite of the explanations, might have been present among some of the respondents.

In order to establish whether major differences would occur between the views of participants from the different cultural groups and the different residential areas, they had to respond to the six pre-determined questions in groups that were formatted on the basis of the school they represented.

The following six questions had to be responded to:
- The first one was aimed at determining the perceptions about the role of the MLM in terms of youth development. Answers to this question, although they varied significantly in terms of specific needs or services that were mentioned, were in almost all cases (39) related to what has been collectively referred to in this Report as support services. Only six instances occurred where the groups expressed opinions about their participation in MLM affairs.
- The second question was about the awareness of school-going youth with regard to MLM activities. Apart from a small number (5) of activities mentioned, the participants were not aware of any other programmes for youth development that were offered by the MLM. Examples of such programmes are road safety instruction, cleaning campaigns, crime prevention events, jazz festivals and the provision of sports facilities.
- Third was the question about the type of developmental activities they would prefer to be involved in after school. Here, sports and cultural activities were in the majority. HIV/Aids awareness activities, Information Technology development, the development of entrepreneurship, community development and outreach activities and volunteering services in social welfare are the other areas they would like to be involved in.
- The responses to question four revealed that, with the exception of five schools, in all the others represented at the workshop, at least one (in one case as many as six) youth organisation was in existence. This is an encouraging factor in terms of mechanisms available to be utilised by the MLM for youth development in schools.

- The perceptions of the participants about other cultural groups were determined by their responses to question five. Here it was not exceptional to receive confirmation about the inequalities in terms of opportunities for development between the former advantaged and the under served areas in Mangaung. On the positive side, however, the positive attitudes of the participants towards building bridges and the establishment of collaboration between the different cultural groups were fascinating trends. The commitment and energy of this group of young people should be explored as a valuable source for youth development in schools.
- Finally the participants were requested to express their opinions about the future. Also in this case there was an overwhelming positive outlook on the future of the youth in South Africa. The reasons for the seven cases where negative opinions were expressed are due to unacceptable rates of poverty and unemployment, the high levels of crime, affirmative action and the fact that "government cares less about people".

Pease see **Appendix H** for a detailed list of responses by school-going youth to the relevant questions.

6.4 Needs of youth living on farms

Compared to the urban youth, rural youth are not organised into formal organisations. They develop loosely formed initiatives such as sports initiatives that are limited to interaction during weekends. The respondents were also not aware of any formal youth organisation such as church organisations, which are aimed specifically at the needs of youth. There is also a surprisingly strong apathy amongst youth in rural areas with regard to party politics.

Youth in rural areas are characterised by lacking education, skills (such as business and farming skills) and guidance. This situation could, amongst others be caused by the poor school attendance of youth on farms. Often schools are located far away and in many instances they are absorbed into the labour market on farms. This leads to youth "outgrowing" their schooling age, which discourages them to attend school with their younger counterparts. One of the roles identified by the Farm Workers Union that the MLM could play in youth development on farms is to act as a facilitator for youth to pursue further education.

Communication channels between the MLM and rural youth could be developed through radio (Radio Lesedi), the distribution of pamphlets and newsletters that focus exclusively on rural youth. Meetings and workshops could be organised with the help of the NAFU. NAFU is also delivering a free newsletter to the inhabitants of rural areas in the Free State.

Currently the youth in rural areas in Mangaung are apparently not aware of the services that the MLM can deliver to youth. The establishment of clear communication channels

between the MLM and the youth in these areas would ensure that the youth become aware of what their rights and obligations are. They should be made aware that "there is a future for youth". Such efforts would have a snow-ball effect in terms of the spreading of information amongst rural youth.

Most of the youth that live in rural areas are not inspired to become commercial farmers themselves due to the slow process of land reform. Some of them are, however, interested in smaller agricultural projects such as the development of broilers, which could be regarded as a short term production business option.

7. ASSETS OF ORGANISATIONS FOR YOUTH DEVELOPMENT

Here the point of departure was to determine what resources were available to youth organisations to address their identified needs (please see Paragraph 4.1). In this context, resources should be understood as physical, financial, human and social capital required by youth organisations to undertake their day to day developmental activities.

As indicated in Section 3.1.7 of this Report, physical capital includes basic infrastructure such as having an office, a vehicle, a computer etc. within youth organisations. Financial capital includes financial resources available to the organisation. Human capital includes skills, knowledge and experience and social capital includes networks with other organisations, government and the private sector.

Because of the dissimilarities with regard to the availability of resources to these organisations in Bloemfontein, Thaba Nchu and Botshabelo, this part will also provide a town specific overview of the resources. See **Appendix J** for a more detailed exposition of the responses with regard to available assets of youth organisations in Thaba Nchu, Bloemfontein and Botshabelo.

7.1 Assets of youth organisations in Bloemfontein

Youth organisations in Bloemfontein seem to be better off than their counterparts in Botshabelo and Thaba Nchu in terms of physical capital. Several youth organisations in Bloemfontein stated that they have sufficient office infrastructure whereas others stated that they have none at all. It seems that the inequality between youth organisations in Bloemfontein is much more pronounced than in Bothshabelo or Thaba Nchu where youth organisations experience more or less the same levels of need.

Human capital is said to exist within most organisations. Similar to Thaba Nchu, human capital is one of the most important assets to youth organisations, but the need for skills-enhancement and capacity building of the groups, however, is eminent.

Most youth organisations state that they have well-established social networks. The following types of networks were identified:

- Networks with government departments.
- Networks with the private sector.
- Networks with NGO's/NPOs.
- Networks with other youth structures and the PYC.

Youth organisations in Bloemfontein have stronger social networks than those in Thaba Nchu. The obvious reason for this is that it is easier to establish networks with other stakeholders who are located geographically proximate. Communications and transportation networks in Bloemfontein also facilitate the process of networking. It is to be noted that the youth organisations develop networks with external agencies rather than with one another. The opinion was, therefore, expressed that youth organisations should be encouraged to interact with one another as well. As mentioned above, an external facilitator such as the MLM could play an important role in the process of interaction between organisations.

7.2 Assets of youth organisations in Botshabelo

Concerning physical capital, some youth organisations do have access to infrastructure that promotes the functioning of their organisation. For example the arts and culture group[2] has access to the Botshabelo Stadium, the so-called "H" Hall, the Nicro Hall and the MPPC to be used as theatres. These facilities are, however, rented out to the organisations at relatively high rates. The rest of the organisations stated that they don't have any physical capital such as offices and computers. Insufficient operational equipment also is a problem and the lack of simple tools such as wheelbarrows, rakes, spades, poultry and seeds in the case of the "environment group", complicates the effective operation of the organisation.

It is interesting to examine the different needs according to the different groups that the Botshableo groups were divided into. Whereas the Arts and Culture group does have access to facilities such as different halls in the area in which to practice, the job creation and skills development groups are in the need for offices and office infrastructure which is more difficult to attain than to rent a hall for a production. The needs of the environmentally oriented group are much simpler. Here the problem is, as mentioned above, the lack of ordinary tools and equipment for agricultural activities.

Some organisations such as those that aim at enhancing the process of job creation require more assistance in terms of skills/human capital development. The needs here are twofold:
- First they need skills and resources as a group in order to operate effectively.
- Secondly they need the skills to transfer their knowledge and experiences to others.

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[2] Because of the large number of participants in this workshop, it was decided to divide them into groups representing arts and culture, job creation, environmental issues and skills development.

One of the most salient problems that emerged in Botshabelo is the lack of financial resources, which are non-existent in almost all of the organisations.

The availability of social capital ranges from having none at all to being relatively well connected to the government departments and other organisations. Most of the organisations did not know of one another before this workshop was conducted and the workshop proceedings enabled them to get to know one another and expand their networks. Similar to Bloemfontein, the organisations tend to develop links with external agencies such as the government.

7.3 Assets of youth organisations in Thaba Nchu

Youth organisations in Thaba Nchu indicated that they had no physical, financial and social resources. Although some limited human resources such as educational and life skills are available, they suffer from a lack of experience in the different functional areas of their organisations. Because of the 'invisibility' of other youth organisations in the area, they find it difficult to interact and share knowledge and skills with similar organisations. The actions taken by the MLM are not aimed at addressing their specific needs and they are not aware of any existing structures that coordinate youth programmes.

As mentioned above, youth organisations in Thaba Nchu stated that they do not have financial or capital resources to their availability. The availability of human capacity and to a lesser extent social capacity is much more pronounced in the area. Human capital seems to be the most important asset in the area on which youth activities are based.

8. RESOURCES REQUIRED BY YOUTH ORGANISATIONS

Following the sustainable livelihoods approach by first determining the assets that are available to youth organisations and then identifying their needs, the participants responded as follows on the question of what resources they need to function effectively:

- In Bloemfontein infrastructure was regarded as the most important resource needed in order to meet the needs of the organisations. It is interesting to note that funding was mentioned in only two of the four groups as a resource needed by them. Much more important are the "soft" issues such as human resource development, the need for a governmental support system and the need for guidance, mentorship and moral support. Communication and accessibility to government were mentioned as critical needs.

- Similar to Bloemfontein, the need for infrastructure in Botshabelo is the most important. Finances were mentioned in three out of four instances. Human capital was also mentioned as an important need along with support systems and

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information on social networks. The latter two are facilitative needs from external agencies, which should ideally be dealt with by the Local Youth Unit. The need for information on social networks confirms that the youth organisations do not know of one another. This could be remedied through the appropriate dissemination of information about youth organisations in Botshabelo.

- Once again the need for infrastructure is high on the priority list of youth organisations in Thaba Nchu whereas financial resources are listed in only two instances. Human resources development in terms of training and skills development and empowerment are regarded as more important than in Botshabelo and Bloemfontein. The need for leadership is also expressed as well as the need to access facilities and networking. These issues are the primary steps that a youth desk of the MLM could fulfil.

(See **Appendix K** for tables with the results in respect of resources required by youth organisations for development).

9. INTERACTION BETWEEN YOUTH ORGANISATIONS AND THE MLM

9.1 Participation of youth organisations in MLM affairs

The level of participation in Bloemfontein is naturally increased due to the proximity of the MLM as an institution. Types of participation mentioned by the groups are invitations from council (e.g. to the African National Congress Youth League) to make inputs with regard to the MLM Cleaner City Campaign and participation in youth development policy workshops. Despite this, approximately 50% of the organisations in Bloemfontein stated that they do not participate in local government affairs at all.

In Botshabelo youth organisations feel frustrated because they do not receive encouraging responses despite their attempts to become more involved in local government affairs.

Youth organisations in Thaba Nchu seem not to be interacting in MLM affairs. The reasons mentioned for this situation are:
- Lack of information and direction form the Local Youth Unit;
- Youth organisations are unable to participate in MLM affairs because there is no MLM structure that is presenting youth programmes in the area;
- Lack of communication from the MLM.
- Lack of involvement and consultation by the MLM; and
- Lack of youth structure/unit located in Thaba Nchu.

9.2 Support from the MLM towards youth organisations

Youth organisations located in Bloemfontein seem to be receiving more support from the MLM than the other areas. The reason for this is the geographical proximity which facilitates service delivery to such organisations. As will be seen in the case of Bothshabelo and even more so in Thaba Nchu, the further away the area is located from the main centre of the MLM the less are services delivered. Some organisations in Bloemfontein, however, stated that support from the MLM has been minimal to such an extent that youth organisations are not aware of supportive activities by the MLM. Examples for the support provided are the provision of materials and equipment for the cleaning of taxi ranks, technical support and information, referral to relevant departments and municipal structures, access to information such as the "NGO's data-base of SMMEs", access to resources and facilitation support to developmental programmes.

Similar to Bloemfontein, some organisations in Botshableo stated that they are not receiving any support at all. The difference between the areas is the level of support rendered. Whereas the support rendered to organisations in Bloemfontein is extensive such as financial support, referral to relevant departments and support of programmes, support in Botshabelo is more limited than in Bloemfontein. Isolated events of interaction between the organisations and the MLM takes place through meetings, workshops and information sharing.

Compared to Botshableo and Bloemfontin, the response in Thaba Nchu was unanimously negative. All of the youth organisations stated that they were not receiving any support from the MLM. One group stated that the MLM did not even let them gain access to municipal facilities such as photocopying and using the municipal community hall. Another group mentioned that the reason for this is lack of transparency in the activities of the MLM. The geographical distance to the MLM, the lack of representation in MLM structures and the fact that Thaba Nchu is (according to youth organisations) seen as a rural area, makes support rendering for the municipality difficult.

9.3 Suggestions made by youth organisations for policy formation

The perceptions of the youth in terms of the future are factors that may have a significant impact on the development and implementation of an effective youth policy. It was, therefore, decided to request the respondents during the workshops to express their opinions about this issue. The findings revealed some surprisingly generic, but also town/city specific opinions.
The issues identified by the different groups showed a clear distinction between two main categories. First is social issues followed by local government specific matters. It should also be noted that the perceptions expressed by the different groups show remarkable similarities with the problems and solutions discussed elsewhere in this document. The perceptions should, however, be looked at as the aspirations/hopes of the youth with regard to the future.

Please see **Appendix L** for a list of suggestions made by youth organisations for addressing the needs as expressed in Section 6 above. The list is included as an Appendix for the reason that all the suggestions formed part of the working documents that were used for the identification of the overall and specific objectives as well as the result areas and activities. Please see Sections 10-13 below.

9.3.1 Comparison of opinions expressed

9.3.1.1 Bloemfontein

Compared to the other areas, the number of social needs in Bloemfontein is quite small. The focus here falls on the involvement in the MLM decision-making processes. Additionally, some of the youth organisations indicated that they suffer from "workshop fatigue". Government officials and consultants held countless workshops with communities and most of them result in no form of feedback to the participants at all. This has motivated youth organisations to state that they would like to see this consultative process initiated by the MLM bears fruit and that the policy is implemented effectively. This point was also confirmed by the identification of a slight uneasiness among some career officials during the workshop and meetings about the numerous workshops on youth development that did not show any result that they are aware of.

9.3.1.2 Botshabelo

The responses by the youth in Botshabelo showed a clear feeling among them that they are cut off from the central policy making mechanism in Bloemfontein. They feel that the process should be decentralised and that youth representatives should be located in each town. Youth in Botshabelo also appealed for fair and equal treatment by the MLM towards youth organisations in outlying areas. They feel that they have been neglected and that youth organisations in Bloemfontein enjoy preferential treatment.

9.3.1.3 Thaba Nchu

Compared to Botshabelo and Bloemfontein, the youth in Thaba Nchu places a high emphasis on the development of social assets within the community. Issues such as the establishment of sports and recreation facilities and community centres, addressing unemployment and safety are high on the agendas of the youth. In addition, youth organisations also place strong emphasis on improved collaboration between the MLM and the youth in that area. Similar to Botshabelo, youth in Thaba Nchu feel neglected and excluded from the central MLM policy making processes. A strong call emerged for the appointment of a staff member as representative of the MLM who could deal with youth matters in Thaba Nchu.

9.4 Perceived role of the MLM in youth development.

9.4.1 Perceptions of youth organisations

Finally, the youth organisations were asked to express their opinions about the role and the function that the MLM could fulfil in their fraternity. The responses have been categorised according to support services to be rendered, the participative role that the MLM should play and the financial needs of youth organisations. Please refer Section to Section 6 above. It is essential to note that responses varied according to the different locations. Please see **Appendix M** for a list of perceptions in this regard.

9.4.2 Perceptions of MLM staff

The MLM staff who participated in the workshops and meetings could be divided into two categories. First is the group of staff members who attended a formal workshop and second is the group of executive managers with who personal interviews/focus group meetings was conducted.

9.4.2.1 Frontline officials and junior- and middle management

Based on the needs that were identified by career officials (see Section 5.2), they were asked to provide suggestions as to how to address the needs that they had identified. These have been categorized according to the focus areas of support, participation and financial support.

Table 7: Suggestions made by career officials.

SUPPORT	PARTICIPATION	FINANCES
Availability of resources and finances:	*Direct contact between youth and MLM:*	*Decentralisation:*
• Youth matters should be included in the budget.	• Youth should include people from rural areas, persons with disabilities and young women.	• Budgets of the Mayor and the Speaker should reflect on youth.
• Affordable and entrepreneurial youth development should be established.	• Making stakeholders aware about different categories of youth.	• Utilise available funds to finance youth projects.
• Facilitate the process to access donors and sponsors for youth development.	• An Office for Youth Affairs should be established with staff and a liaison officer.	• Allocate more funds for youth development.
• Provision for youth in procurement policy.	• Establish two-way traffic between youth and municipality in terms of goods/services provided by youth and by the municipality. E.g. youth could provide a variety of experts from their database.	• Spending from these offices should be biased in favour of the youth.
• Provide discount prices on land for use and ownership for youth.		• Procurement policy requires a thorough review.
• Provide land for recreation.		• Municipality should have a youth procurement policy.
• Free Market system must be implemented that is free form discrimination.	• Appoint designated personnel where youth can raise various	• Empowering procurement unit to review procurement policy
• Underutilised facilities that are		• Decentralisation ties up with participatory budgeting
		• Encourage participatory budgeting

dilapidated should be renovated. • Create more recreational facilities, especially in former resettlement areas. • Formulation of an all-encompassing policy within all departments	needs. • This officer should be marketed and be transparent and have good human relations. • Ensure departmental engagement through youth affairs office. • Implement the findings of this research on developing a youth policy.	
Skills development: • Capacity to facilitate development programmes. • Skills audit: develop a database of qualified youth e.g. by registering with the Department of Labour. • Environmental education: e.g. about dumping, soil erosion and clean city projects. • Develop entrepreneurial opportunities. • Facilitate job creation. • Communicate to youth by means of municipal officials, training, workshops and the media. • Introduced subsidised training and development courses. • Sharpen communication between youth and municipality to identify talents within the youth. • Entrepreneurial promotion of small business by providing affordable sites for businesses.	*Public-Private Partnership:* • Introduce DTI and Agricultural PPPs. Follow MUCPP example of PPP. • Designate an organiser for encouraging and facilitating private companies' involvement. • Identify strategic partners. • Engage with the private sector and design programmes for interaction. • Work closely with Youth Commissions nationally and provincially for common interest (SAYC and FSPYC). • Youth organiser should provide strong links between all stakeholders. • Tap expert inputs from outside the Municipality.	
Awareness programs: • Market youth programmes by means of the media, internet, books, bill boards, banners, posters etc. • Appoint a HIV/Aids coordinator (preferably with a background in health) • Educate youth. • ATTIC should be represented in ward committees to link more to youth. • Liaise with SAPS and the Department of Health to raise drug awareness amongst schools and communities. • Interact with organisations such as NICRO. • Deal with moral regeneration by		

means of the media -create programmes to address awareness of morals e.g. through involving religious leaders. • Safety awareness courses concerning the dangers of electricity should be presented. • Youth volunteers should be recruited for awareness programmes. • Develop and offer train the trainer programmes. • Use existing resources eg organisations such as ATTIC, NICRO.		
Impact of IT on youth: • Make technological mechanisms available the youth. • Highlight the advantages and the disadvantages of IT. • Capacitate youth.		
Twinning programmes: • Encourage international twinning programmes.		

Apart from the suggestions mentioned above, career officials also expressed the following views about structures for youth development in Mangaung:

- The existing Youth Unit in the MLM is regarded as more of a political structure, than a traditional functional/operational component. According to the career officials this could be the reason for the lack of clear policies, but in particular for poor implementation of youth development programmes in the MLM.
- A better alternative to the above could be the establishment of youth units within each directorate from where specific line-functional programmes could be developed and implemented.
- Several of the respondents were in favour of the establishment of an inter-directorate committee as a mechanism for the coordination, monitoring and evaluation of youth development programmes of the different directorates.
- The establishment of a youth council for Mangaung was not met with enthusiasm. Apart from the educational contribution that a youth council can make (only to a limited number of selected youth) the establishment of a youth council would not necessarily be beneficial to the broader youth community.

9.4.2.2 Senior management

Interviews were conducted with senior managers from the different directorates. Because

these interviews were mainly focused at the opinions of respondents about youth development in the future, it was decided to include the findings under this (perceptions) Section and not in the Section that deals with the needs identification (Section 6).

Because of their seniority and their perspectives from their positions as executive managers of the MLM, it was agreed that their inputs should be made on a more personal basis and not in a focus group. Apart from the differences in functional activities, the data collected from the interviewees could be regarded as fairly generic. It was, therefore, decided that it would serve the purpose to consolidate the opinions obtained from the representatives of the different directorates. The findings obtained from these meetings are reflected in the paragraphs below.

Since this Study is the first to be undertaken for the formulation of a youth development policy, it is understandable that no written policy documents on youth development exist within the directorates. The only guidelines that do exist are those set out in the IDP and the service plans within the different directorates. Apart from the Directorate: Strategy and Transformation, where the Local Youth Unit is situated, the interaction between the directorates and youth organisations is limited.

In most of the directorates, the support provided to youth is based on a demand driven approach, which means that the directorates are approached by youth organisations as and when the needs arise. This, for example, is the case where youth organisations with enquiries concerning business plans for entrepreneurial endeavours approach the relevant directorates for assistance. This is a typical example of the first two phenomena of the continuum of youth participation in programmes where youth is seen as "objects" and "recipients" of development.

In general, representatives expressed their commitment to provide support to youth organisations that proof to have viable ideas to become self-sustained. Most of the directorates stated that they do have *ad hoc* projects in place that do not necessarily address youth development directly but in which youth are included. An example of such interaction is the development of an SMME service centre/business advice centre. Here again, these projects are not specifically geared towards youth but rather include youth as group.

Interviewees in all the directorates are in favour of the establishment of a Local Youth Unit. According to them, such a Unit would serve the purpose of being a channelling mechanism for youth matters as well as a coordinating mechanism. Other areas in which the Unit could play an essential role are the development and implementation of monitoring and evaluation mechanisms and the establishment of a data-base of NGOs and youth organisations.

There was also awareness among representatives of the role of the MLM in the process of job creation. This role could be played as potential employer of youth, but also as the facilitator of job opportunities through the line activities of the different directorates.

The issues of possible strengths and weaknesses in terms of capacity and commitment with regard to youth development were also discussed during the interviews. The following opinions were expressed:

Weaknesses
- The shortage of staff.
- Limited budgets and demands about certain performance levels that have to be achieved.
- Lack of recognition of young women and youth with disabilities as groups with special needs.
- Lack of a policy that provide guidance.
- Lack of involvement of ward committees.
- No mechanism in place to put direct focus on youth.
- Shift from being service delivery oriented and reacting to community needs to becoming more developmentally oriented.
- Lack of knowledge about youth within the context of municipal affairs.
- Lack of policy direction with regard to youth development and the absence of a framework for accountability

Strengths
- Determination and commitment towards the implementation of the IDP despite institutional shortcomings.
- Performance levels to be achieved as indicators for success.
- Strategic involvement in provincial and national activities in terms of youth development.
- The fact that the Youth Coordinator of the MLM is a member of the youth community.
- The existence of the Youth Unit and its location in the Office of the Mayor.
- Skills and procurement budget
- Housing is providing important services to leverage economic development
- MLM has identified certain programmes to deal with sectors of the economy, which include youth. The MLM is thus moving into a certain direction to develop youth issues.
- Existing programmes within which youth plays a role.

In ad hoc instances the directorates act as facilitation bodies to assist youth organisations to get access to funding. This is mainly done by referring them to funding agencies such as the Umsobomvu Fund, the Khula Trust and the Tsika Fund. Similar to the support provided by the directorates to youth, this process is also demand driven. In one of the directorates initiatives were taken to develop awareness programmes through workshops in collaboration with the Department of Trade and Industry for SMME training. In addition, two smaller workshops have been held in which youth were informed on SMMEs. With the implementation of the procurement strategy, youth will be given preferential treatment in the selection of tenders. This will encourage entrepreneurship amongst youth.

Despite the fact that youth organisations need support from the municipality, positive achievements of youth organisations should also be acknowledged. Not only would such endeavours comply with the "positive youth development" approach, but also serve as incentives for other youth organisations to achieve success. The following constructive suggestions were made in this regard:

- The publication of achievements of youth organisations that have a proven track record of success.
- Involvement of such youth organisations in procurement procedures.
- Use the achievements of such organisations to serve as case studies for others.
- Use the successful youth organisations to provide guidance to others in an advisory and mentoring capacity.
- Promote increased funding from donors for successful youth organisations
- Provide awards from council for successful youth organisations.

Opinions about the interaction between the different directorates on youth development vary. The establishment of an inter-directorate committee responsible for youth affairs, similar to the existing inter-departmental committee at the Free State Provincial Government was used as an example. Some of the interviewees were in favour of the establishment of such a committee. They suggested that the heads of the directorates should represent them on the committee. Another view was that the role of such a committee should be fulfilled by the Local Youth Unit.

On the question of what the focus areas of the youth policy should be, the following opinions were expressed:

- Literacy and skills development of youth.
- HIV/Aids awareness.
- The explicit inclusion of youth issues in the IDP by looking at what is critical in terms of economic development and determine the niche for youth.
- Youth services should be in line with youth needs.
- Creating opportunities for youth to become more involved in MLM affairs.
- Moral regeneration and reestablishment of hope among youth.
- Entrepreneurship that leads to projects which should become sustainable businesses.
- Sports and recreation.
- Agricultural development in the rural areas.
- Education of youth top become tourist guides.
- Training and development.
- Procurement chain involvement.
- Values must be enshrined in the policy. It has to clearly state what kinds of values the policy is to enshrine and what its aims are.
- Role definitions should be developed clarifying the roles of the different directorates in youth development and indicating what impact the different stakeholders are to make in policy implementation.

The possible establishment of a youth centre was also an issue of discussion. Here it was clear that this is a matter that still needs thorough research before a final decision could be made. Since this was not part of the brief for the Research, a needs analysis and feasibility study for the establishment of such an organisation was not undertaken as part of this Study. It is suggested that further research be undertaken by the MLM to determine this. It became clear during the interviews that there are a variety of views about the location of a youth centre the research should explicitly include a study of the preferences of all the stakeholders in terms of the location of such a centre.

10. PROBLEMS EMINATING FROM THE IDENTIFIED NEEDS

An analysis of the needs expressed by the respondents at the different levels by means of the workshops, focus group meetings and interviews could be categorized in a number of problem areas. The intention here was to identify the needs that showed some similarities with each other and then to form clusters that could be defined as single problem areas. This had to be done in order to start steering the process towards a more holistic and comprehensive overview of the entire field of study. The work that was done here paved the way for a proper analysis of the situation and the subsequent identification, and description of the suggested policy as reflected in Section 11 of this Report. The 16 problem areas (representing 49 identified needs) are the following and have been categorised according to the identified focus groups of support, participation and financial assistance:

Support
- The prevalence of poverty and the lack of opportunities for self sustainability impact negatively on youth development.
- The lack of interaction between youth organisations due to the lack of information about such organisations that could be provided by the MLM.
- The lack of resources (social, physical, financial and human capital) is a hindering factor in respect of the effective functioning of youth organisations.
- The underutilization/poor functioning of existing MLM structures and facilities for the enhancement of youth development.
- Unawareness amongst youth about their rights and obligations as inhabitants of the MLM and as citizens of the Country.
- Absence/inadequacy of integrated youth-specific objectives and progammes within the different MLM directorates.
- Lack of interaction and coordination between the different MLM directorates in terms of youth related issues.
- Lack of educational, skills development and training opportunities that are required by the youth for capacity building.
- Inadequate youth development projects facilitated by the MLM.
- Non-existence of a functional, one-stop facility that could be utilized by the youth for individual and organizational development

Participation

- The lack of interaction between youth organisations due to the lack of information about such organisations that could be provided by the MLM.
- The underutilisation/poor functioning of existing MLM structures and facilities for the enhancement of youth development.
- The non-existence of information sharing between the MLM and youth organisations.
- The feeling of neglect of the youth in the areas outside Bloemfontein i.e. Botshabelo, Thaba Nchu and the rural areas.
- The Lack of inclusion of the youth in MLM policy-making and operational activities.
- The lack of representation of youth in the formal MLM structures.
- Unrealistic expectations by youth organisations concerning the support services that that could be rendered by the MLM.
- Uncertainty about the role definition (in terms of interaction) of the different role players e.g. the Provincial Youth Commission, other spheres of government, MLM directorates and youth organisations.
- Lack of interaction and information sharing between youth organisations and the different MLM directorates.

Finances
- The lack of resources (social, physical, financial and human capital) is a hindering factor in respect of the effective functioning of youth organisations.

11. SUGGESTED POLICY

11.1 Overall objective

To create an environment for local governance in Mangaung that is conducive to sustainable youth development.

11.2 Specific objective

To provide support and participative mechanisms to youth and youth organisations in Mangaung, enabling them to be integrated effectively in economic, social, cultural and spiritual life.

11.3 Critical result areas

A study of the problems referred to in Section 10 above guided the researchers in their efforts to identify critical results that had to be achieved in order to realise the Specific Objective. This was done by consolidating those problems that could be related to a specific result and to formulate the results in such a manner that it could be representative

of the group of problems. Through this process a number of eight critical result areas were identified.

For the purpose of getting a more detailed understanding of the means that should be used to realise the different results, a number of activities per result area were identified. The conspicuous trend here is the clear deviation from a more general or over arching contextualisation (Overall Objective) of the policy to more specific and detailed operational activities to be undertaken for the execution of the policy - a typical trend in any process of strategic planning.

As indicated below, these activities in general show clear commonalities with the problems mentioned in Section 10 of this Report. This methodology did not only provide an opportunity for ensuring that all the problems were dealt with. The list of activities also serves as a mechanism for processes such as the job description for the position of Youth Coordinator and planning for the implementation of the policy. For this kind of operation, the logical step following the identification of activities would be to subdivide each activity into smaller and more detailed sub-activities and to allocate time frames and expenditure to each sub-activity. This, however, is part of the implementation of the policy and has not been undertaken as part of this Study.

The advantage of this approach is furthermore embedded in the fact that each one of the result areas could, as far as implementation is concerned, be dealt with as individual projects. If applied correctly, a Project Management approach would indeed enhance the success rate of the implementation of this policy. Such an approach would also be consistent with the practice in the MLM to implement the IDP on the basis of Project Management principles.

A further analysis of this situation gave rise to the identification of key performance areas for each range of activities per result area. This initiative was taken to ensure that some mechanisms are in place for the enhancement of the processes of monitoring the implementation and the assessment of outcomes at executive management level. Finally, the policy formulation cycle was completed by the identification of key assumptions for the realisation of the results.

11.3.1 Results to be achieved

Result 1
Information sharing mechanisms are established and utilised to the benefit of youth development.

Activities to be performed in order to realise the result
- Collect relevant information of and for youth organisations.
- Develop criteria for the identification of viable and sustainable youth organisations
- Establishment of a youth information base

- Operationalise and market the information base in a youth-user-friendly format
- Frequently update the information-base (O&M).

Key performance indicators for the activities
- Utilisation of information results in youth making informed decisions
- Information is available in electronic and hard-copy format
- Frequency of use of the information
- Update information on a quarterly basis

Assumptions to realise the result effectively
- Youth and youth organisations continue to require information pertaining to their development.
- Continued commitment by the MLM towards information sharing with youth.

Result 2
The youth are adequately represented and integrated in an interactive manner in the structures and activities of the MLM.

Activities to be performed in order to realise the result
- Continued efforts to enhance the integration, representation and interaction of youth in MLM structures.
- Investigate the prospects of the establishment of a youth council for the MLM.
- Involve youth in ward committee structures.
- Involve youth in the IDP formulation and implementation process.
- Establish decentralised structures to the benefit of youth in rural areas.
- Enhance the establishment and facilitate capacity building of youth forums.

Key performance indicators of the activities
- Number of structures in existence for youth involvement in MLM (e.g. youth council, forums, ward representation).
- Quality of impact of structures on the decision-making processes of the MLM.

Assumptions to realise the result effectively
- Youth maintain interest in municipal activities.
- Continued commitment of MLM towards the integration and representation of youth.

Result 3
The roles of all internal stakeholders are clearly defined and guidelines exist for the integration and implementation of youth development strategies.

Activities to be performed in order to realise the result
- Enhance the capacity of the Youth Unit.

- Establish a mechanism for inter-directorate cooperation.
- Integrate youth development as a key priority in the directorate.
- Design guidelines and performance indicators for the implementation of youth strategies in each directorate.
- Design a system for monitoring and evaluation of performances of directorates in terms of youth development

Key performance indicators for the activities
- Reflection of youth activities in the IDP
- Performance outcomes of directorates in terms of youth development are realised.
- Reduction of duplication and conflict between directorates
- Performances of the Youth Unit meet the standards of effectiveness and efficiency.

Assumptions to realise the result effectively
- Directorates are willing and enabled to integrate youth issues into their functional activities.

Result 4
Adequate youth development projects are identified and implemented effectively by the MLM.

Activities to be performed in order to realise the result
- Integration of the youth development into the IDP of the MLM.
- Identify youth-specific projects aimed at supporting youth development.
- Design mechanisms for monitoring and evaluation of youth projects.
- Review youth projects based on monitoring and evaluation outcomes.

Key performance indicators for the activities
- Number of projects identified and implemented effectively.
- Extent of sustainable project outcomes in the long run.
- Number of youth organisations and quality of contributions made by them towards the projects.

Assumptions to realise the result effectively
- Continuous commitment of municipal role players towards projects involving youth as a group with specific needs.
- The existence of sustainable youth organisations.

Result 5
A functional one-stop youth facility is established and provides relevant support services to the youth in all the urban and rural areas in the area of jurisdiction of the MLM.

Activities to be performed in order to realise the result
- Investigation of the viability of the establishment of a youth centre.

Key performance indicators for the activities
- Number of youth organisations/ youth utilising the facility.
- Impact of services and support provided by the facility on youth development.

Assumptions to realise the result effectively
- Continuous utilisation of the facilities by the youth.
- Effective management of the facilities by the MLM.

Result 6
Mechanisms exist to facilitate access for the youth to resources enabling them to undertake youth developmental initiatives.

Activities to be performed in order to realise the result
- Identify organisations and structures that could assist in capacity building of youth and provision of resources for youth initiatives.
- Assist youth organisations to get access to financial, human, physical and social resources by means of developing proposal writing skills.

Key performance indicators for the activities
- Number of youth organisations that have benefited from the referral to resources organisations.
- Degree of sustainability of activities that are supported by external resources.
- Quality of the outcomes of externally supported initiatives.

Assumptions to realise the result effectively
- Continuous utilisation of the mechanisms by the youth.
- Continuous commitment of the funding sector towards youth development projects.
- Continued commitment of the MLM to play the facilitating role in this regard.

Result 7
Educational, training and awareness programmes are established to address the identified capacity needs of youth.

Activities to be performed in order to realise the result
- Identify educational, skills development and awareness needs of youth.
- Facilitate the design and implementation of relevant educational, training, skills development and awareness programmes.

Key performance indicators for the activities
- Number and diversity of training, skills and education provided.
- Levels of awareness created.
- Reflection of the knowledge and skills on the operational activities of youth organisations and the quality of life of individuals.
- Participation of individuals in the economic, social, cultural and spiritual activities.

Assumptions to realise the result effectively
- Continued relevance and provision of educational and awareness programmes.
- Positive responsiveness of the youth towards these programmes.

Result 8
A network between the MLM and external stakeholders is established and impacts favourably on youth development.

Activities to be performed in order to realise the result
- Clarify the roles of government institutions and the MLM with regard to youth development in the spirit of cooperative governance.
- Meetings held on a regular basis between external stakeholders and MLM in order to eliminate unnecessary duplication and promote cooperation concerning youth projects and programmes.

Key performance indicators for the activities
- Impact of the network on youth initiatives within the MLM.
- Frequency of meetings held between the MLM and other government organisations.
- Outcomes of the collaboration between the MLM and external stakeholders.

Assumptions to realise the result effectively
- Continuous interest and commitment of all parties towards youth development by the MLM.

11.3.2 Prioritisation of results

One of the popular questions raised with regard to the different results discussed above, is about the priority status of each one of them. A prioritisation of the results would certainly provide direction to the role players in terms of implementation. Fact, however, is that these results should be looked at as interrelated and interdependent from one another and therefore be treated as a collective set of sub-objectives to be attained in order to achieve the specific objective referred to above. But, as indicated in Section 11.3

above, the further division of the identified activities into sub-activities would require the allocation of time frames and costs to each one of them.

For this purpose it was regarded appropriate to request the participants in the comprehensive youth organisations feedback workshop to prioritise the results. The opinions of the different working groups are contained in **Appendix N.** The analysis of this effort (by means of a frequency analysis) indicates that the sequence of importance/urgency of the results is as follows:

Priority 1
The roles of all internal stakeholders are clearly defined and guidelines exist for the integration and implementation of youth development strategies.

Priority 2
The youth are adequately represented and integrated in an interactive manner in the structures and activities of the MLM.

Priority 3
Information sharing mechanisms are established and utilised to the benefit of youth development.

Priority 4
Educational, training and awareness programmes are established to address the identified capacity needs of youth.

Priority 5
Adequate youth development projects are identified and implemented effectively by the MLM.

Priority 6
A functional one-stop youth facility is established and provides relevant support services to the youth in all the urban and rural areas in the area of jurisdiction of the MLM.

Priority 7
Mechanisms exist to facilitate access for the youth to resources enabling them to undertake youth developmental initiatives.

Priority 8
A network between the MLM and external stakeholders is established and impacts favourably on youth development.

12 IMPLEMENTATION

12.1 Physical and non-physical means

The existing physical facilities of the MLM are regarded as sufficient for the immediate needs with regard to the implementation of this policy. The availability and capacity of these facilities will finally only be determined after a proper survey has been done.

As far as the staff component is concerned, the one permanent staff member of the Local Youth Unit will not be able to undertake the initial phases of the survey in terms of the implementation and the management of the Unit. What will be needed are the services of at least one support staff member. This situation requires funding and strengthening for the interim period. It is suggested that consideration be given to create an additional post of Administrative Officer in the office of the Youth Coordinator. The main task of this person would be to deal with administrative tasks and to have a person available in the office during the absence of the Coordinator.

12.2 Organisation and procedures

In order to establish a sound foundation for the implementation of the youth development policy, it will be managed by the Local Youth Unit in close collaboration with the Executive Directors of the other directorates. The Youth Coordinator will be accountable to the Manager of the Mayor with direct access also to the Office of the Executive Director: Strategy and Transformation.

12.3 Timetable

It is envisaged that the formal implementation of the youth development policy will commence in July 2003. The date of commencement will only be possible if support is given to the Local Youth Unit to improve its institutional capacity through which it will be enabled to increase its output in terms of its facilitation role in rendering support services to youth organisations and to enhance the participation of youth organisations in MLM affairs.

13. FACTORS ENSURING SUSTAINABILITY

13.1 Policy support

Youth development has been recognised by the South African National Government as one of the highest priorities in the transformation of the country. Therefore, there is no doubt that any effort by competent youth development agencies institutions will be

supported by the different spheres of Government as well as all the relevant stakeholders. In this regard, it could be re-affirmed that the Free State Youth Commission has been consulted in the formulation process as the provincial government arm of youth development in the Free State.

13.2 Socio-cultural aspects: Groups with specific needs

Government policy on the issues of representivity, gender equality as well as affirmative action is explicitly supported in the implementation of this policy.

13.3 Institutional and management capacity

The institutional and management capacity of the MLM is regarded as sufficient for the implementation of this policy. This capacity may, however, be expanded as circumstances in terms of workload may dictate.

14. MONITORING AND EVALUATION

14.1 Monitoring indicators

The implementation of this policy will be monitored by the Local Youth Unit in accordance with procedures as determined by the MLM. Performance indicators will be developed out of criteria that are relevant to the policy, but also in accordance with existing legislation and MLM regulations. The expenditures and management systems will also be subject to annual internal and external audits.

14.2 Evaluation

The evaluation of the policy implementation outcomes will be carried out on a continuous basis and in accordance with evaluation systems of the MLM.

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Appendix A: Terms of Reference

TERMS OF REFERENCE

FORMULATION OF A YOUTH DEVELOPMENT POLICY FOR THE MANGAUNG LOCAL MUNICIPALITY

FINAL DRAFT

1. INTRODUCTION

2. GENERAL OBJECTIVES

As a public service provider, the Mangaung Local Municipality (MLM) should meet three basic requirements in order to be regarded as successful. First, its **services should be needs driven.** Second is the **quest for professionalism** in the rendering of services and the third requirement is its role in the **development of communities** in its area of jurisdiction. In order to meet these requirements in terms of youth development, this Study should be undertaken to assess the need and demand for the formulation and implementation of a youth policy. It is envisaged that the Study will **identify all the areas** to be included in the policy process and how such a policy should be managed.

The **main areas** of concern focus on:
- Actions that are to be taken for the identification and analysis of the **needs and expectations** of the youth and youth organisations in the MLM area of jurisdiction;
- The **integration** of the contributions of the different actors in the field of youth development and other related activities in the MLM; and
- How the role of the MLM as a **youth development agency** could be enhanced.

3. SPECIFIC OBJECTIVES

The Study should focus on the following in relation to the formulation and implementation of a youth policy:
- Assessing the current realities with regard to organised youth activities in terms of organisational structures, resources and resource management, empowerment of target groups and other development projects.
- Assessing qualitatively and quantitatively the need for a youth policy with regard to all the areas mentioned above in terms of the new South African realities.
- Designing and developing models for a youth policy formulation.
- Identification of measures to be taken for the enhancement of accountability at all levels.
- Designing a business plan for the suggested organisational structure to be established for dealing with youth matters.

4.   FOCUS AREAS TO BE RESEARCHED

The tasks of the study team are classified in four main categories, i.e.
- **Target group identification and analysis;**
- **Identification and analysis of the needs of the youth and youth organisations; and**
- **Translating the needs into a policy framework.**

The issues to be studied under each one of these categories are mentioned in the following paragraphs.

4.1. Target group identification and analysis
- Study of National and Provincial Governments policies with regard to youth issues.
- Identify and study existing research findings on the topic.

- Identify the different youth organisations in the MLM.
- Determine the nature and scope of activities and role of all the identified youth organisations in the MLM.
- Analyse the findings in terms of the relevance/consistency of current youth activities to government policies.
- Identify the gaps between policy objectives and current youth actions.

4.2. Identification and analysis of the needs of the youth and youth organisations
- Identify the generic and particular needs of the identified youth organisations with regard to the new realities and challenges in the sector.
  - Identify criteria for the determination of target group needs.
  - Identify the criteria for sustainable needs driven youth organisations.
  - Identify alternative ways for the enhancement of sustainable participation by youth organisations in the youth policy process of the MLM.
  - Identify the different methodologies to be followed for the identification and analysis of the needs.

4.3 Translating the needs into a policy framework
- Define the concept 'youth development' in terms the MLM's vision and/or Integrated Development Plan (IDP).
- Identify specific areas, other than normal operational activities, in which youth developmental work could be undertaken.

4.4 Formulation of action plans for the implementation of a youth policy
- Identify the different actors and determine guidelines and criteria for the establishment of collaborative networks in the field of youth development.
- Identify the needs and design the format for change management and institutional transformation in the MLM as well as youth organisations, meeting the needs for liberalisation, democratisation and socialisation in respect of youth development.

5. CHALLENGES
Challenges in the transformation process might be to identify practical solutions for, among others, the following:
- Resistance to change.
- Unrealistic expectations.
- Capacity and willingness of the MLM and the organised youth sector to participate.
- Lack of well designed guidelines and support systems by the different spheres of government.
- Differences of opinion with regard to the roles of the MLM as a "politics driven" institutions and the role of needs driven youth organisations.

6. FACTORS ENSURING SUSTAINABILITY
The following factors should enhance the sustainability of youth policies:
- The identification and implementation of different support mechanisms for the motivation of human resources to participate willingly and constructively.
- The assessment of the potential and willingness of the actors to enhance their participation in collaborative networks.
- The design and development of alternative models (plans of action) for the implementation of youth policies in accordance with the current needs.
- The identification of the time frame needed for support to the MLM in order to ensure the sustainability of the policy process.
- The examination of the time frame and mechanisms for enhancing and sustaining commitment and support for the policy process by all the key actors.
- The assessment of the capacity (in terms of human and financial resources) of the MLM, and youth organisations to sustain the policy process in the long term.
- The assessment of support by other spheres of government.

7. **MANAGEMENT**

The management of the policy process should:

- Be as flexible as possible, while ensuring adequate monitoring and accountability mechanisms;
- Be based on the principles and values of public management as enshrined in the Constitution;
- Reflect the spirit of and deliberate actions for guidance and support to all parties affected by the policy;
- Promote the spirit of mutual trust among all the different actors;
- Be future orientated, which includes a holistic and integrated process of development oriented policy outcomes; and
- Be based on the principles of well-designed strategies.

The management of the policy process also requires a general brief of the role that the different participants will play. The MLM is expected to identify and allocate responsibilities and functions to these participants within the context of development. Essentially, development projects such as the MLM's one on youth policies, are ongoing processes that requires dynamic collaboration and co-ordination. Needless to emphasise the professional commitment that should be demonstrated in the executing of duties by the different role players.

7.1 **The University of the Orange Free State (UOFS) and the Human Sciences Research Council (HSRC)**

The UOFS and the HSRC, through the persons appointed by the MLM, will be to do the following:

- Development of the draft Terms of Reference (ToR) for the process.
- Identification and design of the research methodologies (e.g. questionnaires, workshops and focus group meetings).
- Identification of specialists in the functional field (e.g. field workers and other researchers).
- Co-ordinate the research processes.
- Take responsibility for overall co-ordination of the pool of identified experts (researchers).
- Interpretation and analysis of research findings.
- Translating research findings in a draft Report.
- Monitoring and assessment of the professional contributions by appointed experts to ensure that their contributions are consistent with the objectives set for the entire policy process.
- Ongoing consultation between the external facilitators with the Local Youth Co-ordinator of the MLM to ensure progress on the work and exchange of information and views between the role players. This linkage would ensure that the MLM possesses ownership of the policy process and the possible changes that have to be dealt with.
- Prepare final Report for consideration by the MLM (including monitoring, control and evaluation measures).
- Design of aftercare programme to assess the outcomes of the policy.

8. **PLAN OF WORK**

The MLM has appointed Mr. Vusi Soqaga as the Local Youth Co-ordinator, in the Executive Office. His main task is to design youth policy formulation and implementation plans and to oversee its implementation in accordance with a predetermined time frame.

The external resource persons from the UOFS and the HSRC with knowledge and experience of public policy formulation and implementation as well as a background in youth related research would facilitate the proceedings leading to the actual formulation of the policy.

Mr. Vusi Soqaga, the Local Youth Co-ordinator in the Executive Office of the MLM, with the assistance of the external resource persons are expected to:

- Propose both a methodology and a plan of action to fulfil the ToR;
- Monitor the execution of the different action plans in terms of relevance and the approved budgets;
- Arrange for accessing the available sources of information both internally and, where possible, also externally;

- Determine the timeframes, in collaboration with the other actors, for the completion of the different activities; and
- Monitor and evaluate the results of each individual activity.

9. REPORTING

Reports shall be submitted in two phases:

- The first phase comprises an overview of the current realities as well as recommendations for the policy formulation.
- The second phase comprises the submission of a business plan for the suggested youth development structure.

For all the phases, the external resource persons will undertake the integration of the (different) Report/s into final drafts to be considered by the MLM. This will be followed by the compilation of the final Report.

10. TIME SCHEDULE

It is not possible, at this early stage of the project, to set exact time frames for the completion of work in the different phases. Extensive planning still has to be done in terms of the identification of the different actors and the nature and scope of the tasks allocated to them. Therefore, as interim arrangement, it is suggested that progress Reports by all role players be submitted on a quarterly basis. Once detailed work plans are available, it would be possible to determine the duration of each activity. Available information about the project indicates that the following (minimum) activities should be executed for the two phases:

Phase 1 (formulation of the youth policy)
- Work commences, to include the following:
    - Compilation of the draft ToR.
    - Consideration of the draft ToR by the MLM.
    - Compilation of the final ToR.

- **Planning by the team members in terms of:**
    - Identification of all functional areas in terms of their nature and scope;
    - Identification of the different actors;
    - Inviting proposals, including budgets, financing plans and timeframes from the identified actors;
    - Consideration of proposals by the MLM; and
    - Amendment of proposals and approval by the MLM.

- **Commencement of studies, which include the following:**
    - One week of desk research, including comparative analyses of youth policies, nationally and internationally.
    - Empirical research in the field to identify current realities and the features of the sector.
    - Compilation of Reports as discussion documents.
    - Submission of draft functional area Reports for consideration by the MLM.
    - Review of comments and submission of final Report on the formulation of the youth policy.

PHASE 2 (submission of business plan)
- Design a business plan in accordance with contemporary requirements

9. FINANCIAL ARRANGEMENTS AND IMPLICATIONS

The MLM should please take cognisance of the fact that for the purposes of this brief, work execution has commenced on the 14th of November 2002.

The external resource persons will prepare a budget with regard to their own contributions towards the policy process based on the activities referred to above.

Appendix B: Attendance list for Workshop with youth organisations in Bloemfontein, Botshabelo and Thaba Nchu.

BLOEMFONTEIN

	Name	Organization
1.	Nzimeni Novasi	ANC Youth League
2.	Kobus Smit	NNP Jeugaksie
3.	Dori Moalahi	SAYC
4.	Manini Thulo	FSYCC
5.	Thaisang Lebonp	Mafube
6.	Molotsi Thetele	Mafube
7.	Otto Seleka	Mathaka Youth
8.	France Mthejane	Greater Bloemfontein Youth Coalition
9.	Kgobe Machuisa	Mathaka Youth Organization
10.	Johann Johannes Makitle	Youth Explosion
11.	Meazwe Bosman	Black Consciousness Youth Forum
12.	Thumdinkosi Wawaza	Black Consciousness Youth Forum
13.	Gift Chabane	AYDU
14.	Storey Thulo	FS Anti-Poverty Social Society
15.	Moses Kolokome	Better Mind Academic
16.	Kenalemang Mohale	SASCO
17.	Moipone Hlalele	SASCO
18.	Molapo Angeuna	Youth Explosion
19.	Lekaota Mosala	SASCO
20.	Sincors Skin	Remoho Leratong
21.	Sello More	FSYC
22.	Tumelo Klumisi	Remoho Leratong
23.	Tsuidiso Plaatjies	Remoho Leratong
24.	Lenka Mofokeng	Youth Explosion
25.	Lebogang Melesi	Remoho Leratong
26.	Thapelo Molemo	Levatong
27.	Kgomotso Mugoiwa	Youth Explosion
28.	Moremi Sojane	Mangaung Pregivers Association
29.	Tumelo Skei	Youth Explosion
30.	Teboho Kholoanyane	SASCO

BOTSHABELO

1.	M. Sekaleli	Sedibeng Youth Organization
2.	T. Rakaki	Sediba Youth Organization
3.	P. Mofokeng	Black Star Nurssary
4.	M. Makhalima	Thuto Pele
5.	W. Tsolo	Thuto Pele
6.	T. Pdumo	Dr. Petro Youth Project
7.	A. Mphanya	Ratanang Project
8.	M.E. Pheko	Ratanang Project
9.	T. Lala	ANCYL
10.	M. Nkopane	Methodist Youth Guild
11.	D.F. Hoshoko	Ratanang Refuse
12.	T.J. Molise	T.Y.C.
13.	J.M. Morapedi	Tshwaraganang Youth Club
14.	E.M. Chakalane	Khauhelo
15.	I.K. Thuntshane	Khauhelo K.Y.C.
	Name	**Organization**

16.	T.S. Raseobi	ANCYL
17.	L.D. Mokeki	ANCYL
18.	T.B. Selebali	Tswelopele
19.	B.M. Maqekoane	Tswelopele
20.	D.P. Sefali	F.RYP
21.	S.M. Makume	T.YS.C.
22.	N.I. Khoza	E.R.Y.P
23.	A.M. Mafara	Phedisanang
24.	N.A. Nelane	PYCO
25.	T. Marumo	PYCO
26.	T. Malefane	Sonqoba
27.	P. Theko	Lebohang
28.	M.J. Lemao	Tswellang Y.D.
29.	S.M. Sefuthi	Enterprise Advancement
30.	T.P. Lebatla	Bambanani
31.	F.T. Ramotabo	Tsohang Bohle Youth Service
32.	T.P. Motsoane	Bambanani
33.	K. Mothibe	Ratanang Y.C
34.	W. Ngamlani	Reahola Y.C
35.	A. Raleholela	Boikemelo E. Club
36.	J.P. Maruping	Tswellang Y.D
37.	M.S. Ntuli	Student Development Faundation
38.	T.S. Monyaki	SDF & YOF SA & Mphedijo
39.	P.J. Mahabuke	Mphedijo
40.	N.S. Mohale	Tsohang Bohle Youth Service
41.	M.M. Bofole	Tsohang Bohle Youth Service
42.	S. Rasenop	B.B.S
43.	M.J. Mabena	Youth League
44.	T.V. Thabana	Production Twist Theatre
45.	K.W. Ramakatsa	BOPAC
46.	D.T. Manki	Shining Stars
47.	M.J. Ramohlabi	Shining Stars
48.	S.M. Ntsoeu	Twist Theatre Productions
49.	P.S. Thakheli	Tshwaraganang
50.	K.S. Lencoe	Tshwaraganang
51.	J.N. Zwide	RCBO
52.	K.S. Mutlanyane	RCBO
53.	I. Khoza	ERYP
54.	P. Sefali	ERYP
55.	T.S. Molete	Kutlwano Disable Community Project
56.	M.L. Maina	Boikemelo Enviroment
57.	J.T. Jasong	Boikemelo Enviroment
58.	S.S. Sediane	BCF
59.	M. Pheko	BCF
60.	L. Matlebe	MYC
61.	T. Mphatsoanyane	MYC
62.	Z. Pop	Thusano IIBC
63.	Chakalane	Khauhelo
64.	E.M. Mosholi	FSAAGA

THABA NCHU

1.	T. Moeti	UDP
2.	Terence	CYAA
3.	N. Ntseki	YUPED

4.	P.A. Motaung	Lechabile
5.	K.E. Dimpane	M.E.N
6.	P.P. Mocumi	Tlhabollang
7.	L.I. Monnaruri	Mangaung Enterprise Network
8.	B.M. Radikgomo	ANC YL
9.	O.I. Motlhakane	ANC YL
10.	G.N. Rasiile	ANC YL
11.	N.M. Hulane	AYIAFO
12.	M.I. Dikole	Letlhabile Caitaring
13.	E. Mogapi	SAYED
14.	P.K. Monnaruri	Motlatla Fencing Making
15.	S.M. Mothibi	AYIAFO
16.	T.S. Diboka	AYIAFO
17.	T. Tekete	ANC YL
18.	G. Theepe	ANC YL
19.	M. Violet	ANC YL
20.	T. Mochoari	ANC YL
21.	L. Hash	ANC YL
22.	B. Makglemele	ANC YL
23.	T.L. Leeuw	ANC YL
24.	K. Sebui	Emaoitirele S.M.S
25.	G.S. Finger	STLCYL
26.	M.F. Thipe	UBUNTU
27.	T. Moetsi	UBUNTU
28.	I. Matlhoko	Kliptonmanix
29.	N. Soato	SAYED
30.	P. Moholo	Kliptonmanix

Appendix C: Attendance list for Workshop with school-going youth.

NAME	ORGANISATION	TEL
Seemahale Zennith	Senakangwedi Section	051 – 532 4225
Ntlororo Lucy	Senakangwedi Section	051 – 532 4225
Zale Elisa	Raomang Int	051 – 532 1725
Moteaphala Johannes	Raomang Int	051 – 532 1725
Motsie Johannes	Raomang Int	051 – 532 1725
Choane M.A. (TLO)	Raomang Int	051 – 532 1725
Mefane K	Sehunelo Section	
Kgwadi Mphonyana	Sehunelo Section	
Galela Dipuo	Sehunelo Section	
Alice Mokhotu	Sankatane Int	
Godfrey Mokgwera	Sankatane Int	
Mabote Matsuidisa	Tlohisang	051 – 532 1604
Mutheia Nkulureko	Tlohisang	051 – 532 1604
Raleting Motlatsi	Phallang	051 – 532 0796
Mvuka Nthabiseng	Phallang	051 – 532 0796
Kamohelo Qhasi Daniel	Amohelang	
Nomsa Malako	Amohelang	
Nhlamele Dieketseng	Amohelang	
Seguthi Nnuku	Rajihlile	051 – 532 0201
Mokejane Paleso	Rajihlile	051 – 532 0201
Monwasbisi Futshane	Commtech	051 – 435 5735
Anele Mthiya	Commtech	051 – 435 5735
Fothoane Ellen	Lenyora La Thuto	051 – 534 1697
Matlakala Thabang	Lenyora La Thuto	051 – 534 1697
Letebele Teboho	Moemedi	051 – 435 2183
Matwa Nozibuze	Moemedi	051 – 435 2183
Mereki Maruping	Moemedi	051 – 435 2183
Lekoro Mamello	Moemedi	051 – 435 2183
Masetlogelo Sotlogelo	Rutanang	051 – 435 2183
Ntsane Lekone	Rutanang	051 – 435 2183
Pitso Thabo	Tsoseletso	051 – 432 9949
Khiba Mosidi	Tsoseletso	051 – 432 9949
Montsi Nthabeleng	Tsoseletso	051 – 432 9949
Mosiamedi Tholang	Lekhulong	051 – 435 2365
Ningiza Boniswa	Lekhulong	051 – 435 2365
Khutlang Matebello	Lekhulong	051 – 435 2365
Mosese Motsamai	Lekhulong	051 – 435 2365
Lara Grobler	Eunice	
Ashleigh Moolman	Eunice	
Lorraine Odendaal	Eunice	
Moshou Amelele	Lenole	051 – 532 0222
Mahlanoko Granny	Lenole	051 – 532 0222
Retshedisitswe Kgomo	Kagisho High	
Collen Rustoff	Kagisho High	
Precious Gude	Navalsig High School	051 – 447 1351
James Hill	Navalsig High School	051 – 447 1351
Nomsa Mazibuko	Phano Int School	
Petunia Molelengoane	Phano Int School	
Tsoeu Motela	Mahlolhonolo Int School	
Motho Alfred	Mahlolhonolo Int School	
Ntswaki Toatsi	Mahlolhonolo Int School	

Mafurika	Lereko	
Moeketsi	Lereko	
Nakedi	Lereko	
Rakako	Lereko	
Jones July	Setjhapa se Maketse High	
Kefuwe Masoetsa	Setjhapa se Maketse High	
Tsietsi Masuza	Setjhapa se Maketse High	
Zipho Nkala	Ntemoseng SSS	051 – 534 3943
Tshangezitho Bennett	Ntemoseng SSS	051 – 534 3943
Juliaana Faba	Kgauho SS	051 – 532 1413
Thandeka Mgoqi	Kgauho SS	051 – 532 1413

Appendix D: Attendance list of workshop held with the career officials

Name	Department	Position	Telephone number/Cell number	E-mail
J.S. Khoale	Finance	Snr Acc Officer	405 8333	Tes39@BFNcouncil.co.za
M. Opperman	Finance	Asst. Rek Officer	405 8714	Tes31@BFNcouncil.co.za
S. Taje	Econ Development and Planning	Snr Admin Officer	405 8526	Uph5@BFNcouncil.co.za
D. E. Seitheisho	Medical officer of Health		405 8530	genees32@civic.FS172.co.za
M. Mahao	Econ Development and Planning	Town Planner	405 8523	Beplan8@civic.FS172.co.za
K. N. Maysiens	Corporate Services		405 8553	Voor2@civic.FS172.co.za
Z. I. Hobe	Health	Driver	405 8183	
Tefo Hlalele	Infrastructure service	Driver	405 8183	
B. Mahlanyane	Econ Development and Planning	Snr TP Assistant	405 8392	Beplan10@civic.FS172.co.za
M.A. Thekiso	Econ Development and Planning	Jnr TP Assistant	405 8376	Beplan11@civic.FS172.co.za
D. Tau	Personnel	Word Processor	405 8550	Benut1@civic.FS172.co.za
M.P.Mothoung	Medical Officer of Health	Active Senior ???	434 1201	
A.C. Le Grange	BFN Electricity	Engineering assistant	534 4151	alegrange@be.mangaung.co.za
T.S. Leeuw	BFN Electricity	Electrician	082 7200 258	
Oupa Sesing	Disaster Management	Assistant organiser	072 470 5460	oupa@mangaung.co.za
Thame Dick	Corporate Services	Assistant controller of stores	073 1423 957	lucas@mangaung.co.za

Appendix E: Prioritised needs identified by youth organisations

Bloemfontein
Priority 1
- Funds
- Financial resources
- Financial resources
- Youth friendly legislation

Priority 2
- Human resource sustainability
- Youth centres
- Participation in decision making in council access to policy-making and involvement in IDP process
- Skills development

Priority 3
- Information accessibility and involvement in IDP process
- Access and information
- Access to information
- Involvement in IDP

Priority 4
- Participation in Council meeting
- Support of the establishment of cooperatives
- Youth centres, administrative support, infrastructure, other assistance
- Consultation

Priority 5
- Develop a youth policy
- Involvement of youth in Community Based Planning
- Consultation; need to be informed on how to participate; youth involvement in CBP
- Health oriented programme

Botshabelo
Priority 1
- Obtain permission from the MLM to utilise local venues free as theatre groups
- Training
- Human resources development
- Land for building and any matter
- Capacity building

Priority 2
- Financial assistance
- Secure land and shelter
- Money
- Funding
- Youth Service centre

Priority 3
- Art centre (for info and resource base)
- Capital
- Infrastructure
- Skills and training – Centres

- Equipment

Priority 4
- Theatre
- Municipal infrastructure
- Equipment
- Equipment
- Funding

Thaba Nchu
Priority 1
- Representative of the youth within MLM
- Local Youth Unit (Thaba Nchu)
- Link between TN and MLM on daily basis need closer interaction
- Local youth unit (office)/Representative is need for information transparency. Strengthen the relations between MLM and T/Nchu youth. Access to facilities.
- Financial resources

Priority 2
- Skills development strategies
- Job creation
- Need strong leadership
- Need youth driven programmes/process which will lead to job creations
- Information

Priority 3
- Information centre
- Access to present facilities
- Need youth drivers programmes
- Strong leadership will be needed
- Access to facilities and resources

Priority 4
- Job creation
- Skills development of youth organisations
- There is no representative offices in TN
- Job/skills -creation for the youth (they should support (financially) projects initiated by the youths). Financial resources needed.
- Local representation (youth)

Priority 5
- Need a local link and regional link
- Need strong leadership, transparency
- Development of infrastructure
- Skills development are needed (resources and facilities)
- Skills development

Appendix F: List of needs identified during career officials workshop

Needs identified
- Inform youth about HIV/Aids.
- Direct contact between youth and municipal officials is needed.
- Creating opportunities of training and skills development for youth accredited by SAQA.
- Interdepartmental cooperation handled by the municipality in terms of skills development.
- Coordination by one department but input by other departments.
- Development of entrepreneurial skills which leads to job creation.
- Making land available to youth.
- Need affordable selling prices to increase access to land.
- Control and education about drugs.
- Discover and develop talents: need
- Head hunting of youth for entry-level positions in municipalities.
- Need to consider disabled youth as well as empowerment.
- Public-Private partnerships: private businesses should be involved in developing youth.
- Electricity awareness: safety measures.
- Sports facilities and recreation facilities: the municipality can greatly input on providing these facilities.
- Need a clean environment and environmental education.
- Capacity building from a procurement point of view e.g. SETA is providing free training to entrepreneurs. Need partnerships between municipalities and training institutions.
- Partnerships with SAYC and Youth Commissions.
- Review procurement policies.
- Municipality must make fresh produce markets accessible to youth.
- Moral regeneration programme.
- Decentralisation of public funds.
- Skills audit.
- Twinning programmes: e.g. BFN and Germany exchange programmes.
- IT impact on youth development.
- Need a marketing strategy in the municipality.
- Child abuse.
- Inform youth about culture and heritage e.g. lobola. Identify cultural differences and respect, tolerance and understanding cultural differences.

Appendix G: Prioritised needs by career officials

PRIORITIES GROUP 1	PRIORITIES GROUP 2	PRIORITIES GROUP 3
1. Finances	1. Skills development	1. Skills development
2. Partnerships	2. Awareness programmes	2. Availability of resources
3. Awareness programmes	3. Finances	3. Direct contact with MLM-youth
4. Skills development	4. Twinning programmes	4. Finance
5. Contact between youth and municipalities	5. Contact between youth and municipality	5.Awareness programmes
6. Impact of IT on youth	6. Partnerships	6. Twinning programmes
7. Twinning programmes	7. Impact of IT on youth	7. Impact of IT on youth
	8. Availability of and accessibility to resources	
	9. Youth should include people from rural areas, persons with disabilities and young women	

Appendix H: List of responses by school-going youth to relevant questions

What do you think is the role of the Mangaung Local municipality in terms of youth development?	Are you aware of any youth development activities/opportunities initiated by the Mangaung Local Municipality for school going youth (e.g. youth programmes during school holidays)? If you are aware of such events, please indicate how you got to know about that
It is only supporting us with sports grounds for schools sports. Otherwise nothing else is being done for us	NA
Cleaning projects Aids awareness Organisation of festivities	Awareness of developmental activities. (Not specified what activities). Information is communicated through television, radio, community announcements.
Facilitate youth participation in the MLM Awareness campaigns for drug abuse and HIV/Aids	Awareness of some developmental activities. (Not specified what activities). The learners are not always aware of them as they are conducted at teachers/principals levels. Need to involve learners more.
MLM lacks involvement in the locations and lack of responsiveness toward communities.	Awareness of developmental activities. (Not specified what activities). Lack of responsiveness from MLM concerning financial contributions to youth organisations.
MLM seen as a developmental catalyst and youth related activity facilitator	None
Clean the school yard: sanitation Creation of sports and cultural facilities at the school	Awareness of developmental activities: Crime awareness sessions within communities. Activities during the school holidays (not specified).
Creation of variety of sporting facilities to accommodate various interest groups Distribution of information about religion, culture, and moral society Availability of information concerning leadership, skills, safety and security. Make the information available in different languages	Nothing has been done by the MLM for school-going youth in this school
Provision of sporting facilities with access to all interest groups. Provision of youth with motivational speakers and qualified sports trainers to attract and motivate youth and arouse interest in sport.	Love Life initiative over the radio
MLM should be a people' oriented institution assisting in the development of peoples' self-esteem as individuals and in groups.	Provision of activities to prevent the youth from criminal activities
Cleaning services.	No municipality related activities. There are however school related activities
MLM should assist in the development of the environment, job creation and to provide everyone "about things needed". MLM should provide assistance to the unemployed through projects and help them with tax.	None by MLM but internal school sporting activities
MLM's role should be in building	Awareness of activities by the MLM (not specified)

youths future/ as the future generation with creativity Provision of information about what is happening in their environment MLM should promote appreciation for South Africa and in order to make it a better place to live in	
MLM should provide sports facilities MLM should also provide free electricity and water since there are unemployed people in Mangaung	None
MLM provides housing and environmental cleaning activities, sanitation and road tarring	None from the MLM. The functions of a local Municipality is were discussed at school
MLM should develop sporting facilities MLM should create places of interest in townships to prevent youth having to cover for the expenses of going to town MLM should improve libraries in terms of technology and books	None
MLM should provide libraries, recreational facilities (parks) and adequate police services in order to protect the youth MLM should also provide adequate sporting facilities	None
MLM neglects rural areas: urban areas are provided with resources, whereas rural areas are not. The ratios according to which the urban areas are serviced are higher than the ones according to which the rural areas attain services	Provision of sports centre, love life, information services on relationships and sexual relationships as well as pregnancy
MLM should employ youth and cultivate a culture of "working for money" and thus preventing criminal activities	MLM provides youth with road signs to enable co-learners to cross the road safely
MLM should develop job-related youth projects in order to promote working experience and career counselling MLM should construct libraries, youth centres for computer and sports activities in order to avoid youth getting involved in crime	None
MLM should organise youth and initiate programmes such as constructing recreational facilities to avoid criminal activities MLM should help in the overall development of youth as the future generation	None
MLM should facilitate events like the sports against crime activities.	Teachers went to a workshop for youth enterprise society and gave the learners feedback on it. A social welfare consultant provided the learners with information on

	how to form a crime prevention community
MLM should reach out to school-going youth in terms of after-school activities	Mangaung Sports Centre
MLM should provide sports grounds	The MLM provides youth organisations during the Public Holidays and youth activities during the week
MLM does provide basic services such as water, sporting activities and cleaning projects but MLM should assist youth with bursaries in order to enable higher learning	The MLM provided the school with a cleaning campaign that was held during the holidays. The event was announced by the local youth league and the MLM provided the infrastructure (e.g. speakers etc)
MLM should Organise the youth to take part in clean-up operations, drug awareness campaigns and crime prevention Ensure the educational and physical development of the youth Promote leadership and encourage the use of individual talents amongst the youth MLM should develop a youth newspaper, which is run by the youth and which distributes to the youth MLM should organise more seminars or young leaders to improve their leadership skills in the individual schools	A community clean-up day that was organised by the Nature Conservation club of the school and the MLM
MLM must provide for halls and facilities for sporting facilities, it must provide parks and it must provide electricity.	None at the schools. Are aware of development activities in the community but no participation.
MLM should provide incentive schemes to schools in order to uplift the standard of education	MLM provided the school with a swimming pool .
MLM should provide sport facilities organise workshops that will be motivational and leadership oriented	None. Only interacted with the Technikon Free State
MLM should provide seminars to educate youth about the city of Bloemfontein. MLM should also provide for opportunities for youth groups to interact with one another and it should arrange additional educational courses during the holidays for matric pupils.	Maeufe
MLM should provide for a clean and safe city	None
MLM should provide cleaning services to the community	MUCCP organises sporting activities, Love Life and provide informational sessions at the schools to inform them about their activities and their importance
MLM should provide for more youth clubs where youth can get together and share experiences MLM should ensure that youth is taught about Love-life and drug abuse	None

MLM should motivate youth and help them in achieving their goals MLM should promote entrepreneurship: Teach youth not to be the job seekers but the job producers	Cleaning project at the school in 2002
MLM should provide more education concerning the environment such as cleaning the environment and the prevention of veldt fires	Cleaning the environment, plant care and literacy programmes amongst youth during school time and school holidays
MLM should provide for transport to and from schools for under-privileged youth in the townships and city. Creation of a multi-cultural club to enhance social interaction MLM should reconsider re-implementing .22 shooting practice as it promotes discipline and self-control whereas other sports activities promote aggression.	Annual bridge-building workshop held recently
MLM should Improve sports centres Provide financial resources for self-initiated projects Involve the youth in community projects Integrate morals and values.	Macufe and jazz festivals

What are the kind of developmental activities that you would like to participate in after school?	Are you a member of any youth organisation? Please provide a brief description of what your organisation/s activities are all about
Chess and Debating	NA
Singing, soccer, rugby, chess	Youth organisation: choir, promotion of drug awareness, sexual awareness and Aids awareness.
Volunteer in participating in drug and Aids awareness programmes	Youth organisation deals with improvement of the schools outputs and effectiveness (e.g. through motivating learners to do their school work
Sporting facilities (soccer and netball) Cleaning service	Youth organisation deals with sporting activities and music (drums)
Sports and cultural activities	Youth organisation deals with sporting activities, youth protection (abuse etc)
Sports and cultural activities	Youth organisation deals with outreach initiatives to other youth and organise them in terms of drug abuse and crime
Sports activities and development of an information centre pertaining to youth development activities.	Youth organisation: Love Life Youth Development Centre: deals with activities such as leadership skills and sporting activities.
Sports activities in township schools Cultural activities between different races to reduce racism Creation of youth clubs within schools that are conducted by the municipality Provide schools with counselling classes for learners	Youth organisation: Sehunelo Prosperity Youth Club: hosts motivational seminars and empowerment of learners in their educational status and extra-mural activities.
Sports and cultural activities	Youth organisation deals with organisation of activities and discussions

Sports, IT (computer) and cultural activities.	Youth organisation Part of RCL: involvement in controlling co-learners to be quiet
IT development	Not involved in youth organisations but would like to be involved
Creation of a debating society that will enable confidence and self-esteem as well as communication and negotiation skills	Youth organisation: debating team in which the youth learn communication and negotiation skill eg speak about social issues such as high pregnancy rates, drug abuse and STDs
Sport activities	Youth organisation: Symphony Youth Programme: choral music.
Charity groups	Youth organisation: Charity group: provision of clothes, food, the avoidance of crime and teach them literacy and numeric skills
Community Building projects ANC youth league Aids Awareness campaigns Sports facilities	Youth organisations: COSAS: Building self-esteem, being a public speaker, socializing with other people and the advancement in terms of politics Church organisations: Spiritual motivation of youth, promotion of self-confidence and encourage the spread of Gods word
Sports and cultural activities	No organisation but learners grow and sell vegetables at the schools
Sports activities, love life, debate, church activities	Youth organisation: Debating that enables exchanging opinions and views and encourages researching a debated topic
Cultural and sports activities	None
Cleaning the environment projects and vegetable gardening for the community	Ikganheleng Youth Guild: Main aim is to help poor families with water provision, buying food and paying with them on a weekly basis
Sport and cultural activities, HIV/Aids awareness, awareness by the MLM of the youth activities	Youth organisation: Love Life: Develops skills, knowledge and abilities with the main objective being to keep youth off the streets.
Promotion of the youth enterprise society and crime prevention within the community	Youth enterprise activity is about developing business ideas and developing business skills Crime prevention community where the idea is to eliminate the high rate of crime in the environment
Development of a local radio station that would be hosted by the youth	Youth organisation: Youth enterprise society: business and entrepreneurship oriented
Participate in the labour market and "be an educator"	Youth organisation: Love Life: education of youth about HIV/Aids and advice on right and wrong choices in life
Create debating society and awareness campaigns about youth health issues	Youth organisation deals with HIV/Aids and drug awareness. Also provide assistance to the elderly such as cleaning their houses.
A programme that encourages the youth to partake in sport and cultural activities, which will help to curb crime and create a well-balanced social structure amongst the youth Development of a youth organisation that is comprised of representatives from different cultures in order to promote unity, tolerance and understanding amongst youth towards other cultures and thus promote the South African Culture	Youth organisations: Youth Guild: church organisation YFU: Youth for Understanding: International Student Exchange TADA: Teenagers Against Drug Abuse: Anti-drug operations SCO: Student Christian Organisation: Charity work and visiting hospitals Nature Conservation: Promote awareness in natural resources and protect the fauna and flora
Development of youth clubs, cultural and sport activities, HIV/Aids awareness. The aim would be to be anti-crime and to explore the African culture	Youth organisation: New Age organisation: activities are centred around cleaning the environment
Would like to participate in organisations such as the ANCYL, Love Life etc	Youth organisations: debating organisations where issues are discussed that affect the youth
Sports and cultural activities and debating	Youth organisation: Love Life: Motivation of youth and giving of advice
Community development and outreach programmes for the disadvantaged	Youth organisation: Sanca committee: raise money for "Drug and Alcohol abuse" centres

	Interact club: raise money for charity (Jean Webber Home) Eunice Matric Leadership Projects: visiting hospital patients and disadvantaged schools Organise cultural assemblies where pupils get exposed to different cultures RCL projects include a tutoring system where Grade 12 learners tutor younger students Numerous sports, musical and cultural groups.
Sports activities	None
Cultural and sports activities Voluntary services such as cleaning of recreational facilities and recycling activities	Youth organisation: Musical organisation: perform at events such as weddings, concerts and traditional events. Purpose of the organisation is to contribute to the community
Community youth clubs Aids clubs Extra mural activities at schools	Youth organisation: Love Life Youth Centre: deals mainly with sex education and life in general such as peer pressure and taking responsibility for one's own life. Also includes computer lessons
After school classes (in order to "emphasise some activities done in the classrooms") Sports activities Youth society facilities e.g. love life games	Youth Enterprise Society: Youth organisation deals with job creation and financial management
Cleaning the environment, literacy programmes at libraries (to teach other people how to read) and home-work programmes with friends	Youth organisation is about dealing with child abuse and helping child abuse victims
Sporting and cultural activities.	Youth organisation: religious organisation. Aims at uniting and reaching out to the youth of the community
Sport activities, adult literacy campaign, be involved in cleaning projects of the city, bake bread for less-privileged and farm with chickens	Youth organisation: church organisation: establish an integrated network of outreach ministries in the greater Bloemfontein to evangelise the community Train and send out members as missionaries and develop satellite churches nationally and internationally in order to establish Christian morals and values in the community

What are your perceptions about other cultural groups and their youth activities?	What do you think about the future in terms of opportunities to participate in the labour market?
NA	NA
No problems with other cultural groups	Positive vision for the future: participation in order to ensure a bright future
Municipality should make inputs towards successful youth development.	Positive vision for the future. Future could be enhanced if municipality would contribute to schools functioning
No comment	Positive vision for the future ito opportunities and entrepreneurship
Awareness of cultural diversion	Positive vision for the future: access to institutions of higher education and job opportunities
Promotion of cultural understanding between whites and blacks in order to foster the new South Africa	Positive vision for the future: education is key to success and job opportunities to be created in the government sphere
Better opportunities for students in the traditionally white areas (due to support from large companies) than in the black areas. Support delivered to white schools	Promotion through further education or the initiation of a community project to support the elderly, blind and cleaning the streets

provides them with better opportunities	
Groups from the previously advantaged areas have better access to resources than those in previously disadvantaged areas who are struggling financially. The municipality is supposed to support those organisations that are in need	Procurement policy by the Municipality towards youth: provision of tenders by the municipality to the youth who are qualified. Retrenchment of old workers in order to provide youth with job opportunities
Awareness of diversity between cultural groups: traditional African activities and culturally creative activities such as singing	Information about job opportunities by means of information systems and access to computers
Lack of communication between youth in advantaged and disadvantaged areas	Poverty within society is blamed on government as "government cares less about people"
Awareness of difference between rural and urban youth	Future lies in the creation of a safe labour market in terms of crime prevention and provision of security
Different cultural groups' inputs are necessary and help in developing cultural unity	Foresees bright future with many opportunities: higher education and creative and career oriented thinking is necessary
Cultural groups are a waste of time since they don't get any funding from municipalities	Pessimism concerning the future: high unemployment rate and lack of funds/bursaries
Awareness of different cultural groups that pursue different activities such as dancing in comparison with groups that like "drinking traditional beer"	Creation of own business and be part of agriculture activities
Previously advantaged groups are more advantaged in terms of resources and infrastructure than the previously disadvantaged groups.	Positive vision for the future: Job opportunities in the tourism market
Positive perception of cultural groups in own school	Positive vision for the future: youth as "leaders of tomorrow"
Perception of Love Life as a cultural group that provides education and awareness on the consequences and implications of sexual relationships.	Provision of bursaries to successful learners in order to attend higher education institutions which will decrease the rate to unemployment in the long run.
Positive perception of cultural groups to promote cultural and sporting activities.	Uncertain outlook on the future due to lack of employment opportunities for parents.
Cultural groups should be motivated to keep their activities going and help each other to attain their goals.	Stop privatisation of government. Private companies are slowing down the unemployment process
Cultural activities are a means to expression for youth. Cultural groups are also seen as a way of education about cultural activities	Attainment of higher education and seeking jobs outside South Africa since job-opportunities are scarce, despite people being skilled
Cultural groups are promoted but need courage and motivation	No comment
Cultural groups act as a unifying force amongst youth in that they occupy them after school and keep them from participating in criminal activities	Positive vision for the future: Opportunities are there, they just have to be realised by the youth
Unemployed are seen as a cultural group who are involved in criminal activities.	Positive vision for the future but not in SA: finding work outside South Africa.
Support for the cultural groups is needed from the municipality	Positive vision for the future as long as get support from the municipality
Cultural groups cater for their specific	Dream is to work oversees but that depends on individual career

cultures only and that very few organisations/ groups are open to diverse cultures	choices
Difference between rural and urban youth: the latter has easier access to resources which makes it easier for them to realise their talent, while in the rural areas, resources are lacking which makes it difficult for them to realise their talents	Pessimistic outlook on the future: drug abuse, lack of employment opportunities and lack of financial resources prevents higher education. "There is no future in South Africa"
Advancement of certain cultural groups in comparison to others: unequal distribution of resources, access to facilities etc. MLM should attempt at balancing out these inequalities	Future depends on the improvement of skills and talents of the youth that should be initiated by the MLM
Cultural groups keep youth busy in that they occupy them after school and keep them from participating in criminal activities	Positive vision for the future since companies are offering bursaries to learners
Despite tolerance and lack of prejudice amongst different cultures, lack of exposure to people from the disadvantaged areas	Pessimistic outlook on the future: Future looks bleak except for the very talented and cannot rely on government posts
Different groups and cultural activities	Positive outlook on the future: the future will improve for the youth.
Difference in allocation of resources between different cultural groups	Positive outlook on the future: opportunities are developing and there will be labour for everyone in the future
Cultural groups are important and traditional customs should be upheld. Some cultural groups, however, oppress the rights and responsibilities of their youth	Pessimistic outlook on the future of youth due to high unemployment rate and the corresponding crime and HIV/Aids. Job opportunities will thus be sought outside South Africa
Cultural groups motivate youth and are examples to other youth	Positive outlook on the future: projects that motivate youth to challenge life and taking on opportunities
Respect for different cultures	Positive vision for the future in South Africa
Not very many inter-cultural activities.	Affirmative action seen as reversed racism. Everyone should have an equal chance and be chosen according to their qualifications and merit
No comment	Positive vision for the future: SA is experiencing a revolution of which the youth is the new generation

Appendix J: Assets available for youth development within youth organisations in Mangaung.

Table 1. Resources available to youth organisations in Bloemfontein

Physical capital	Financial capital	Human capital	Social capital
Some organisations have access to offices whereas others do not	Several organisations have financial programmes but lack funding. Exceptions: Funds attained from the municipality	Majority of organisations have human capital. [3]	Networks with: - Government - NGO's and NPO's - Private companies - Youth structures and youth commission

Table 2. Resources available to youth organisations in Botshabelo

Physical capi tal	Financial capital	Human capital	Social capital
Some organisations have access to premises but do not have their own offices	None	Half of the organisations stated that they do have human capital[4]; the other half stated that they do not have any	Networks with: - Local government - IDP desk - Social Development - Dept of Agriculture - Capacity building with organisations Most of the organisations state that they have established networks

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[3] Examples of human capital mentioned are volunteerism, networking and semi-skilled expertise.
[4] Human capital mentioned includes excellent skills, knowledge and experience in the arts and culture field, organisation of activities and initiation of organisations.

Table 3. Resources available to youth organisations in Thaba Nchu

Physical capital	Financial capital	Human capital	Social capital
None	None	Skills: - Academic skills - Handicrafts skills [5] - Business skills [6] - Life skills - Creative skills [7] Experience: Working experience and general experience [8] Knowledge: Several fields such as sports, politics, fashion, economic current affairs and environmental health	Networks: - Government - Private stakeholders Networks are lacking in most organisations

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[5] Examples mentioned were carpentry, tiling, plumbing, glazing , painting, sewing, hair-dressing, cooking skills, welding skills, land scaping, managing skills and woodwork.

[6] Typing and computer, marketing, leadership and management

[7] Script writing and directing and performing arts

[8] This includes experience in the fields of land reform, agriculture, banking, marketing, arbitration and mediation as well as research facilitation.

Appendix K: Resources needed by youth organisations to meet their identified needs in Mangaung.

Table 1. Resources needed to meet identified needs in Bloemfontein.

Group 1	Group 2	Group 3	Group 4
Infrastructure: - Office space - Office equipment - Vehicles	Support services: - Moral support - Exposure (media and council)	Infrastructure: - Office space - Office equipment	Infrastructure: - Office space - Office equipment
Communication: - Internet access	Accessing government: - Access to govt decision making (council)	Human capital: - Staff	Funding
Funding		Support services: - Guidance - Mentorship	
Human capital: - Human resources development and exposure - Economic development			
Support services: - To address needs			

Table 2. Resources needed to meet identified needs in Botshabelo.

Arts and Culture	Job creation 1+2	Environment	Skills
Infrastructure: - Development of a theatre - Equipment such as sound system and lights - Theatre material such as stage and curtain - Transportation - Administrative equipment	Support services: - Technical support - Administrative support	Funding	Infrastructure: - Basic infrastructure
	Funding	Infrastructure: - Equipment[9]	Funding
	Infrastructure: - Development thereof	Human capital: - Skills - Knowledge - Experience	Human capital: - Skills development
		Accessing information: - Information for social networks	

Table 3. Resources needed to meet identified needs in Thaba Nchu.

Group 1	Group 2	Group 3	Group 4	Group 5

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[9] For example, wheelbarrows, spades, rakes, hosepipes, uniforms, plastic bags, scissors, forklifts, wheelchairs, lawnmowers, recycle machines, fences, poultry, seed, water and electricity.

Funding	Infrastructure: - Office space - Computers for schools - Study materials for schools	Infrastructure: - Office space	Communication: - Media for publicity - Local newspaper for adverts and notices - Use of Pamphlets	Funding
Infrastructure: - Office space - Office equipment	Accessing government: - Accessing government resources through the youth unit.	Support services: - Leadership	Support Services: - Workshops and awareness campaigns	Infrastructure: - Office space - Office equipment - Transportation
Human capital: - Skills development	Support services: - Empowerment through workshops	Human capital: - skills development	Human capital: - Training to facilitate recreational facilities.	Communication: - Need means for communication
Accessing government: - Networking locally, provincially and nationally.[10]		Access to government: - Establish a link with local government - Improve interaction between MLM and youth organisations	Infrastructure: - Office equipment	Human Capital: - Technical skills - Managerial skills
		Accessing information: - Access facilities and resources to meet and network with other organisations.		Accessing information: - Networking

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[10] A suggestion was made to establish a developmental forum that is constituted by different organisational representatives and the MLM youth unit. On provincial and national level networks should be established with the youth commissions.

Appendix L: Suggestions made by youth organisations for policy formation

Suggestions in respect of social related issues
The following suggestions were made in this regard:
- Making an impact on the spread of HIV/Aids.
- The existence of a strong and visible corps of volunteers with the mission to protect communities against crime and other offences. Such experiences would enhance the employability of volunteers in organisations such as security companies. An established community centre where youth programmes could be handled. This could also add to the list of employment creation opportunities.
- Well-developed sports facilities and increased participation of youth in sports, recreation and arts and culture activities.
- Improved level of education and skills amongst young people.
- Access to financial assistance and other resources.
- Decreased rate of youth unemployment.
- Freedom to make decisions on own sexual behaviour.
- The existence of a strong support base for children and the elderly.
- Benefits for the community through the enhancement of tourism.
- Improved local economy.

Suggestions in respect of local government specific issues
The suggestions under this heading could be summarised as follows:
- Increased involvement of the youth in MLM policies and activities.
- The existence of a youth developement policy that is aimed at the social, political, economic and cultural welfare of the youth.
- Improved communication channels between the MLM and NGOs/NPOs, youth organisations and the business sector.
- Transparency in the implementation of MLM youth development programmes and projects drafted in terms of preferences of the youth.
- The development of an existing process of consultation with interested parties.
- Gender balance in MLM policies should be developed.
- Address the needs as identified by this research and implement the policy effectively.
- Implementation of a youth development policy that will link the MLM with the youth.
- Every town (Botshabelo and Thaba Nchu) should have its own youth council.
- Timely provision of information
- Fair consultation with the youth.
- Effective engagement with NGOs and CBOs regarding all incentives in the MLM.
- The MLM should be closer to the people and should be transparent enough.
- People should have access to municipality facilities and resources e.g. sports facilities and a youth desk for development.
- Young people's needs must be considered and relevant structures must be established
- Reduce the high unemployment rate by means of the establishment of relations with different private sector institutions to assist with the employment of young people after completing their studies.
- A representative is needed form the municipality who has management and leadership skills necessary to represent Thaba Nchu's interests in the MLM.
- The MLM must be accessible to the people.
- Information sharing with youth organis ations and transparency are essential elements of effectiveness in youth development.
- Increased involvement in youth activities.
- Implementation of the youth programme must be done efficiently.

Appendix M: Perceptions of youth organisations about the role of the MLM in youth development in terms of support functions, participation and finances.

Support
- Advocating and lobbying role.
- Implementation and monitoring of the Youth Development Policy: MLM should monitor and ensure that policies related to youth are implemented by the MLM
- Promotion of interaction between MLM and various youth organisations.
- Provide general support to youth organisations
- Cover the needs of Managaung youth
- MLM should play a socially, economically, culturally and political supportive role In terms of youth initiatives.
- Start the collection of youth organisations information on a data base.
- Facilitate the implementation of the youth development policy and ensure monitoring.
- To coordinate and unite youth of Mangaung.
- Ensure for the equal distribution of resources amongst youth organisations and also between youth organisations in Bloemfontein, Thaba Nchu and Botshabelo.
- Consulting donors on behalf of NGOs.
- Provide sufficient training on how to write:
  - A funding proposal; and
  - A business plan etc. (capacity building)
- Poverty-eradication amongst youth
- Provide capacity building to all NGOs regarding the formulation of business plans and serve as reference.
- MLM should monitor youth development programmes and projects.
- Compile a data base of youth organisations in Botshabelo and enhance transparency without any form of discrimination.
- Initiate a developmental programme.
- Develop implementing strategies.
- Development of Sustainable projects.
- Monitoring and evaluation.
- Act as the liasing office between youths and MLM.
- Endeavour for the establishment of local youth development forums.
- Revise the procurement policy. Make provision for youth empowerment through certain components of tenders to be allocated to youth.
- Establishment of relevant structures in the MLM such as the youth unit.
- Have budget for the needs of young people, which can be channelled through the youth unit and young local municipal councillors.
- Provide access of resources for youth in municipality.
- To deal with youth based issues e.g. job creation, information/publicity, implementation of youth based projects according to the needs.
- Provide an office for each representative within the respective towns.
- Initiate special projects and programmes aimed at empowerment and advancement of youth.

Participation
- Act as a liaison mechanism between the council and youth organisations.
- Implementation and monitoring of the Youth Development Policy: MLM should monitor and ensure that policies related to youth are implemented by the MLM.
- Linking youth organisations to the MLM.
- Ensure general interaction with various youth organisations.
- Facilitate the implementation of the YDP and ensure monitoring.
- To coordinate and unite youth of Mangaung.

- Represent the youth of Mangaung in any matters affecting their lives.
- Linking NGOs, CBOs and the government.
- Facilitate the implementation of the YDP and ensure monitoring.
- To coordinate and unite youth of Mangaung.
- Represent the youth of Mangaung in any matters affecting their lives.
- Linking NGOs, CBOs and the government.
- Facilitate coordination of youth organisations within Mangaung.
- Linking youth at the ground level with the Mangaung council.
- Good communication channels with youth.
- Act as the liasing office between youths and MLM.
- All three (3) areas (BBT) should have youth representative within the Local Youth Unit.
- Provide an office for each representative within the respective towns.
- Create a platform for participation of all youth organisations in the activities of the Unit.

Finances
- Provide financial support to youth structures.
- Have budget for the needs of young people, which can be channelled through the youth unit and young local municipal councillors.
- Provide access of resources for youth in municipality.

Appendix N: List of results categorised by the different groups in order of importance on a scale from 1-8

RESULTS	Priorities group1	Priorities group 2	Priorities group 3	Priorities group 4	Priorities group 5	Priorities group 6	Priorities group 7	Priorities group 8
Information sharing mechanisms are established and utilised to the benefit of youth development	2	1	3	7	6	7	5	1
The youth are adequately represented and integrated in an interactive manner in the structures and activities of the MLM	1	7	7	3	1	6	2	3
The roles of all internal stakeholders are clearly defined and guidelines exist for the integration and implementation of youth development strategies	3	5	1	1	2	5	1	2
Adequate youth development projects are identified and implemented effectively by the MLM	5	6	8	2	5	4	3	4
A functional one-stop facility is established and provides relevant support services to the youth in all the urban and rural areas in the area of jurisdiction of the MLM	7	3	1	8	4	2	8	8
Mechanisms exist to facilitate access to the youth to resources enabling them to undertake youth development activities	6	4	5	4	7	8	4	5
Educational, training and awareness programmes are established to address the identified capacity needs of youth	8	2	2	5	3	3	6	6
A network between the MLM and external stakeholders is established and impacts favourably on youth development	4	8	4	6	8	1	7	7