



Government of South Africa



*Empowered lives.  
Resilient nations.*

## Country Programme Action Plan

Between

The Government of South Africa

and

United Nations Development Programme (UNDP)

2013-2017

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## List of Acronyms and Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
AWP	Annual Work Plan
BRICS	Brazil, Russia, India and China and South Africa
CCPAP	Common Country Programme Action for South Africa
CPAP	Country Programme Action Plan
CPD	Country Programme Document
DaO	Delivering as One (UN)
DCoG	Department: Cooperative Governance
DoC	Department of Communications
DEA	Department of Environmental Affairs
DEAT	Department of Environmental Affairs & Tourism
DHA	Department of Home Affairs
DIRCO	Department of International Relations and Cooperation
DoE	Department of Energy
DoH	Department of Health
DOHO	Department of Housing
DOL	Department of Labour
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DSD	Department of Social Development
DTI	Department of Trade and Industry
DWA	Department of Water Affairs
DWCPCD	Department for Women, Children and Persons with Disabilities
e-SI	e-Skills Institute
FACE	Fund Authorization and Certificate of Expenditures (UN)
GEF	Global Environment Facility
GMS	General Management Support (UN)
GoSA	Government of South Africa
HACT	Harmonized Approach to Cash Transfers
HIV	Human Immunodeficiency Virus
ICT	Information and communication technologies
IEC	Independent Electoral Commission
IGO	International Government Organization
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MEC	Members of the Executive Council
MIC	Middle- income country
MTSF	Medium Term Strategic Framework
NDP	National Development Plan: Vision for 2030

NGO	Non-Governmental Organization
NGP	New Growth Path
NIM	National Implementation Modality
NPC	National Planning Commission
NSP	National Strategic Plan on HIV, STIs and TB 2012 -2016
SALGA	South African Local Government Association
SBAA	Standard Basic Assistance Agreement
SCF	Strategic Cooperation Framework
SMME	Small, Medium and Micro Enterprise
UMIC	Upper middle-income
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations County Team
UNDAF	United Nations Development Action Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNIC	United Nations Information Centre
UNV	United Nations Volunteers

## **The Framework**

The Government of South Africa and the United Nations Development Programme (UNDP) office in South Africa are in mutual agreement to the content of this document and their responsibilities in the implementation of the country programme.

Furthering their mutual agreement and cooperation for the realization of the National Development Plan, the New Growth Path, the Millennium Development Goals and the United Nations Conventions and Summits to which the Government of South Africa and UNDP are committed,

Building upon the experience gained and progress made during the implementation of the previous Country Programme 2007-2010 and extended to 2012,

Entering into a new period of cooperation, 2013-2017,

Declare that these responsibilities will be fulfilled in a spirit of close cooperation, and have agreed as follows:

## **Part I. Basis of Relationship**

1. WHEREAS the Government of South Africa (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP’s assistance to the country (Standard Basic Assistance Agreement (SBAA) which was signed by both parties on 3 October 1994. Based on Article I, paragraph 2 of the SBAA, UNDP’s assistance shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the United Nations Development Group’s (UNDG) simplification and harmonization initiative. In light of this decision, this CPAP, together with an Annual Work Plan (AWP – which shall form part of this CPAP, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”, as such term is defined and used in the CPAP and AWP.

## **Part II. Situation Analysis**

2. Since the transition to democracy in 1994, South Africa has made significant strides in the areas of democratic governance, economic growth and social development. It has established a solid foundation for democratic governance with one of the most progressive Constitutions in the world, and it has an active and highly dynamic civil society. The economy has done relatively well. Growth averaged 3.6 % per year until the recession of 2009, when growth declined by 1.5 %. Growth recovered to 3.1 % in 2010 and 3.5 % in 2011. Efforts to address inequality and vulnerability have resulted in some 16 million South Africans, including 11 million children, receiving various forms of social assistance as of 2012 as government works to tackle high unemployment 2011. In 2012, a R4 trillion 15-year infrastructure initiative expected to create jobs and facilitate faster economic growth was launched by the government.

3. The country has also made broad progress towards the Millennium Development Goals (MDGs), although challenges remain, especially with respect to the triple challenge of poverty, inequality and unemployment. Extreme poverty, measured by the proportion of South Africans living on less than US\$1.00 per day, has already been halved ahead of the MDGs target date of 2015.<sup>1</sup> The decline in poverty, however, has been slower at higher levels of income, with the proportion of those earning US\$2.50 per day edging down from 42.2 % to 34.8 % between 2000 and 2006. A recent government survey<sup>2</sup>, however, found that overall household incomes in South Africa increased at an inflation-adjusted rate of 16.7% between 2006 and 2011. The increase was significantly higher for certain sub-groups, such as African-headed households, whose income expanded by 34.5%, but that was because of lower initial income levels. In absolute terms, the nominal average income of African-headed households in 2011 stood at R69,632, compared to a national average of R119, 542 and R387,011 for white-headed households. Access to education, a major determinant of household income, also remains highly unequal despite overall progress since 1996, when the first post-democracy census was conducted. For example, the share of South Africa's population, 20 years and above, with higher education increased from 7.1 % to 11.8 percent between 1996 and 2011. That of Blacks/Africans rose from 3.6 % to 8.3 % over the same period, but it was still substantially lower the figures for whites (36.5 %) and Indians/Asians (21.6 %).
  
4. Between 1996 and 2011, there was an impressive decrease in the proportion of the population with no formal education down to 9% from 19.1%. In addition, over the same period, there was an increase from 16% to 29% of those who have completed matric, with a provincial profile that shows education is universal amongst all persons of school-going age. School enrolment for ages 5-7 years showed the most significant increase from 1996 (48.2%) to 2011 (89.8%). Progress on the MDGs included women's representation in the national and provincial legislatures rising from 27.8% in 1994 to 42.4% in 2011, while the figure for local government councils rose from 17% to almost 40% over the same period.

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<sup>1</sup> The US dollar was used for the MDGs in order to facilitate international comparisons. In the case of South Africa, the National Development Plan of 2012 proposes to reduce the proportion of South Africans living on R419 per month in 2009 from 39.0% to zero by 2030.

<sup>2</sup> Stats SA, *Income and Expenditure Survey 2010/11*- Press Statement Nov. 6, 2012

5. More people are accessing health care, with free health care services available to all pregnant women and children under 5 years of age. With one of the highest incidence of HIV in the world, the number of people receiving ARVs and other forms of treatment, care and support has increased substantially. In 2011, 56% of the population with advanced HIV infection had access to ARV, compared to 14% in 2005.
6. Although there has been a decline in reported crime in recent years, with a 2.4 % overall fall in 2011, South Africa still has high levels of crime in general and violent crime in particular. The national murder rate of 30.9 per 100 000 of the population in 2011/12 was down from 43/100,000 in 2003/04, but it is still considered high by international standards. Violence against women and children also remains high. The Commission for Gender Equality's Report entitled "MDG+10: Gendered Review in South Africa", indicated that gender-based violence (GBV) remains a critical challenge in South Africa. The extent of the problem remains unknown, however. The report cites evidence from Stats SA that one in two rape survivors reported being raped to the police, while research by the Medical Research Council (MRC) found that one in nine women reported being raped.
7. The recent global financial crisis reinforced widespread belief that global economies and societies are more than ever reliant on information and communication technologies (ICT) as the world migrates to the Information Society and Creative Knowledge Economies – commonly named as Knowledge Society. The era of "mobile" has opened up new possibilities and brought new instruments for skills development. However, the skills needs in SA have become even greater and more urgent (a good percentage of these needs are related to technical and e-skills (ICT). Technological convergence is happening at more and more levels (multi-media, internet, and connectivity) that are becoming instruments to e-skilling. The issue of unemployment and building an active inclusive society, especially among the youth, physically disabled and women, continues to grow despite the efforts of the government. Technology could be used for e-skilling the human resource base of the country and providing new job opportunities for all.
8. South Africa is also one of a handful of countries in Sub-Saharan Africa classified as upper middle-income (UMIC), with a per capita income of U\$6,960 in 2011. Despite this distinction, the country faces a number of challenges that have been documented in the National Planning Commission's *Diagnostic Report* and the *National Development Plan: Vision for 2030*, which was presented to Parliament in August 2012. Though ranked 123 out of the 187 countries on the 2011 Human Development Index, high levels of poverty, inequality, and unemployment, particularly among women and youth, are still pervasive. Underlying causes of this development challenge include:



(i) a dual economy characterized by a developed formal economy co-existing with a large, underdeveloped informal segment; (ii) sharp disparities in access to assets and services – whether land, education, skills, technology or capital – that translate into diminished economic outcomes for the poor; and (iii) the relative decline of sectors like mining and manufacturing, which has meant substantial job losses; and, (iv) difficulties in leveraging better returns from substantial public expenditure on social protection and basic services. In addition, shortfalls in implementation capacity (especially at provincial and municipal levels), matching skills with employment opportunities, and challenged accountability and oversight functions are also contributing to delivery and sustainability challenges. South Africa is also simultaneously balancing pressures for social spending with demands for growth-promoting investments. The 2012 WEF Networked Readiness report of 142 countries noted that ‘Despite counting on one of the most solid political and regulatory environments (23<sup>rd</sup>) and better framework conditions for entrepreneurship and innovation (50<sup>th</sup>) in the (Sub-Saharan African) region, South Africa at 72<sup>nd</sup> place, is not yet leveraging the potential benefits associated with ICT. Important shortcomings in terms of basic skills availability (94<sup>th</sup>) in large segments of the population and the high costs (94<sup>th</sup>) of accessing the insufficiently developed ICT infrastructure (82<sup>nd</sup>) result in poor rates of ICT usage (76<sup>th</sup>) despite efforts on the part of the business community to use ICT and integrate it in a broader, firm-based innovation system (34<sup>th</sup>). As a result, the economic impacts accruing from ICT are patchy (59<sup>th</sup>) and the social impacts are disappointing (98<sup>th</sup>). Upgrading the overall skills at all layers of society and increasing efforts to build affordable infrastructure for all would allow the country to increase its ICT readiness and uptake and, in turn, spread its impacts across society.’

9. Even as South Africa faces these challenges, there are grounds for optimism about its ability to tackle them successfully. The country can draw upon an impressive set of assets ranging from a vibrant and competitive political system and a strong civil society to sophisticated academic, media and financial institutions, large and large financial markets, and a very substantial natural resource base, including rich biodiversity. Indeed, what happens in South Africa is of much more than a domestic concern. The country plays a prominent role in promoting dialogue on peace and development in Africa, raising Africa’s voice in global fora, hosting a large number of immigrants, and championing South-South cooperation. South Africa is a member of the BRICS and a recipient of modest development assistance (less than 1.0% of government’s budget). The country provides peace-keeping forces and conflict mediation to other countries, and hence can bring a unique perspective to the challenge and opportunities of securing peace and aid effectiveness. This role will evolve further with the possible establishment of a development cooperation entity that can be an important partner in the next country programme period.

### Part III. Past Cooperation and Lessons Learned

10. The past country programme for the period 2007-2010 based on the United Nations Development Assistance Framework (UNDAF) focused on five priority areas that were fully aligned to respond to national development priorities, namely: strengthened democratic governance; accelerating economic growth and development for the benefit of all; strengthened institutions to consolidate and promote South-South cooperation; government's efforts to promote justice, peace, safety and security strengthened; and the intensification of poverty eradication interventions intensified. In response to the United Nations Secretary General's High-Level Panel on UN Reform, the UNCT prepared a Common Country Programme Action for South Africa (CCPAP) that articulated the programmatic interventions to strengthen national capacity towards enhanced service delivery for improved quality of life for the people of South Africa.
11. UNDP focused its support to provide demand-driven technical assistance to enhance capacity development, democratic governance and pro-poor interventions. This included supporting capacity development for local government to improve policy implementation; oversight and accountability through the development of a National Turn-Around Strategy for Local Government ; technical advice to enhance capacity to coordinate aid effectiveness and public resources in line with development priorities; enhancing service delivery in the health sector through placement of international United Nations Volunteers (UNVs) in Limpopo Province, strengthening of provincial monitoring and evaluation to enhance systems, processes and skills for integrated planning; and significant engagement in the development of one of the most comprehensive Global Environment Facility portfolios in Africa. The UNDP CO provided technical advisory support to the South African Department of Communications e-Skills Institute on the design and implementation of a national multi-year e-Skills Plan of Action (NeSPA) based on achievable actions for equitable prosperity and global competitiveness within a multi-stakeholder collaborative architecture across the country through a formalized Memorandum of Understanding. UNDPs support to the DOC's e-Skills Institute (e-SI) focused on addressing South Africa's e-skills shortage and promoting an information Society and Knowledge-based economy that could respond to a more equitable, prosper and competitive nation. The technical support included: the operationalization of five Provincial Hubs, including the planning of activities, engagement with key stakeholders, and participation at National Coordination Meetings of the hubs and other key stakeholders; develop mechanisms to promote collaboration and knowledge sharing within the National Government and the Provincial Hubs, including capacity transfer in Provincial Hubs; the development of a multi-stakeholder

workshop to formulate a joint collaborative support framework from UN agencies and developmental partners; and the implementation of Mobile Applications Factories in 3 selected provinces to develop the necessary skills, knowledge and networks to allow youth entrepreneurs to start new ICT startups responding to local and regional market demands. The Programme has a huge potential to change South Africa's position with regard to e-Skills and to contribute to the achievement of governmental commitments to the Medium Term Strategic Framework (MTSF), the National Development Plan Vision 2030 (NPD), and the Millennium Development Goals (MDGs).

### **Lessons Learned**

12. In 2008-2009, the Government of South Africa (GoSA) and the UN Evaluation Group (UNEG) conducted a joint evaluation of the GoSA-UN collaboration and partnership. The subsequent report recommended that the GoSA-UN partnership should be more strategic through a shift towards upstream engagement, taking into account the country's middle-income status, its relatively well-developed national capacity, and the knowledge and experience of the UN. The UNEG report recommended further that the GoSA-UN strategic relationship should revolve around the provision of high-end technical and policy advisory services in order to optimise the benefits that South Africa can derive from the UN and also taking into account the country's specific domestic needs and international roles, needs and aspirations.
  
13. The GoSA and the United Nations Country Team (UNCT) agreed to a transition period of two years to prepare a new framework in line with the recommendations of the UNEG report and national development priorities. In 2010, UNDP and GoSA (Department of International Relations and Cooperation) further signed a Statement of Intent to re-affirm UNDP's commitment to initiate implementation of the UNEG report. During this transition period, UNDP collaboration with GoSA for 2011-2012, elaborated on transitioning the programme to respond to the specific realities of the South African environment and move to more upstream strategic engagement with simple transformative programmes that can be taken to scale. Lessons learned show that key interventions in the new programme must ensure that UNDP repositions itself to provide interventions that support the GoSA national priorities, the growing regional and global role that South Africa plays as a middle-income country, and to strengthen high-level technical advisory services and knowledge sharing that can enhance research and analysis, policy dialogue, and effective national programmatic interventions.

14. A few strategic lessons have been drawn from the past cooperation to inform the current programme. Firstly, to effectively engage and support the GoSA, UNDP's new programme of support must continue to transform to meet the demands of a highly sophisticated policy environment where partners expect to gain access to the best possible advice and experiences from emerging economies. This also includes achieving a country presence and key partnerships for sound research and technical advisory services that can support innovative interventions to address the triple threat of poverty, inequality and unemployment. Secondly, supporting innovative programmes that can effectively be monitored, taken to scale, and have a transformative impact on the national development priorities are still valid to ensure the involvement of communities in their own development. Thirdly, balancing the mix between high-level technical advisory services and transformative programmatic interventions is critical to working in the current country context. In view of the falling e-readiness index of South Africa, as well as the need to support the NDP, there is a need to strengthen and reposition the skills interventions of UNDP.

#### **Part IV. Proposed Programme**

15. UNDP's proposed programme support is provided within the context of the key national development policy documents, including the *National Development Plan: Vision for 2030*; the *Medium-Term Strategic Framework 2009-2014*; and the *New Growth Path*. The United Nations Joint Evaluation Report on the UN in South Africa, the Partnership Framework Agreement between UNDP and the Government of South Africa, consultations with a broad range of stakeholders including government departments, research institutes, civil society and national non-governmental organisations have also informed the programme.
16. The country programme is firmly anchored in the UN's Strategic Cooperation Framework 2013-2017 (UNSCF), whose over-arching aim is to consolidate the UN's response to South Africa's national development priorities and outcomes through four main priority areas: (i) Inclusive growth and decent work; (ii) sustainable development; (iii) Enhancing human capabilities; and (iv) Governance and participation. Gender equality, rights and HIV are treated as cross-cutting issues which will be mainstreamed into the four key priority areas mentioned above, as well articulated as specific programmes as needed and as agreed upon with the relevant departments and other partners. UNDP has prepared its Country Programme Document (CPD) within the UNSCF, and this Action Plan outlines the outputs and activities that will implement the CPD.

## Priority Area I: Enhancing Inclusive Growth

17. The Government has placed priority on addressing the triple threat of poverty, inequality and unemployment. One of the key strategies has been the implementation of an extensive national social protection programme to reduce vulnerability. This has so far benefited about 15 million people, including 10 million children. Ensuring that the social protection schemes are effectively targeted and implemented to contribute to enhancing economic opportunities and sustainable development are areas that need to be further explored for the future. The Government's *New Growth Path*, which was adopted in 2010, aims to create five million new jobs over a decade, halve unemployment, to help reduce poverty and inequality. This will require an integrated approach through policy development, institutional strengthening and service delivery, the engagement of the private sector to enhance supplier development programmes, and innovative programmes to help match skills including e-skills (ICT) with employment opportunities, particularly among the youth and women.
  
18. UNDP will contribute to government's efforts to enhance inclusive growth through programmatic interventions that support the government's national development outcomes and its long-term, *National Development Plan: Vision for 2030*, in two key areas: (i) Supporting the dialogue and research agenda on social protection through technical and advisory services; enhancing institutional capacity for service delivery, and support to piloting innovative programmes that raise the returns and opportunities from social protection as experienced in other emerging economies; and (ii) Supporting Government's creation of an enabling environment for employment generation, skills (e-skills) development for inclusive growth, with a focus on youth, women, and people with disabilities through: (a) innovative programmes to strengthen the livelihoods of small-scale farmers in the context of rural development and land reforms; (b) identify constraints and identify funding mechanisms that can more effectively reach women, physically disabled and the youth and a focus on skills development to enhance employability and shift to higher- value services, particularly through e-skills, in collaboration with universities, FET colleges, smart community knowledge centres and other partners, and supporting business incubators for the development of SMEs; and (c) enhancing the capacities of firms, including SMMEs, to benefit from public procurement opportunities and to better integrate into supply chains through South-South exchange. A number of Memorandums of Understanding have been signed with key Departments to further elaborate on the engagement and collaboration over the programme period.

### **Priority Area 1/Output 1 – Enhanced Social Protection Framework**

19. The Government is seeking to enhance the returns and efficiency of its social protection framework which was implemented to address inequalities. With a key focus on creating sustainable economic opportunities and jobs, UNDP's country programme will support this objective by undertaking research and supporting policy development on various forms of social protection to better foster inclusive growth. In addition, exchanges with emerging economies, such as Brazil, China and India, and good practices will inform social protection schemes that also contribute to employment creation and inclusive growth.
20. UNDP will also support institutional strengthening and capacity development (including e-skills) of key national, provincial and municipal levels through technical advisory services. This will be geared towards enhancing service delivery; strengthening systems; and transparent, accountable and responsive administration for institutions in social protection.

### **Priority Area 1/Output 2 – Expanded Access to Employment Opportunities**

21. National development priorities related to expanding employment opportunities include accelerating growth and transforming the economy to create employment and decent work, strengthening the skills and human resource base (including e-skills), and the development of a comprehensive rural development strategy linked to land and agrarian reform. These priorities in turn contribute to four of the national outcomes for a long and healthy life for South Africans, a skilled and capable creative workforce, decent employment through inclusive economic growth, and vibrant and sustainable rural communities contributing towards food security.
22. UNDP's programme of support will focus on technical and advisory support to create an enabling environment for inclusive growth, including rural development, land reform, and effective empowerment strategies. UNDP will be working in collaboration with National Treasury, Statistics South Africa, the Departments of Economic Development, Rural Development and Land Reform, and Trade and Industry and e-Skills Institute in areas of institutional strengthening for enhanced service delivery and pro-poor growth. This will include a review of past programme areas that will inform the development of enhanced policies and strategies for inclusive growth, national dialogues and stakeholder engagement, the promotion and establishment of business incubators, and expanded access to inclusive financing and business development services for women.

23. UNDP will work with the Departments of Communications, e-Skills Institute, Rural Development and Land Reform, Higher Education and Training, Basic Education, Department of Labour, other government departments as well as universities across provinces to strengthen e-skills to better equip South Africans to engage in the Knowledge Economy, enhancing the capacities on the different actors to match with current and future needs and requirements and providing new employment opportunities. UNDP will be working in collaboration with UN agencies in the development of a joint programme of support to enhance youth employment opportunities and e-skills development support the e-Skills Institute's target of 10m South Africans.

**Priority Area 1/Output 3: Competitiveness of SME Increased through the Supplier Development Programme**

24. In October 2012, the Department of Trade and Industry launched new Broad Based Black Economic Empowerment Codes of Good Practice. One of the development objectives under the Codes is the Supplier Development referred to as the Enterprise and Supplier Development Programme. The Supplier Development element weighting was increased from 30% to 40%, which is the highest among the five elements of the BBBEE new score card. In supporting government efforts in implementing the Supplier Development, UNDP will design a project to build the capacity of SMEs so that they can be integrated into the value chains of big companies. This project is designed to complement the policy implemented by the Government of South Africa, whose primary focus is to achieve the integration of small and medium enterprises in the supply chains of large national and multinational corporations.

**Priority Area 2: Climate Change and Greening South Africa's Economy**

25. As an upper middle income country, South Africa has more capabilities economically but also more intense challenges compared to other developing nations. One of these is its growing ecological footprint. The threats to the ecosystem and natural resources are affecting sectors and areas where the poor and most vulnerable often earn their livelihoods – i.e., fishing, agriculture, forestry and biodiversity.
26. As a rapidly industrialising country with a rich endowment of natural resources, South Africa's energy use is derived almost entirely from fossil fuels. In light of these challenges, the South African Government has drawn a set of policy documents, elaborating its intent to contribute to a cleaner and greener global environment as well as the promotion of a "green economy" at home towards sustainable development.

The focus of this domestic initiative will be on an efficient and diverse energy mix for universal access over a specified period. The signing of the Green Economy Accord by GoSA in 2011 was a manifestation of the government's commitment to the pursuit of a green economy agenda. The Government, through the Department of Environment Affairs, is already undertaking a green economy modelling as a further basis for moving forward with the green economy approach.

27. On the whole, the government of South Africa is aware that it needs to address some of the unsustainable practices that are currently in place and to address decisively external challenges likely to make its development unsustainable. This is embodied in "People-Planet-Prosperity: A national Framework for Sustainable Development for South Africa.
28. UNDP will continue to support Government in realizing its national priorities to green the economy through two key outputs (i) Promoting sustainable energy for all through technical advisory services on needed policies and climate- resilient development strategies, institutional strengthening, and enhancing access to renewable energy technologies; and (ii) Enhancing biodiversity management through technical advisory services for policy and development strategies, protected area management and employment generation opportunities for improved livelihoods, with particular emphasis on women and youth. The two outputs will contribute to the overall goal of greening the South African economy. South Africa has one of the largest Global Environment Facility (GEF) programme portfolios, including support for protected areas management and employment opportunities under communal land, strengthening the capacity of various productive sectors to mainstream biodiversity, and strengthening the capacity of municipalities to develop energy efficient public transport systems.

#### **Priority Area 2/Output 1: Sustainable Energy for All**

29. UNDP will build on its existing programme of support by consolidating the energy-related projects under the GEF portfolio. Working in collaboration with the Department of Environment, Department of Energy, the Department of Transport and other key partners, UNDP will focus on three main activities to support sustainable energy for all. Technical advisory services for policy research and data on access will be used to consolidate information and feed into the knowledge management hub on promoting sustainable energy for all.
30. UNDP will support capacity development through technical advisors and programme staff that will work closely with national, provincial and municipal departments in developing and implementing energy for all programmes. Additional interventions will include strengthening linkages and opportunities for financing and scaling up the use of renewable energy technologies, with the ultimate goal to create income-earning and



employment opportunities. Particular emphasis will be on creating job opportunities for marginalized and vulnerable groups, such as women, the youth, People Living with HIV as well as people with disabilities. UNDP can also contribute to strengthening the capacity of institutions involved in large capital projects to mainstream HIV and gender into Environmental Impact assessments (EIA) given the growing recognition of the role of large capital projects as a driver of the spread of HIV in particular along transport corridors, in cross-border areas as well as within rural communities of mobile and migrant workers.

### **Priority Area 2/Output 2: Enhancing Biodiversity Management**

31. UNDP's programme of support will work in collaboration with key partners to strengthen policy and institutional capacities for biodiversity management. Specific focus will be on enhancing the capacity of provincial and municipal levels, and manage protected areas under communal ownership to promote sustainable development in key growth sectors such as agriculture, tourism and wildlife management. Continued support will ensure community participation in the management of the protected areas with the overall goal to improve livelihoods and employment opportunities that will contribute to greening the economy. UNDP in collaboration with partners will support promoting public-private partnerships for investments of larger scale programmes.
32. Knowledge management and testing of innovations in biodiversity management will be promoted through enhanced dialogue and engagement between local governments and key stakeholders, including private sector and beneficiaries.

### **Priority Area 3: Strengthening Democratic Governance**

33. The National Development Plan: Vision for 2030 underscores the importance of democratic governance by identifying five major long-term developmental challenges, including uneven public service delivery, unsustainable resource allocations, and widespread corruption. Government structures are well established with strong democratic systems in place, including eight successful elections that were hailed as peaceful, free and fair by both national and international observers.
34. Despite very progressive efforts in public sector performance, there have been some major challenges in service delivery, with uneven quality across departments and provinces, which has sparked recent protests. The Government is committed to a repositioning of the public sector to enhance the quality of services. The reform is for the public service to be more effective and efficient, with a particular emphasis on services to historically disadvantaged communities.

35. UNDP will contribute to support Government in strengthening service delivery and democratic governance through programmatic interventions that address the medium-term strategic priorities and national development outcomes in two key outputs: (i) Supporting the re-positioning of the public sector through the preparation of a comprehensive public sector reform strategy and targeted institutional strengthening interventions across national, provincial and municipal levels; and (ii) Supporting oversight and accountability mechanisms through capacity strengthening of legislative oversight and the Electoral Commission, and supporting community participation

**Priority Area 3/Output 1 – Strengthened Public Sector Delivery**

36. The Government is committed to enhancing service delivery and capacities of institutions as part of the overall re-positioning of the public sector. In support of the Department of Public Service and Administration (DPSA), UNDP will focus its interventions on developing a comprehensive strategy that will help strengthen public service delivery and reforms of targeted national, provincial and municipal institutions. Enhanced performance monitoring and evaluation systems to promote results-based budgeting as well as service delivery standards will be developed through sound analysis and research that will be presented as working papers. This input is expected to inform the promotion of policy coherence and coordination among various government departments and the three tiers of government to encourage greater transparency and ensure optimum policy outcomes. Particular focus will be on expanding a leadership and management development programme for senior public service staff who are responsible for planning, budgeting, implementing and monitoring service delivery across provincial and local governments, in consultation with other established capacity building programmes.
37. UNDP will also provide support to the National Treasury with various capacity building initiatives. Part of this will include (a) strategic and policy advisory services; (b) programme development support and management; (c) monitoring and evaluation; and (d) advocacy and communications. In addition there is need to establish a flexible mechanism for speedy approval processes for access and deployment of expertise for capacity building initiatives working within the rules of UNDP and Government of South Africa.
38. A widespread disease burden compounded by an overwhelmed public health system is one of the major challenges identified in the National Development Plan. UNDP's focus will be to build on existing support to health service delivery in Limpopo Province. This programme of support includes deployment of international United Nations Volunteers (UNVs) doctors in rural areas to enhance health service delivery through

treatment and care, prevention, and capacity building. These simple transformative programmes of support to enhance service delivery will be expanded and replicated to other provinces based upon provincial government requests for collaboration and technical assistance – e.g., in Kwazulu-Natal and the Eastern Cape. UNDP will also support respective departments in mainstreaming HIV, human rights and gender in the operational plans of various departments.

### **Priority Area 3/Output 2 – Enhanced Public Accountability and Community Engagement**

39. Over the transitional two-year extension of the UNDAF (2011-2012), UNDP strengthened its engagement and collaboration with Parliament. Building on this collaboration, and in response to demand from Parliament, UNDP will focus on an enhanced programme of support on capacity development and institutional strengthening for Parliament. This will include technical advisory services and skills-based training to enhance legislative oversight through its specialized parliamentary committees (including on gender and HIV) with a particular focus on leadership and management for women parliamentarians. Additional interventions include strengthening linkages and knowledge sharing among regional and global parliamentary bodies through UNDP's global network.
40. The Independent Electoral Commission (IEC) has successfully managed four national and municipal elections in the 18 years of democracy. The current political climate has created an unprecedented interest of the electorate and the calibre and impartiality of observers will continue to be paramount in future elections. UNDP's specific collaboration and support to the Commission includes development of training manuals and capacity strengthening of domestic observers for national and local elections. The IEC's strategy for civic education is to ensure that all groups fully claim their civil and political rights. UNDP will support the IEC in the implementation of their civic voter campaign to ensure access to information, particularly to the most marginalized groups. Lastly, UNDP will provide technical advisory services and knowledge management on global practices on electronic voting.
41. The approach taken by the NDP focuses on the role of leadership, an active citizenry and effective government in driving development in a socially cohesive way. To strengthen democracy and participatory engagement, the UNDP programme will support implementation of the Government's efforts to enhance community participation in the development discourse. This will include developing tools and avenues for citizen feedback on service delivery and accountability of public resources. Drawing on experiences of other emerging economies, UNDP will also promote knowledge sharing and training for civil society and the media.

#### **Priority Area 4: Support to South Africa's Regional and Global Engagement**

42. South Africa has played a unique and growing role in the regional and global arena. One of its national development outcomes is to create a better South Africa and contribute to a better Africa and a better world on a host of development issues. Building social cohesion, caring and sustainable communities, and giving citizens the capacity to cooperate in ways that create the possibility for positive change and effective migration management is important in order to achieve development success.
43. With UNDP being the United Nations' overall development agency and a presence in some 177 countries and engagement with various regional development bodies, there is a solid foundation to collaborate and expand the exchange and knowledge sharing on development effectiveness, including post-conflict recovery, peace-building and the post-2015 agenda.
44. UNDP will contribute to supporting South Africa's role in the regional and global arena to advocate for South-South cooperation and raising Africa's voice on development through one key output: Expanding development exchange through sound analytical works and dialogue to inform good practices on sustainable development, development in post-conflict and peace-building, collaboration with respective research institutes, and UNDP Bureaus on critical issues such as migration, reconstruction and economic recovery.

#### **Priority Area 4/Output 1: Enhancing Development Exchange between South Africa and Global Arena**

45. South Africa has a strong research capacity through its public institutions, research institutes, Universities, and private sector consulting firms. UNDP's specific focus will be to strengthen the coordination and knowledge sharing on the development discourse on areas that can support a better South Africa, and regional and global good practices. This will be undertaken through a Development Exchange –or knowledge hub – researching, consolidating and sharing possible solutions to development issues.
46. UNDP will draw upon its global development network and expertise to provide technical advisory support and key development issues impacting on the national development agenda and regional/global priorities outside of the core focus of the programme, including peace-keeping, migration and conflict mitigation, reconstruction, and regional programmes. The Development Exchange will be a flexible facility for a deeper engagement with the Global South and offer a range of options for engagement from which South Africa could choose its preferred approach. Collaboration will be across a number of departments and key institutions in South Africa.

47. The Government has shown an interest in establishing a development cooperation entity that will further engage in development and proposed donor support for South-South cooperation.

UNDP has provided technical advisory support on the initial conceptualization of the entity and during the current programme period will provide any necessary continued support to the planned entity.

48. Specific support will also be provided for strengthening capacity of the South African government in peace-building.

## **Part V. Partnership Strategy**

49. UNDP will contribute to the achievement of national development priorities as articulated in the *National Development Plan: Vision for 2030, Medium Term Strategic Framework 2009-2014*, and the *New Growth Path*, and translated in the United Nations Strategic Cooperation Framework (UNSCF, 2013-2017), through established partnerships with national, provincial and municipal governments, UN agencies, civil society organisations, the private sector, universities and research institutes, and development partners.
50. The partnership strategy is based on the following situational analysis: the need for UNDP to show its comparative advantage and relevance to the Government of South Africa; the need for UNDP to reposition itself in the way it works in the country; scarcity of resources from traditional donors as South Africa is a middle-income country (MIC); and the UN System's need to be more competitive for limited donor funding in an environment with credible consulting firms and institutes dealing with development.
51. The UNDP programme will be implemented under the leadership and direction of the Government of South Africa and in full partnership with government authorities at national, provincial and municipal levels. Main partners have been identified in the Results and Resources Matrix of the CPAP (attached as Annex 1) and the Action Plan. The National Treasury will be the coordinating government department for the overall programme.
52. During the two-year transition period after the previous UNDAF, UNDP strengthened its partnerships with academic institutions, research institutes, and international academics and development practitioners. Moving forward, enhancing this engagement aimed at providing high-level policy advice and innovative ideas to promote the human development concept, policy focused research, South-South cooperation, and

innovative ideas for development, will be strengthened to build a network of off-site advisors and cooperating universities. UNDP will continue to promote South-South cooperation as well as tap into its global networks as mechanisms to source national and international knowledge and experience.

53. The role of the private sector in accelerating economic growth and development has been widely recognized. Companies that have done well are those that have developed business models that recognize the importance of promoting inclusive growth of markets, people and communities, coupled with partnerships that bring mutual socio-economic benefits. Key among these partnerships are those that recognize the inextricable linkages between economic growth and human development in a symbiotic relationship. UNDP will strengthen engagement with national umbrella private sector bodies to strengthen linkages and opportunities through the supplier development programme.
54. Organised Labour and Civil society organisations play an important role in promoting human rights, the voices of the poor, and accountability. UNDP will strengthen its relations with civil society organisations, including capacity strengthening in advocacy for poverty reduction and the MDGs, accountability and for civic voter education. The media is also an important partner to report on our development programme and to enhance information and promotion of the human development concept, MDGs and the post-2015 agenda. UNDP has the ability to convene diverse stakeholders to dialogue on MDGs and emerging development issues. Under the proposed programme, UNDP will continue to maintain and expand partnerships with the aim of strengthening public participation and feedback on development interventions and to inform the public of UNDP's programme of support in South Africa as the development agency of the United Nations.
55. UNDP will build on partnerships forged in the previous programmes with bilateral and multilateral donor agencies. Though funding from traditional sources is limited, there are some donors that are committed to certain programme areas to support national development priorities. A donor mapping exercise has been undertaken to determine the funding interests of traditional donors. Based on specific country level strategies of bilateral and multilateral organizations, UNDP will identify and seek collaboration on areas of mutual interest that are suited to our comparative advantage.
56. UNDP will provide support to the UN Resident Coordinator system and also to participate fully in all UN Country Team initiatives. It will continue to work on other inter-agency initiatives and opportunities for joint programmes which are a critical element in strengthening Delivery as One (DaO) and leveraging the UN's comparative advantage to meet national development priorities. In partnership with UN Volunteers

(UNVs), UNDP will promote volunteerism as a modality for social mobilization, strengthening outreach to excluded groups and providing implementation and monitoring support, especially at local levels. In this regard, UNDP will facilitate the substantive engagement of UNVs with relevant national and sub-national actors within government and civil society to support and promote voluntary action and inclusive community participation.

## **Part VI. Programme Management**

57. The programme will be nationally executed under the overall coordination of the National Treasury. Government ministries, NGOs, IGOs, UN agencies, led by UNDP, will implement the programme activities. The Government Coordinating Agency will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP-assisted AWP. The AWPs describe the specific results to be achieved and will form the basic agreement between UNDP and each Implementing Partner on the use of resources. The reference to "Implementing Partner(s)" shall mean "Executing Agency (ies)" as used in the SBAA.
58. In programme design and implementation, UNDP works closely with key partners. The country programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the UNDAF results matrix, the Strategic Cooperation Framework, Delivering as One (DaO) efforts, joint monitoring and evaluation, and programme resources frameworks in the CPAP and the AWPs.
59. To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWPs, to implement programmatic initiatives. However, as necessary and appropriate, project documents would be prepared using, inter alia, the relevant text from the CPAP and AWPs. UNDP will sign the project documents with partners in accordance with corporate practices and local requirements. In line with the UNDG Joint Programming Guidance Note, the scope of inter-agency cooperation is strengthened through joint programmes and geographical convergence.

### **Modalities**

60. All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP.
61. Cash transfers for activities detailed in AWPs can be made by UNDP using the following modalities:

- a) Cash transferred directly to the Implementing Partner
    - i. Prior to the start of activities (direct cash transfer), or
    - ii. After activities have been completed (reimbursement);
  - b) Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
  - c) Direct payments to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners.
62. Direct cash transfers can be advanced to the project for activities contemplated in the annual work plan provided that the corresponding inputs have been budgeted, and provided that the availability of funds can cover the amount requested. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.
63. Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.
64. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP, may conduct such an assessment, in which the Implementing Partner shall participate.
65. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.
66. Resource mobilization efforts will be intensified to support the RRF and ensure sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme.

## **Part VII. Monitoring and Evaluation**

67. Monitoring and evaluation of the CPAP will be undertaken in line with the Strategic Cooperation Framework (SCF) results matrix and SCF monitoring and evaluation plan. An



M&E Framework/Plan more specifically focused on monitoring and overseeing the results that are being supported directly by UNDP will be prepared and implemented within the SCF/National M&E processes.

The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, (including those needed to monitor outcomes), tools and conducting reviews in order to ensure continuous monitoring and evaluation of the CPAP, and with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity<sup>3</sup>. The Implementing Partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible.

68. Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

- a) Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
- b) Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,
- c) Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired: and in consultation with the coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

69. To facilitate assurance activities, Implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.

- a) The audits will be commissioned by UNDP and undertaken by private audit services.
- b) Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

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<sup>3</sup> For more details: [Harmonized Approach to Cash Transfers](#) (HACT)

## Part VIII. Commitments of UNDP

70. UNDP will ensure coherence between the CPAP/AWP, SCF results matrix and MDGs, including M&E reporting.  
Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and the Implementing Partners will be emphasized.
71. In case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the Implementing Partner in thirty (30) days.
72. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within thirty (30) days.
73. UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.
74. Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

## Part IX. Commitments of the Government

75. The Government will honour its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) of 3 October 1994. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds, and assets and to its officials and consultants. In addition the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA (or other agreement in non-SBAA countries).
76. In case of government cost-sharing through CPAP, the following clauses should be included:
- Indicative schedule of payments, subject to budgetary availability and government policy and plans.

Programme Year	2013	2014	2015	2016	2017
Amount Estimated					

UNDP Bank Account details:

UNDP Representative in South Africa  
Standard Bank  
A/C No.032274599  
Branch Code 011545  
Hatfield

- ii. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the CPAP may be reduced, suspended or terminated by UNDP. Calculation of gain/loss on exchange rate will be charged/credited to the project as "unrealized gain/loss". In order to minimize the possible loss on exchange due to unspent balances in local currency, it is advisable that the implementing partner request advances for short periods (i.e. monthly - maximum: quarterly) and in accordance with the actual need for funds that the project will spend in the period. Continuous monitoring of utilization of advances by the projects must be conducted by the Country Office.
- iii. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of CPAP delivery.
- iv. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
- v. All financial accounts and statements shall be expressed in United States dollars.
- vi. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
- vii. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [vi] above is not forthcoming from the Government or other sources, the assistance to be

provided to the CPAP under this Agreement may be reduced, suspended or terminated by UNDP.

- viii. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
  - ix. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [vi]above is not forthcoming from the Government or other sources, the assistance to be provided to the CPAP under this Agreement may be reduced, suspended or terminated by UNDP.
  - x. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures
  - xi. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 3%. Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of executing entity or implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.
  - xii. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
  - xiii. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP
77. Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, the private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the

purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.

78. A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.
79. Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP's only.
80. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.
81. In the case of international NGO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.
82. To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:
  - All financial records which establish the transactional record of the cash transfers provided by UNDP;
  - All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.
83. The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore

- Receive and review the audit report issued by the auditors.
- Provide timely statements of the acceptance or rejection of any audit recommendation to the auditors and UNDP so that the auditors can include those statements in their audit report and submit it to UNDP.
- Undertake timely actions to address the accepted audit recommendations.
- Report on the actions taken to implement accepted recommendations to the UNDP on a quarterly basis (or as locally agreed).


## Part X. Other Provisions

84. Where a Government agency is the Implementing Partner of a particular project under this CPAP, consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, each Implementing Partner shall:
- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.
85. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this CPAP, and its constituent AWP.
86. Each Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document (CPAP and AWP) are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under/further to each Project Document.
87. The foregoing shall also apply to Projects under this CPAP where the Implementing Partner is an Inter-governmental organization that has signed a standard basic executing agency agreement with UNDP.


88. Where UNDP or other UN Agencies serve as Implementing Partners, they shall (a) comply with the policies, procedures and practices of the United Nations safety and security management system, and (b) undertake all reasonable efforts to ensure that none of the project funds/UNDP funds received pursuant to a Project Document, are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under each Project Document.
89. This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until 31 December 2017.
90. This CPAP supersedes any previously signed CPAP between the Government of South Africa and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

*IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day, the 14 day of March 2013 in Pretoria, South Africa.*

**For the Government of South Africa**

Signature:   
 Name: Robin Toli  
 Title: CHIEF DIRECTOR

**For the United Nations Development Programme South Africa**

Signature:   
 Name: Agostinho Zacarias  
 Title: UNDP Resident Representative

### Annex I: CPAP RESULTS AND RESOURCES FRAMEWORK

National Priority: Eliminating poverty and reducing inequality (NDP) National Outcome 4: Decent employment through inclusive economic growth National Outcome 5: A skilled and capable workforce to support an inclusive growth path National Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all SCF Focus Area: Inclusive Growth and Decent Work CPD outcomes #1: Reduction in Income Inequality Relevant UNDP Strategic Plan result: Poverty reduction								
Outcome-level indicators, baselines and targets for UNDP contribution to SCF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$)				Total	
			2013	2014	2015	2016		2017
Reduction in population below the national poverty line and income inequality  % of population below of poverty line Share of national income to poor households  BASELINE - 2013 13 mil)/47%  Target:  T1: Quantified gains in coverage (youth, women), cost and lower 'leakage'; qualitative improvements in services  T2: At least 2-3 scalable models with measured results in job creation, including 'green jobs'  T3: Consensus achieved across all key stakeholders on proposals for reform and a funded first phase of implementation	<b>Output 1: Enhanced social protection framework</b>  <b>Annual Targets/Sub-outputs</b>  1.1. Studies on the effectiveness and efficiency of social protection mechanism/ exchanges with 2 good practices in social protection and job creation/Setting of outcome targets/ Contributions to DE (2013) 1.2. Modules and Training of government partners supporting social protection/ Design of social protection framework for job creations (2014) 1.3. Implementation of social protection for inclusive growth/ Decreased leakage and cost in service delivery(2015) 1.4. Quantified gains in coverage (youth, women) /Studies to monitor implementation (2016) 1.5. Qualitative improvements in service delivery/Studies on good practice and results (2017)	<b>Implementing modality:</b> NIM and NGO  <b>Implementing Partners:</b> Department of Social Development Department of Economic Development South Africa Social Service Agency Statistics South Africa	<i>Regular Resources (in US\$ mil.)</i>					
				0.1	0.2	0.15	0.15	0.1
Reduction in population below the national poverty line and income inequality  % of youth unemployment Land Policy framework	<b>Output 2: Expanded access to employment opportunities</b>  <b>Annual Targets/Sub-outputs</b> / XX number of youth with e-skills/(2013) 2.1. Research to remove bottleneck to women's access to business finance (2013) 2.2. Contribute to Dept/e-Skills Institute goals of training youth with e-skills targeting new skills needed for an information society and knowledge-based economies	<b>Implementing modality:</b> NIM, UN Agencies, NGO  <b>Implementing Partners:</b> Department of Rural Development and Land Reform Department of Labour  Department of	<i>Other Resources (in US\$ mil.)</i>					
			1.00	1.00	1.20	1.30	1.00	5.50



<p><b>BASELINE</b></p> <ul style="list-style-type: none"> <li>• Insufficient skills across all sectors to take advantage of new opportunities that the ICT and mobile industries are presenting to generate new jobs. Not clear policies to align innovation and creativity to create new job opportunities</li> </ul> <p><b>TARGETS - TBD</b></p>	<p>tar– 600,000 (2014)</p> <ol style="list-style-type: none"> <li>2.3. Support the establishment of a national e-Readiness Fund (2013)</li> <li>2.4. Assist in the development of a national aggregation for e-skills across all stakeholders</li> <li>2.5. Assist in the development of a national advocacy and awareness campaign for the promotion of e-skills (2013)</li> <li>2.6. Contribute to ensuring development of Mobile Applications Factories in rural areas (2013- 10 2014 – 25 2015 50)</li> <li>2.7. Design of rural development programme/XX of jobs created/XX number of youth trained in e-skills/ (2015)</li> <li>2.8. Implementation of integrated rural development programme/ Design (2016)</li> <li>2.9. Scalable models for with measured results in job creation (2017)</li> </ol> <p><b>Output 3 : Supplier Development Programme 2013</b></p> <ol style="list-style-type: none"> <li>3.1. Training of 40 Local specialist on the supplier development methodology</li> <li>3.2. Provide support and integrate 60 SMEs in selected provinces into the value chains of big companies</li> <li>3.3. Analyse two value chains in the South African economy</li> </ol> <p><b>2014</b></p> <ol style="list-style-type: none"> <li>3.4. Provide support and integrate 100 SMEs in the value chains of big corporates</li> <li>3.5. Analyse new value chains and benchmark sectoral policies that exist in the value chains</li> </ol> <p><b>2015</b></p> <ol style="list-style-type: none"> <li>3.6. Provide support and integrate new 250 SME in the value chains of big corporates</li> <li>3.7. Midterm evaluation of the SDP</li> </ol> <p><b>2016</b></p> <ol style="list-style-type: none"> <li>3.8. Support and integrate 300 SME in the value chains of big corporates</li> <li>3.9. Benchmark and analyse sectoral policies in the value chains where the SDP is being implemented</li> </ol> <p><b>2017</b></p> <ol style="list-style-type: none"> <li>3.10. Provide support and integrate 400 SMEs in the value chain of big corporates</li> </ol>	<p>Communications/e-skills Institute Department of Trade and Industry</p> <p><b>Implementing Partners:</b> DTI, DSD</p>						
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	3.11. Conduct an industrial profile of industries where the SDP is operating.							
<b>National Priority: Ensuring environmental sustainability and an equitable transition to a low-carbon economy</b> <b>National Outcome 10: Environmental assets and natural resources that are well-protected and continually enhanced</b> <b>SCF Focus Area: Sustainable Development</b> <b>CPD outcome #2: Climate Change and Greening the Economy</b> <b>Relevant UNDP Strategic Plan result: Energy and Environment</b>								
Outcome-level indicators, baselines and targets for UNDP contribution to SCF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$)					
			2013	2014	2015	2016	2017	Total
<b>Increase in the number of households in marginalised communities using clean energy technologies/stabilization and reduction of carbon emissions and climate change mitigation and adaptation strategies fully operational</b>  <b>Indicator 1: % households in marginalised communities using clean energy technologies</b>  <b>BASELINE (2013) Limited use of clean energy technologies.</b>  <b>TARGET (2017) Increase in % of households in marginalised communities using clean technology</b>  <b>Indicator 2: Number of sector Departments implementing Climate Change Response Policy</b>	<b>Output 1 Sustainable Energy for All</b> <b>Annual Targets/Sub-Outputs</b> 1.1. Research and analysis of existing programmes / establishing baseline targets /identification of government departments and capacity assessment (2013) 1.2. Design and implementation of capacity development programmes/integrated energy policy (2014) 1.3. Design of scaling up programmes for energy technologies, financing options for PPPs (2015) 1.4. Implementation of scaling up technologies (2016/2011).	<b>Implementing modality:</b> NIM  <b>Implementing Partners:</b> Department of Energy  <b>Implementing modality:</b> NIM	<i>Regular Resources (in US\$ mil.)</i>					
	<b>Output 2: Enhancing Biodiversity Management</b> <b>Annual Targets</b> 2.1. Research and analysis on existing programmes/ establishing baseline data (2013/2014) 2.2. Development and implementation of capacity development programme (2015/2016) 2.3. PPP programmes established for biodiversity management (2017) 2.4. Expanded Protected Areas.  <b>Indicator1: No of PPPs</b>	<b>Implementing Partner:</b> <b>Department of Environment Affairs</b> <b>SANBI</b>	<i>Other Resources (in US\$ mil.)</i>					
			0.2	0.1	0.15	0.2	0.2	0.850
			6.2	6.8	6.8	7.0	7.109	33.909

<p>TARGET (2017) All Departments implementing Climate Change Policy.</p>	<p>Indicator 2: Number of protected areas Indicator 3: No of people trained. Target (2014) Increase in the number of co-managed protected Areas Target (2015) Increase in number of people trained in the communities</p>							
<p><b>National Priority: Building a capable and developmental state</b>  <b>National Outcome 3: All people in South Africa are and feel safe</b>  <b>National Outcome 9: Responsive, accountable, effective and efficient local government system</b>  <b>National Outcome 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship</b></p> <p>SCF Focus Area 4: Governance and Participation  CPD outcome 3: Service Delivery and Democratic Governance  Relevant UNDP Strategic Plan result: Democratic Governance</p>								
Outcome-level indicators, baselines and targets for UNDP contribution to SCF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$)					
			2013	2014	2015	2016	2017	Total
<p>National, provincial and local levels of government have expanded and improved the equitable delivery of services</p> <p>Indicator: Level of satisfaction of beneficiaries in terms of service delivery</p> <p>BASELINE: Uneven access and low quality of service delivery across the 3 spheres of government.</p> <p>TARGET 1: 60% in 2-3 core service delivery areas in 3 Provinces.</p> <p>Target 2: 70% of benchmarks for the national and 3 Provincial Parliaments and PSC.</p> <p>BASELINE: : Limited oversight capacity by some legislators and Parliament Committees</p> <p>Decreasing participation in election and inadequate provisions for the full participation of women and people with disabilities in the electoral process</p> <p>Indicators:</p>	<p><b>Output 1: Strengthening Public Service Delivery</b></p> <p>Annual Targets/Sub-outputs</p> <p>1.1. White Paper &amp; strategy on the repositioning of the public sector (2013)</p> <p>1.2. Identification and capacity assessment of government departments /Baseline benchmarks for beneficiary satisfaction (2013)</p> <p>1.3. Training modules development and implementation of programme / good practice exchange (2014)</p> <p>1.4. At least 50% of Departments capacitated to improve service delivery (2017)</p>	<p>Implementing modality: NIM and NGO</p> <p>Implementing Partners: Department of Public Service and Administration National Treasury Department of Health – Limpopo</p>	<i>Regular Resources (in US\$ mil.)</i>					
	<p><b>Output 2: Enhanced Accountability and Citizen Participation</b></p> <p>Annual Targets</p> <p>2.1. Capacity development programme developed and implemented for 6 portfolio committees at national level (2013)</p> <p>2.2. Capacity development programme for Parliament (2015/2017)</p>	<p>Implementing modality: NIM</p> <p>Implementing Partner National Parliament Independent</p>	<i>Other Resources (in US\$ mil.)</i>					
			1	1	1	0.50	1	4.5
			2.5	1.0	1.0	1.0	0.5	6.0

<p><b>Proportion of capacity benchmarks met by 'core' public oversight bodies</b></p> <p><b>Increased(%) participation in election processes ( women &amp; people with disabilities</b></p> <p><b>BASELINE:</b> Inadequate capacity of women parliamentarians &amp; councilors to lead &amp; participate actively in the legislation and oversight processes; &amp; inadequate capacity of legislators on the gender mainstreaming oversight</p> <p><b>Indicators</b></p> <p>Increased participation and leadership of women within the legislative processes both at national and provincial level</p> <p>Number of national departments and provincial governments with adequate gender mainstreaming within their budgets, programmes and reports</p>	<p>2.3. Replication of the programme within the 9 provincial legislators ( 2017</p> <p>2.4. Capacity development programme for IEC developed and implemented (2017).</p> <p>2.5. Oversight training programme &amp; tools developed for legislators on the gender mainstreaming within the legislation process, departmental and provincial programmes, budgeting and reporting ( 2013)</p> <p>2.6. <b>Municipalities have citizen participation-feedback integrated in their planning processes (2017)</b></p>	<p>Electoral Commission</p>						
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National Priority: Positioning South Africa in the World National Outcome 11: Create a better South Africa, a better Africa and a better world SCF Focus Area: Governance and Participation CPD outcome #4: South Africa's Regional and Global Role Relevant UNDP Strategic Plan result: Crisis Prevention and Recovery								
Outcome-level indicators, baselines and targets for UNDP contribution to SCF/CPD outcomes	Country programme outputs	Implementation modality(ies) and implementing partner(s)	Indicative Resources by outcome (per year, US\$)					
			2013	2014	2015	2016	2017	Total
<p>Create a better South Africa and contribute to a better and safer Africa and World</p> <p>Enhanced capacity to promote peace and development in Africa</p> <p>Level and functionality of South African participation in peace building and peace making initiatives , mediation initiatives and development partnership activities</p> <p>BASLINE (2013) TBD</p> <p>TARGET (2017) TBD</p>	<p><b>Output 1: Enhanced Development Exchange between South Africa and the Global Arena</b></p> <p><b>Annual Targets</b></p> <p>1.1. Review of South Africa experiences in regional/global arena, identification of priority development issues/migration and conflict programme (2013)</p> <p>1.2. Research/policy development (migration)/CO exchanges/Development Forums (2014/2015 /2016/2017)</p>	<p><b>Implementing modality:</b> NIM</p> <p><b>Implementing Partners:</b></p> <p>Department of International Relations and Cooperation</p> <p>National Departments</p> <p>provincial and local governments</p> <p>Universities</p> <p>Regional Bodies (ECA/AU)</p> <p>UNDP HQ</p> <p>Policy development (2015-2016)</p> <p>Research (2013-2014)</p> <p>Advocacy (2014)</p> <p>legislation and development of the programme (2017)</p>	<i>Regular Resources (in US\$ mil.)</i>					
			0.1	0.1	0.1	0.1	0.1	0.500
			<i>Other Resources (in US\$ mil.)</i>					
			1.0	0.50	1.20	0.50	0.50	3.70