COUNTRY PROGRAMME DOCUMENT
MONITORING AND EVALUATION FRAMEWORK
2013 – 2019

**UN
DP**

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Resilient nations.

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Contents

Acronyms

Acronym	Full Title
AIDS	Acquired Immunodeficiency Syndrome
AWP	Annual Work Plan
CPAP	Country Programme Action Plan
CPD	Country Programme Document
DIRCO	Department of International Relations and Cooperation
DST	Development Solution Team
HIV	Human Immunodeficiency Virus
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MTSF	Medium-Term Strategic Framework
PSU	Programme Support Unit
QPR	Quarterly Project Review Reporting Template
SCF	UN's Strategic Cooperation Framework
SDP	Supplier Development Programme
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group

1. Introduction

A joint 2008 – 2009 Government-UN independent evaluation concluded that strengthened cooperation between the UN and South Africa requires a move away from a project-based approach to strategic upstream engagement, in keeping with South Africa's upper middle-income status, role, needs and aspirations. From the standpoint of UNDP, further impetus in this direction was added with the signing of a Strategic Partnership Framework Agreement with Government in 2011. As a consequence, much effort has been expended to reposition UNDP through a set of interim adjustments spanning 2011-12 aligned directly with the Government's Medium-Term Strategic Framework (MTSF, 2009-14). This joint evaluation also showed that the repositioning is leading to better focus, movement towards upstream policy advice, access to decision-makers and a widening base of partnerships.

1.1. Purpose of M&E Plan

The purpose of this Monitoring and Evaluation Plan is to monitor and evaluate implementation of the CPAP in line with the Strategic Cooperation Framework (SCF) results matrix and SCF results Framework. This M&E Plan will specifically focus more 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 plan will also prioritize the monitoring of gender indicators and targets in the CPD.

UNDP in collaboration with the Government will be responsible for setting up the necessary M&E mechanisms, (especially those mechanisms that 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. 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.

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.

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.

The objectives of M&E Plan have been described as follows:

- Allows UNDP to work more effectively and efficiently towards achieving our program goals and objectives.
- Serves as a communication tool that outlines various roles and responsibilities regarding monitoring and evaluation of the CO's CPD programme implementation.
- Organizes plans for data collection, analysis, use, and data quality.
- Outlines specific strategies and tools to encourage informed decision making.
- Organizes numerous M&E activities that must take place in order for M&E to be truly successful in the Country Office.
- Engages programme managers in the Country Office so that M&E is fully integrated into their job descriptions.
- Supports the implementation of the UNSCF monitoring and evaluation plan
- Supports the South African Government departments to institutionalise their M&E systems for efficient and effective service delivery and better accountability

- Ensures the integration and tracking of gender responsive programming and budgeting

1.2. 1.2 Programme Overview

UNDP's proposed programme of support (CPD) 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.

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 the Country Programme Action Plan that outlines the outputs and activities that will implement the CPD. The UNSCF and the CPD ended in 2017 and both were extended by 15 months to end in March 2019 to provide sufficient time for the alignment into the government planning processes. There is a high possibility that there can be another extension of the UNSCF to March 2020.

This M&E framework will continue to undertake necessary amendments to align with the new UNDP and government strategic policies. Therefore, the Framework was revised to align with the new Medium Term Strategic Framework (MTSF) which is the Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The MTSF highlights Government's support for a competitive economy, creation of decent work opportunities and encouragement of investment. This is the first MTSF to follow the adoption of the NDP in September 2012. The introduction of a long-term plan brings greater coherence and continuity to the planning system and means that the MTSF now becomes a five-year building block towards the achievement of the vision and goals of the country's long-term plan.

In the same manner, the M&E framework was also revised to align with the new UNDP's Strategic Plan 2018-2021 which sets out the direction for a new UNDP, optimized to help countries achieve the 2030 Agenda for Sustainable Development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks. The Strategic Plan will cover four key areas of collaboration which promotes the principles of leaving no one behind. These key areas are: (a) Eradicating poverty; (b)   Addressing climate change; (c) Improving adolescent and maternal health; (d) Achieving gender equality and the empowerment of women and girls; and (e)   Ensuring greater availability and use of disaggregated data for sustainable development. The CO is already working on all of these focus developmental areas.

1.3. 1.3 Background of Organization and Project

Since the transition to democracy in 1994, South Africa has made some significant strides in the areas of democratic governance, economic growth and social development, including gender equality and women's empowerment. It has established a solid foundation for democratic governance with one of the most progressive Constitutions in the world, and has an active and highly dynamic civil society. Economic growth averaged 3.6 percent per year until the recession of 2009, when growth declined by 1.5 percent. Growth recovered to 2.9 percent in 2010 and 3.1 percent in 2011. Efforts to address inequalities of the historically disadvantaged sector of the population have resulted in 44.6% of households receiving some form of social assistance including 10 million children. Women representation in parliament rose to 44% in 2009 although it declined to 40% in the 2014 elections.

Despite the laudable efforts, poverty and unemployment, which largely affect women and youth, HIV/AIDS pandemic where young girls and women have higher infection rates

institutional and human resources capacity development, social and physical infrastructural development and gender-based violence continue to pose a major challenge to the country. In fact, the key challenge has been to reduce inequality in all forms of its manifestation. In order to achieve this goal: (i) Various innovative policies, strategies, and programs have been formulated and are under implementation; and (ii) New institutions have been set up while existing ones have been recalibrated and strengthened.

UNDP's proposed programme of 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 recently the 2014-2019 MTSF; 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 continue to inform the CPD programme.

The country programme is firmly anchored in the UN Strategic Cooperation Framework 2013-2017, whose over-arching aim is to consolidate the UN response to the national development priorities and outcomes through four main priority areas: (i) Inclusive growth and decent work; (ii) Environmentally sustainable development; (iii) Enhancing human capabilities; and (iv) Governance and participation. UNDP has prepared its Country Programme Document (CPD) within that same framework and this Action Plan outlines the outputs and activities that will implement the CPD.

Regarding the CO's collaboration with the UN, there has been a growing concern that UN operations in South Africa should reflect more strategically and effectively the country's status as an upper middle income country and provide better value added, rather than simply follow a 'business as usual' model. This led to the commissioning of a Joint GoSA and UN evaluation ('the UNEG Evaluation') was finalized in 2009. The report found that the UN partnership with South Africa should reflect the country's needs and aspirations as a major emerging economy, a development partner for fellow African countries, and an important player on the international scene including in global negotiations on issues such as non-proliferation, trade and climate change. The Letter of Intent signed between the UNDP Administrator and the South African Foreign Minister in May 2010 to strengthen strategic partnership between the country and UNDP represented a first step in UNDP's response to

this task.   The programme areas identified in this document are designed to facilitate upstream engagement between the government and UNDP.

1.4. 1.4 Vision and/or Mission Statement

UNDP is the UN's global development network whose focus is to help countries build and share solutions to the challenges of sustainable human development to reduce poverty and inequalities and render institutions more effective and accountable. The key focus of engagement are national priorities, national ownership and the implementation of the 2030 Sustainable Development Agenda. UNDP helps countries attract and use aid effectively. Further, as part of the UN Reforms process, UNDP has a mandate to lead the UN in system-wide coordination.

2. Project Description

Programme Area 1: Enhancing Inclusive growth

Under enhancing inclusive growth, UNDP will support Government's efforts to enhance inclusive growth in four key areas: (i) support policy dialogue on mechanisms to address the challenges of poverty, inequality and unemployment, especially among youth, women and those living in rural areas (ii) engage the private sector to enhance supplier development programme (SDP) and innovative programmes to help match skills including e-skills (ICT) with employment opportunities, particularly among youth and women, (iii) build capacity of Government officials in implementing rural development and land reform policies, and (iv) strengthen social protection mechanisms. The envisaged results will contribute to Government's efforts to reduce income inequality and enhance inclusive growth.

Outcome: Reduction in income inequality

Objectives:

- Support the Government of South Africa to enhanced Social Protection Framework
- Support the expansion of access to employment opportunities
- Support capacity building of SMMEs to increase their competitiveness through the supplier development programme

Indicators:

The table below describes indicators that the Country Office will be using to measure progress towards specific objectives of its programme. Results will be measured at various levels (input, output, outcome, and impact) to measure progress towards achieving objectives by using selected appropriate indicators.

Outcome Indicator	Input	Activity	Output	Outcomes	Impact
Proportion of population living below the poverty line, and level of income inequality disaggregated by sex	Human and Financial Resources, Technical expertise,	1.Support the dialogue and policy agenda on social protection through technical and advisory services	1. Capacity development programme on social protection frameworks/mechanism for job creation developed and implemented 2. Analytic report prepared on socio-economic gains and cost of the social protection system in South Africa 3. Two policy dialogues on poverty eradication and inequalities held	Strengthen the capacity of government officials to implement social protection frameworks/mechanism for job creation in place	Reduction poverty and level of income inequality
Unemployment rate disaggregated by sex	Human and Financial Resources, Technical expertise.	2. Support government's efforts of creating an enabling environment for employment creation	1. Guidelines for the management and establishment of Business Incubators developed 2. Two policy briefs on youth employment 3. Business support provided to cooperatives in the agricultural sector 4. Develop capacity of officials of the Department of Rural Development and Land Reform on implementing policies	Strengthen government efforts of creating and increasing employment opportunities especially for youth and rural communities	Reduce unemployment rate

	Human and Financial Resources, Technical expertise,	3. Support capacity building of SMMEs to increase their competitiveness through the supplier development programme while ensuring that women owned SMEs also benefit	1. # of Local specialists trained on the supplier development methodology 2. # of SMMEs integrated in the value chains of big companies disaggregated by male/female ownership 3. Number of value chains analytical studies conducted on South African economy 4. SDP website developed and operational.	Increase competitiveness of SMMEs through the supplier development programme	Jobs creation and sales increased

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

This programme will support the Government in realizing its national priorities to green the economy in two key areas (i) Promoting sustainable energy for all through policy advisory services on climate- resilient development strategies, institutional strengthening, and enhancing access to renewable energy technologies; and (ii) Enhancing biodiversity management through policy advisory services on protected area management and employment generation opportunities for improved livelihoods, with particular emphasis on women and youth. These efforts will contribute to stabilizing and reducing carbon emissions and adapting to climate change, thereby contributing to the overall goal of greening the South African economy

Outcome: Stabilization and reduction of carbon emissions and climate change mitigation and adaptation strategies fully operational

Objectives:
- Support Government in realizing its national priorities to green the economy through promoting sustainable energy for all
- Support government to improve livelihoods and employment opportunities through enhancing Biodiversity Management

Indicators:

The table below describes indicators that the Country Office will be using to measure progress towards specific objectives of its programme. Results will be measured at various levels (input, output, outcome, and impact) to measure progress towards achieving objectives by using selected appropriate indicators.

Indicator	Input	Activity	Output	Outcomes	Impact
Number of households with access to renewable energy efficient technologies	Human and Financial Resources, Technical expertise,	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	1. Draft household energy strategy developed 2. Energy efficiency standards developed and implemented 3. Training programme for municipal officials and small scale wind energy developers 4. South Africa's first Wind Atlas launched and operationalized 5. Number of community and civil society based projects supporting the transfer of low-carbon technologies including renewable energy and energy efficient project	The use of renewable energy technologies scaled up	Sustainable energy for all
Number of hectares of land managed under in-situ conservation regime	Human and Financial Resources, Technical expertise,	Facilitate capacity building programme to strengthen policy and institutional capacities for biodiversity management	1. Training programme on interpretation and incorporation of biodiversity priorities and ecosystem services into spatial and land use planning developed and implemented for municipal and government officials 2. # of community and civil-society based projects supporting biodiversity	Increased community participation in the conservation and management of the protected areas	Policy and institutional capacities of provincial and municipal government official strengthened for biodiversity conservation and management

			conservation in indigenous community conservation areas with tourism related projects, ensuring participation of women 3. # of community and civil-society based projects funded supporting biodiversity conservation through mainstreaming including demonstration projects that will grow into strong SMME's especially for women and youth through utilization of biodiversity.		
Number of green jobs created disaggregated by sex?	Human and Financial Resources, Technical expertise,		Assessment report produced on gaps and levels of skills in incorporating green economy principles and practices in energy and natural resources sectors	Increased level of skills in energy and natural resources sectors	Improved livelihoods and employment opportunities through enhancing Biodiversity Management with Beneficiaries disaggregated by sex

Programme Area 3: National, provincial and local levels of government have expanded and improved the equitable delivery of public services

This programme has been developed to support government's efforts in strengthening service delivery and democratic governance. The programme will be implemented to help 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.

Outcome: Strengthening Service Delivery & Democratic Governance

Objectives:
- Support Government in strengthening service delivery and democratic governance
- Support government to enhance accountability to public service delivery and Civil Society engagement in development discourse

Indicators:

The table below describes indicators that the Country Office will be using to measure progress towards specific objectives of its programme. Results will be measured at various levels (input, output, outcome, and impact) to measure progress towards achieving objectives by using selected appropriate indicators.

Indicator	Input	Activity	Output	Outcomes	Impact
% of citizen satisfaction with access & quality of public services, disaggregated by sex	Human and Financial Resources, Technical expertise	Support Government to strengthen its capacity to increase access to basic services and to improve the quality of service delivery	Number of people with access to basic services Number of people reported that are satisfied with the quality of public services	Strengthened capacity of legislative oversight and the Public Service Commission and enhanced citizen participation in democratic processes	Enhanced accountability to public service delivery and improved citizen satisfaction with public services
Proportion of eligible voters at national and sub-national levels disaggregated by sex	Human and Financial Resources, Technical expertise	Develop a programme of support and mobilize resources to support the Independent Electoral Commission in specific areas identified in 2013 MOU which would include regional electoral capacity building and knowledge exchange hub among other issues	Programme of support to IEC developed and resources mobilized. Capacity building and knowledge exchange hub developed	The role of IEC on regional electoral general elections strengthened through capacity building programme and knowledge sharing	Free and fair elections locally and regionally
Number of people living with HIV disaggregated by sex	Human and Financial Resources, Technical expertise	Support the implementation of a multi-sectoral response to HIV in line	Number of government departments implementing a	Response to HIV epidemic strengthened through multi-sectoral collaboration.	HIV prevalence and incident rates reduction

		with the national strategic plan.	multi-sectoral response to HIV		
Proportion of decision making positions (executive, legislature, judicial and private sector) occupied by women at national and sub-national	Human and Financial Resources, Technical expertise	Develop and implement a capacity building programme to ensure equality representation of women in decision making and leadership	Number of women participating in decision making processes and leadership	Increased women capacity to participate in decision making and leadership	Increased equal participation of women and men in decision making processes especially in politics and leadership, at national and sub-national

Programme Area 4: Support to South Africa's Regional and Global Engagement

The purpose of this programme is to support South Africa's role in the regional and global arena to advocate for South-South cooperation, effective development cooperation and raising Africa's voice on development issues through expanding development exchanges, conducting sound analytical and policy work with a regional and global impact as well as organizing dialogues to inform the Post-2015 process among others as well as implement good practices on sustainable development, development in post-conflict and peace-building, in collaboration with government, respective research institutes, and UNDP Bureaus.

Outcome: Support to South Africa's Regional and Global Engagement

Objective: Support Government to enhance Development Exchange between South Africa and Global Arena

Indicator	Input	Activity	Output	Outcomes	Impact
Extent to which institutional capacity and policy development have been strengthened to enhance South Africa's	Human and Financial Resources, Technical expertise	Develop institutional capacity building programme to enhance the South Africa's regional and global role	Number of exchange programmes held, with participation by women	Improved collaboration and cooperation in the regional global	Strengthened to enhance South Africa's regional and global role

regional and global role					

Indicators: The table below describes indicators that the Country Office will be using to measure progress towards specific objectives of its programme. Results will be measured at various levels (input, output, outcome, and impact) to measure progress towards achieving objectives by using selected appropriate indicators.

3. Data Flow and Use

3.1. Data Flow

This section helps to map out the flow of data from collection to use and examines areas where data processes can be consolidated or uses can be enhanced. It also helps to describe the personnel responsible for the collection of data from potential data sources, timeframes for data collection, disaggregation of data and data storage. It also provides a list of any possible opportunities to analyze the data to make it into more meaning information. It also describes the reporting levels and list specific opportunities for data use.

Indicator	Collection	Compilation	Storage	Analysis	Reporting	Use
Proportion of population living below the poverty line, and level of income inequality	National Economist will collect data from various National and international datasets, and published reports.	Data will be disaggregated by gender, age, race, location, income, etc.	Data will be kept as hard and electronic files.	Monthly data will be analysed by National Economist in collaboration with M&E Officer to produce quarterly reports which will be used to compile ROAR at the end of the year.	Quarterly reports will be submitted uploaded in Intranet and Atlas	Information will be used to generate lessons learned and good practices. Information will also be used for programme planning, budget allocation
Unemployment rate	National Economist will collect data from	Data will be disaggregated	Data will be kept as hard	Monthly data will be analysed by National Economist in	Quarterly reports will be submitted	Information will be used to

Indicator	Collection	Compilation	Storage	Analysis	Reporting	Use
	various National and international datasets, and published reports.	by gender, age, race, location, income, etc.	and electronic files.	collaboration with M&E Officer to produce quarterly reports which will be used to compile ROAR at the end of the year.	uploaded in Intranet and Atlas	generate lessons learned and good practices. Information will also be used for programme planning, budget allocation
% of SMMEs contributing employment creation	National Economist will collect data from various National and international datasets, and published reports.	Data will be disaggregated by gender, age, race, location, income, etc.	Data will be kept as hard and electronic files.	Monthly data will be analysed by National Economist in collaboration with M&E Officer to produce quarterly reports which will be used to compile ROAR at the end of the year.	Quarterly reports will be submitted uploaded in Intranet and Atlas	Information will be used to generate lessons learned and good practices. Information will also be used for programme planning, budget allocation
Number of households with access to renewable energy efficient technologies	Environment and Energy Programme Manager is responsible for data collection from local and international data sources	Data will be disaggregated by gender, age, race, location, income, etc.	Data will be kept as hard and electronic files.	Monthly data will be analysed by National Economist in collaboration with M&E Officer to produce quarterly reports which will be used to compile ROAR at the end of the year.	Quarterly reports will be submitted uploaded in Intranet and Atlas	Information will be used to generate lessons learned and good practices. Information will also be used for programme

Indicator	Collection	Compilation	Storage	Analysis	Reporting	Use
	→	→	→	→	→	→
						planning, budget allocation
Number of hectares of land managed under in-situ conservation regime	Environment and Energy Programme Manager is responsible for data collection from local and international data sources	Data will be disaggregated by gender, age, race, location, income, etc.	Data will be kept as hard and electronic files.	Monthly data will be analysed by National Economist in collaboration with M&E Officer to produce quarterly reports which will be used to compile ROAR at the end of the year.	Quarterly reports will be submitted uploaded in Intranet and Atlas	Information will be used to generate lessons learned and good practices. Information will also be used for programme planning, budget allocation.
Number of green jobs created	Environment and Energy Programme Manager is responsible for data collection from local and international data sources	Data will be disaggregated by gender, age, race, location, income, etc.	Data will be kept as hard and electronic files.	Monthly data will be analysed by National Economist in collaboration with M&E Officer to produce quarterly reports which will be used to compile ROAR at the end of the year.	Quarterly reports will be submitted uploaded in Intranet and Atlas	Information will be used to generate lessons learned and good practices. Information will also be used for programme planning, budget allocation.

Indicator	Collection	Compilation	Storage	Analysis	Reporting	Use
Extent to which the Integrated Energy Plan is being developed and implemented	Environment and Energy Programme Manager is responsible for data collection from local and international data sources	Not Applicable	Data will be kept as hard and electronic files.	Monthly data will be analysed by National Economist in collaboration with M&E Officer to produce quarterly reports which will be used to compile ROAR at the end of the year.	Quarterly reports will be submitted uploaded in Intranet and Atlas	Information will be used to generate lessons learned and good practices. Information will also be used for programme planning, budget allocation.
% of citizen satisfaction with access & quality of public services	Governance and Service Delivery Programme Manager will collect required information on this indicator from local data sources	Data will be disaggregated by gender, age, race, location, income, etc.	Data will be kept as hard and electronic files.	Monthly data will be analysed by National Economist in collaboration with M&E Officer to produce quarterly reports which will be used to compile ROAR at the end of the year.	Quarterly reports will be submitted uploaded in Intranet and Atlas	Information will be used to generate lessons learned and good practices. Information will also be used for programme planning, budget allocation.
Proportion of eligible voters at national and sub-national levels	Governance and Service Delivery Programme Manager will collect required	Data will be disaggregated by gender, age,	Data will be kept as hard	Monthly data will be analysed by National Economist in collaboration with M&E Officer to produce quarterly	Quarterly reports will be submitted	Information will be used to generate lessons learned and good

Indicator	Collection	Compilation	Storage	Analysis	Reporting	Use
	information on this indicator from local data sources	race, location, income, etc.	and electronic files.	reports which will be used to compile ROAR at the end of the year.	uploaded in Intranet and Atlas	practices. Information will also be used for programme planning, budget allocation.
Number of people living with HIV	HIV Program Manager will collect monthly data from various HIV related programmes	Data will be disaggregated by gender, age, race, location, income, etc.	Data will be kept as hard and electronic files.	Monthly data will be analysed by National Economist in collaboration with M&E Officer to produce quarterly reports which will be used to compile ROAR at the end of the year.	Quarterly reports will be submitted uploaded in Intranet and Atlas	Information will be used to generate lessons learned and good practices. Information will also be used for programme planning, budget allocation.
Proportion of decision making positions (executive, legislature, judicial and private sector) occupied by women at national and sub-national	Gender Specialist to collect monthly data from various HIV related programmes	Data will be disaggregated by gender, age, race, location, income, etc.	Data will be kept as hard and electronic files.	Monthly data will be analysed by National Economist in collaboration with M&E Officer to produce quarterly reports which will be used to compile ROAR at the end of the year.	Quarterly reports will be submitted uploaded in Intranet and Atlas	Information will be used to generate lessons learned and good practices. Information will also be used for programme

Indicator	Collection	Compilation	Storage	Analysis	Reporting	Use
						planning, budget allocation.
Extent to which institutional capacity and policy development have been strengthened to enhance South Africa's regional and global role	Resident Coordinator Officer will be responsible to data collection from different data sets both locally and internationally	Not applicable	Data will be kept as hard and electronic files.	Monthly data will be analysed by National Economist in collaboration with M&E Officer to produce quarterly reports which will be used to compile ROAR at the end of the year.	Quarterly reports will be submitted uploaded in Intranet and Atlas	Information will be used to generate lessons learned and good practices. Information will also be used for programme planning, budget allocation.

4. **Data Use Plan**

This section helps to summarize planned uses of the collected data. Information collected can be utilized to make informed program decisions and that steps (including follow ups and feedback) are taken to ensure that data collected gets to the right person in the right time in the right format.

Indicator	Uses of information generated	Stakeholders	Communication Mechanism	Format for Communication	Next Steps/follow up/Feedback on information use
Proportion of population living below the poverty line, and level of income inequality	Programme planning, resource allocation, sharing of good practices and lessons learned, decision making	Departments of Social Development, Planning and Performance Monitoring and Evaluations, National Treasury, Statistics South Africa	Program Steering Committee Meetings, Stakeholder Consultative Fora, Media Briefings, Knowledge Exchange Platforms, Symposiums	Minutes, Progress Reports, Policy Briefs, Media Briefings,	Programme Support Unit (PSU) will work with the Programme Managers to ensure next steps and follow up actions are implemented, and feedback on information use is constantly documented.
Unemployment rate	Programme planning, resource allocation, sharing of good practices and lessons	Department of Economic Development, Planning and Performance Monitoring and	Program Steering Committee Meetings, Stakeholder Consultative Fora, Media Briefings, Knowledge Exchange	Minutes, Progress Reports, Policy Briefs, Media Briefings,	Programme Support Unit (PSU) will work with the Programme Managers to ensure next steps and follow up actions are

	learned, decision making	Evaluations, National Treasury, Statistics South Africa	Platforms, Symposiums		implemented, and feedback on information use is constantly documented.
% of SMMEs contributing employment creation	Programme planning, resource allocation, sharing of good practices and lessons learned, decision making	Department of Economic Development, Planning and Performance Monitoring and Evaluations, National Treasury, Statistics South Africa	Program Steering Committee Meetings, Stakeholder Consultative Fora, Media Briefings, Knowledge Exchange Platforms, Symposiums	Minutes, Progress Reports, Policy Briefs, Media Briefings,	Programme Support Unit (PSU) will work with the Programme Managers to ensure next steps and follow up actions are implemented, and feedback on information use is constantly documented.
Number of households with access to renewable energy efficient technologies	Programme planning, resource allocation, sharing of good practices and lessons learned, decision making	Department of Energy, Planning and Performance Monitoring and Evaluations, National Treasury, Statistics South Africa	Program Steering Committee Meetings, Stakeholder Consultative Fora, Media Briefings, Knowledge Exchange Platforms, Symposiums	Minutes, Progress Reports, Policy Briefs, Media Briefings,	Programme Support Unit (PSU) will work with the Programme Managers to ensure next steps and follow up actions are implemented, and feedback on information use is constantly documented.

Number of hectares of land managed under in-situ conservation regime	Programme planning, resource allocation, sharing of good practices and lessons learned, decision making	Department of Environment, Planning and Performance Monitoring and Evaluations, National Treasury, Statistics South Africa	Program Steering Committee Meetings, Stakeholder Consultative Fora, Media Briefings, Knowledge Exchange Platforms, Symposiums	Minutes, Progress Reports, Policy Briefs, Media Briefings,	Programme Support Unit (PSU) will work with the Programme Managers to ensure next steps and follow up actions are implemented, and feedback on information use is constantly documented.
Number of green jobs created	Programme planning, resource allocation, sharing of good practices and lessons learned, decision making	Department of Energy, Planning and Performance Monitoring and Evaluations, National Treasury, Statistics South Africa	Program Steering Committee Meetings, Stakeholder Consultative Fora, Media Briefings, Knowledge Exchange Platforms, Symposiums	Minutes, Progress Reports, Policy Briefs, Media Briefings,	Programme Support Unit (PSU) will work with the Programme Managers to ensure next steps and follow up actions are implemented, and feedback on information use is constantly documented.
Extent to which the Integrated Energy Plan is being developed and implemented	Programme planning, resource allocation, sharing of good practices and lessons learned, decision making	Department of Energy, Planning and Performance Monitoring and Evaluations, National Treasury, Statistics South Africa	Program Steering Committee Meetings, Stakeholder Consultative Fora, Media Briefings, Knowledge Exchange	Minutes, Progress Reports, Policy Briefs, Media Briefings,	Programme Support Unit (PSU) will work with the Programme Managers to ensure next steps and follow up actions are implemented, and

			Platforms, Symposiums		feedback on information use is constantly documented.
% of citizen satisfaction with access & quality of public services	Programme planning, resource allocation, sharing of good practices and lessons learned, decision making	Department of Public Services & Administration, Planning and Performance Monitoring and Evaluations, National Treasury, Statistics South Africa	Program Steering Committee Meetings, Stakeholder Consultative Fora, Media Briefings, Knowledge Exchange Platforms, Symposiums	Minutes, Progress Reports, Policy Briefs, Media Briefings,	Programme Support Unit (PSU) will work with the Programme Managers to ensure next steps and follow up actions are implemented, and feedback on information use is constantly documented.
Proportion of eligible voters at national and sub-national levels	Programme planning, resource allocation, sharing of good practices and lessons learned, decision making	Independent Electoral Commission (IEC)	Program Steering Committee Meetings, Stakeholder Consultative Fora, Media Briefings, Knowledge Exchange Platforms, Symposiums	Minutes, Progress Reports, Policy Briefs, Media Briefings,	Programme Support Unit (PSU) will work with the Programme Managers to ensure next steps and follow up actions are implemented, and feedback on information use is constantly documented.

Number of people living with HIV	Programme planning, resource allocation, sharing of good practices and lessons learned, decision making	Department of Health, UNAIDS, World Health Organisation, South Africa National AIDS Council (SANAC),	Program Steering Committee Meetings, Stakeholder Consultative Fora, Media Briefings, Knowledge Exchange Platforms, Symposiums	Minutes, Progress Reports, Policy Briefs, Media Briefings,	Programme Support Unit (PSU) will work with the Programme Managers to ensure next steps and follow up actions are implemented, and feedback on information use is constantly documented.
Proportion of decision making positions (executive, legislature, judicial and private sector) occupied by women at national and sub-national	Programme planning, resource allocation, sharing of good practices and lessons learned, decision making	National and Provincial Cabinets, Office of the Premiers, Civil Associate Organisations (CSOs), Local Councils	Program Steering Committee Meetings, Stakeholder Consultative Fora, Media Briefings, Knowledge Exchange Platforms, Symposiums	Minutes, Progress Reports, Policy Briefs, Media Briefings,	Programme Support Unit (PSU) will work with the Programme Managers to ensure next steps and follow up actions are implemented, and feedback on information use is constantly documented.
Extent to which institutional capacity and policy development have been strengthened to enhance South	Programme planning, resource allocation, sharing of good practices and lessons learned, decision making	Department of International Relations and Cooperation (DIRCO)	Program Steering Committee Meetings, Stakeholder Consultative Fora, Media Briefings, Knowledge Exchange	Minutes, Progress Reports, Policy Briefs, Media Briefings,	Programme Support Unit (PSU) will work with the Programme Managers to ensure next steps and follow up actions are implemented, and

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Africa's regional and global role			Platforms, Symposiums		feedback on information use is constantly documented.

5. Audience Analysis

It is important to have key stakeholders be always involved and informed in programme planning and implementation. Understanding a specific information users' background and characteristics will better help to meet their information needs and lead to more informed decision making.

Audience Analysis

Audience	Audience Background (knowledge, experience, etc.)	Audience Demographic Characteristics	What information is required? (audience needs and interests)	Why is the information required?	When is the information required?	How will the information be communicated? (format)
External Audience						
Department of International Relations and cooperation	Knowledge and experience in promoting South Africa's national interests and values, the African Renaissance and the creation of a better world for all	Ministry	Data on regional and continental processes to respond to crises, strengthen regional integration, and champion socio-economic and sustainable development in Africa.	Conflict prevention, Peacekeeping, peace building and post-conflict reconstruction, supporting AU and United Nations Development initiatives	Monthly	Progress Reports, Policy Briefs, Media Briefings, Speeches
National Treasury	Knowledge and experience on finance management	Ministry	Data to support efficient and sustainable public financial management	Promotion of economic development, good governance, social progress and a rising	Monthly	Media Statement, Press Release, Ministers' Speeches, Provisional Financing Figures, Parliamentary

Audience	Audience Background (knowledge, experience, etc.)	Audience Demographic Characteristics	What information is required? (audience needs and interests)	Why is the information required?	When is the information required?	How will the information be communicated? (format)
				standard of living for all South Africans		Questions, Intergovernmental Fiscal Reviews, Tax Statistics, Annual Reports, Provincial In-year Publications, Strategic Plan, Annual Performance Plan, Treasury Guidelines
Department of Planning, Performance Monitoring and Evaluation	Knowledge and experience in programme planning, monitoring and evaluation	Ministry of the National Planning Commission and the Ministry of Performance, Monitoring and Evaluation as well as Administration.	Information to enhance integrity of state - through planning, co-ordination, and oversight Promote a culture of accountability across the spheres of government through performance monitoring and evaluation of government policies and programmes	Plan, monitor and evaluate the implementation of government policies and programmes	Monthly	Annual Reports, Strategic Plans, Reviews, Youth Publications, African Peer Review Mechanism, Performance Monitoring and Evaluation, donor Reports, Regulatory Impact Assessment

Audience	Audience Background (knowledge, experience, etc.)	Audience Demographic Characteristics	What information is required? (audience needs and interests)	Why is the information required?	When is the information required?	How will the information be communicated? (format)
Department of Economic Development	Experience in coordinating the development of the country's New Growth Path and overseeing the work of key state entities engaged in economic development	Ministry	Information is required to contribute towards poverty alleviation and job creation	Address the structural constraints to absorbing large numbers of people into the economy and the creation of decent work	Monthly	The Economic Development Department's Annual Reports, Strategic plans, Speeches, Press Release, Government gazettes, Media briefing,
Department of Energy	Experience in developing and implementing of policies and measures that can promote economic growth and social development	Ministry	Promote economic growth and social development through expanded access to energy services and environmental sustainability	Review and introduce energy policies, regulations and plans to ensure energy sector provide growth stimulus needed in South Africa	Monthly	Annual Report, Strategic Plan, Annual Performance Plan, Declarations, Parliamentary Questions, A Survey of Energy Related Behaviour and Perceptions in South Africa, Integrated Nuclear Infrastructure Review (Inir), Energy Sector Reports, Energy Planning Colloquim, Solar Park Investors Conference Report

Audience	Audience Background (knowledge, experience, etc.)	Audience Demographic Characteristics	What information is required? (audience needs and interests)	Why is the information required?	When is the information required?	How will the information be communicated? (format)
Department of Environment	Experience on Formulating, coordinating and monitoring of the implementation of national environmental policies, programmes and legislation	Ministry	Protect the environment and conserve natural resources for sustainable development and the equitable distribution of the benefits derived from natural resources.	Formulate, coordinate and monitor the implementation of national environmental policies, programmes and legislation	Monthly	Annual reports, strategic plans, Strategic documents, Research
Department of Public service and Administration	Experience in establishing norms and standards that the public service should adhere to	Ministry	Promote an ethical public service through programmes, systems, frameworks and structures that detect, prevent and combat corruption	Sets basic values and principles that the public service should adhere	Monthly	African Peer Review Mechanism, Annual reports, Strategic plan, Budget vote, Publications and guides, Service Delivery Review
Department of Health	Specialises in implementation and management of health related policies and programmes	Ministry	Prevention of illnesses and the promotion of healthy lifestyles and improve the healthcare delivery system by focusing on access, equity, efficiency, quality and sustainability.	Increase access to health care for all; reduce inequity; improve the quality of care of all levels of the health system, especially preventive and	Monthly	African Peer Review Mechanism, Annual reports, Strategic plan, Budget vote, Publications and guides, Service Delivery Review

Audience	Audience Background (knowledge, experience, etc.)	Audience Demographic Characteristics	What information is required? (audience needs and interests)	Why is the information required?	When is the information required?	How will the information be communicated? (format)
				promotive health, and improve the overall efficiency of the health care delivery system.		
Independent Electoral Commission (IEC)	Expertise in managing free and fair elections of legislative bodies and institutions through the participation of citizens, political parties and civil society in deepening electoral democracy	Commission	Maintain a register of parties; research into electoral matters; electoral expertise and technology in all spheres of government; electoral laws and proposed electoral laws, voter education	Serve the needs of stakeholders, including the electorate, political parties, the media and permanent and temporary staff	Monthly	National, Provincial and Municipal Election reports, Media Statement, Press Release, Ministers' Speeches,
Internal Audience						
UNDP Headquarters	Experience and knowledge in advocating for change and connects countries to knowledge, experience and resources to help	UNDP Head Office	Support local governments and international organisations to meet development challenges through capacity building	Achieve the Millennium Development Goals MDGs) and develop of the Post-2015 Development Agenda	Monthly	Human Development Report, National and International datasets, Annual Reports, Evaluation reports,

Audience	Audience Background (knowledge, experience, etc.)	Audience Demographic Characteristics	What information is required? (audience needs and interests)	Why is the information required?	When is the information required?	How will the information be communicated? (format)
	empower lives and build resilient nations					
WHO	Expert in providing leadership on global health matters	UN Agency	Data for management of health-related conditions	Shape the health research agenda, set norms and standards, articulate evidence-based policy options, provide technical support to countries and monitoring and assessing health trends.	Annually	WHO Annual reports, Health Statistics, Journals, Media Statement, Press Release
UNICEF	Un organisation dedicated to improving the life of every children	UN Agency	Data on the wellbeing of children including exposure to violence, abuse or exploitation	Information is needed to help implement the Convention on the Rights of the Child	Annually	UNICEF Annual reports, Health Statistics, Journals, Media Statement, Press Release
UNAIDS	Experience and knowledge in advancing global progress in achieving country set targets for universal access to HIV prevention,	UN Agency	Statistics on people living with HIV and households affected by HIV, national social protection strategies and access to essential care and support; laws	Combat and reverse the spread of HIV and contribute to the achievement of the Millennium	Annually	UNAIDS Annual Reports and other related publications, Media Statement, Press Release

Audience	Audience Background (knowledge, experience, etc.)	Audience Demographic Characteristics	What information is required? (audience needs and interests)	Why is the information required?	When is the information required?	How will the information be communicated? (format)
	treatment, care and support		and practices around HIV transmission	Development goals by 2015.		
UNWomen	Experience on implementing policies and standards the promote gender equality and the empowerment of women	UN Agency	Data on elimination of discrimination against women and girls; empowerment of women; and achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.	Accelerate the Organization's goals on gender equality and the empowerment of women	Annually	UNWomen Publications, Media Statement, Press Release

6. Risk Management

6.1. Risk Monitoring Plan: 2013 – 2019

Identifying and managing potential risks to the quality of data collected and information used is of utmost important to program success

Risks Log								
Title	Risk Type	Probability	Impact	Risk Status	Risk Status Icon	Escalated	Risk Owner	
Low prospect for resource mobilisation due to donor reluctance to fund programmes in MICs	Financial	Very Likely	Critical	Reducing	🟢	No	Walid Badawi	
Intensify resource mobilisation and government cost-sharing.								
The CO intends to diversify its partnerships with many partners in government, civil society, academic institutions and private sector and focus on fewer programme areas where it has comparative advantage to can make significant impact.								
UNDP operating in middle-income country like South Africa	Financial	Likely	Critical	Reducing	🟢	No	Walid Badawi	
Develop and implement a strategic resource mobilization framework that would also focus on non-traditional donors such as the private sector and philanthropic organisations.								
High turn-over of government officials at national and local levels	Organizational	Very Likely	Moderate	Increasing	🔴	Yes	Walid Badawi	
Ensuring that jointly produced and signed CPD, CPAP, annual work plans are followed/implemented. Continuous engagement between UNDP Senior Management and the government policy makers								
The term for the current government is coming to an end after the May 2019 elections and the new government will be constituted which may affect the partnership already established.								
Change of Policy Focus	Political	Moderately Likely	Moderate	Reducing	🟢	No	Fatou Leigh	
Revise and adapt CO programmes in line with change in focus, mindful of the fact that this may delay implementation.								

Risks Log							
Title	Risk Type	Probability	Impact	Risk Status	Risk Status Icon	Escalated	Risk Owner
High frequency of change in political/ administrative leadership	Political	Moderately Likely	Moderate	Increasing	🔶	No	Walid Badawi
Develop partnerships with technical staff as well as leadership to ensure that programmes are departmentally led and not individually driven.							
Inadequate information flow within Government Departments	Organizational	Likely	Severe	No change	⚠️	No	Letsholo Mojanaga
Continuous engagement between UNDP senior management and Government policy leaders.							

7. Evaluation Plan

Following the completion of the CPAP, the UNDP South Africa has developed a costed evaluation plan (outlined below) to be implemented during the 2013 – 2019 Country Programme life cycle. The Plan consists of a combination of midterm and final evaluations of programmes and projects, including the evaluation of the National Strategic Cooperation Framework (NSCF) also known as UNDAF.

Each programme is expected to allocate budget in the year the evaluation is to be done. Terms of Reference (ToR) for the evaluation will be developed by respective programme manager to be validated by the M&E Officer to ensure it is in line with the evaluation standards of the UNDP. ToRs will be advertised to solicit the services of evaluation experts. Management responses emanating from evaluation will be regularly uploaded by the M&E Officer onto the Evaluation Resource centre (ERC). The ToRs and the final evaluation report will also be uploaded to the ERC as a platform for information sharing within the UNDP.

7.1. Costed CDP Evaluation Plan of 2013-2019; Planned and Completed Evaluations

Plan Detail (2013-2019)

Commissioning Unit: South Africa

Period : 2013-2019

Status: Posted

Comments: In order to facilitate the implementation of the UNSCF for 2013 - 2019, UNPD South Africa has developed an Evaluation Plan composed of outcome evaluations, project evaluations, a CPD evaluation and final evaluations. These evaluations will be done in collaboration with respective Government counterparts and other Stakeholders in South Africa.

CPD Evaluations Commissioned by South Africa: 2013 - 2019

SN	Title	Type	Partners (Joint Evaluations)	Planned End Date	Completion Date	Key Stake holders	Resource & Fund Source	Status	Reports	Mgmt. Resp
1.	UNDP-GEF Midterm Review for Improving	Project	Joint with UNDP and Department of	Apr 2018	Apr 2018	Department of Environmental Affairs; South	$25,000	Completed	tor report	View

	Management Effectiveness of the Protected Area Network		Environmental Affairs;			African National Parks; CapeNature; East Cape Parks and Tourism Agency; Mpumalanga Tourism and Parks Agency; Limpopo Department of Economic Development, Environment and Tourism				
2.	Mid- term Project Evaluation of mainstreaming biodiversity into land use regulations and management at municipal Scale	Project	Joint with UNDP and SANBI	Jun 2017	Dec 2017	Department of Environmental Affairs	$50,000	Completed	tor report	View
3.	Evaluation Report of the UNDP South Africa Country Programme - CPD 2013 - 2017	Country Programme Evaluation	Joint with UN Agencies Joint with Donors	Aug 2017	Sep 2017	Government of South Africa, UN, CSOs, Development Partners	$40,000	Completed	tor report	View

			Joint with National Treasury, Department of International Relation and Corporation (DIRCO)						QA Rating (4)	
4.	Terminal Evaluation of the UNDP Support to Health Sector in Limpopo Programme: Phase III	Project	Joint with UNDP, Limpopo Department of Health	Mar 2016	Dec 2016	UNV, Health Professions Council of South Africa,	$14,100	Completed	tor report QA Rating (4)	View
5.	Terminal Evaluation Report - Reducing Disaster Risks from Wildfire Hazards Associated with Climate Change (South Africa	Project		Dec 2016	Dec 2016	National Disaster Management Center, Department Environmental Affairs	$15,916	Completed	tor report QA Rating (6)	View
6.	Market Transformation through Energy Efficiency Standards and	Project	Joint with Department of Energy, UNDP	May 2015	May 2015	Department of Energy, UNDP, Local communities	$11,219	Completed	tor report	View

	Labelling of Appliances in South Africa								
7.	Sustainable Public Transport and Sport - A 2010 Opportunity	Project	Joint with DoT, UNDP	Dec 2014	Dec 2014	UNDP, DoT and Local Municipalities	$46,971	Completed	tor related-document report QA Rating (5)	View
8.	Terminal Evaluation of the National Grasslands Biodiversity Programme project	Project	Joint with UNDP & Department of Environmental Affairs	Aug 2014	Aug 2014	SANBI,Gauteng Province and municipalities, DEA, Ezemvelo KZN Wildlife, MTPA	$30,877	Completed	report summary tor QA Rating (3)	View
9.	Development and adoption of a Strategic Action Program for balancing water uses and sustainable natural resource management in the Orange-Senqu River	Project	Joint with GEF, UNDP, Department of Environmental Affairs	Jun 2014	Jun 2014	Countries Botswana, Lesotho, Namibia, South Africa	$20,000	Completed	report tor QA Rating (4)	View

	transboundary basin									
10.	Conservation and Sustainable Use of Biodiversity on the South African Wild Coast	Project	Joint with UNDP & National Department of Environmental Affairs	Jan 2014	May 2014	Eastern Cape Provincial Department of Economic Development, Environmental Affairs and tourism, Department of Agriculture, Forestry and Fisheries, Eastern Cape Parks and Tourism Agency	$18,229	Completed	report tor QA Rating (5)	View
11.	Outcome evaluation of the GEF Programme for the CPD 2017 - 2019	Outcome		Aug 2018		Department of Energy, Department of Environmental Affairs, and UNDP	$40,000	Planned		

8. Reporting Plan

The reporting plan describes information products based on data that has been translated into strategic information (e.g., reports, bulletins, graphics, and newsletters) to provide continuous feedback to stakeholders who have reported data and decision makers who have to make informed decisions about the programme.

Data element	Information Product	Recipient	Date
(what you've been collecting)	(specific report(s) based on a data element or grouping of data elements)	(NAC, MOH, development partner(s), implementing stakeholder(s))	(date each report is due)
Programme specific qualitative and quantitative data	Results Oriented Annual Report (ROAR)	UNDP Headquarter, Regional Service Centre, DIRCO, National Treasury	December Annually
Programme specific qualitative and quantitative data	Quarterly Progress Reports	UNDP Headquarter, Regional Service Centre, DIRCO, National Treasury	Quarterly
Monitoring site visits and quality assurance	Quarterly monitoring reports, Quality Assurance reports	UNDP South Africa Country Office, Government Counterparts, External Auditors	As per the Monitoring and quality assurance plans

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Programme Evaluation Studies	Evaluation Reports, Management Responses, Recommendations	UNDP Evaluation Office, RBA, Government Counterparts	As per the Evaluation Plan

9. Appendices

9.1. Indicator Information Sheets

The purpose of the following sheets is to act as a comprehensive guideline for all indicator information related to data collection, quality, and use. This is also a communication tool so that a wider body of people understands some of the critical components of these sheets. Every indicator (information collected) will have indicator information sheet. The indicator information sheet will be revised on annually basis or as when new indicators are developed and added as measures in pursuit of attaining the overall organizational performance.

Indicator Protocol Reference Sheet Number: I
Name of Indicator: Proportion of population living below the poverty line, and level of income inequality
Level of Indicator: Outcome result
Description
Definition: This indicator refers to national estimates of the percentage of the population falling below the poverty line based on surveys of sub-groups, with the results weighted by the number of people in each group. Definitions of poverty vary considerably among nations. For example, rich nations generally employ more generous standards of poverty than poor nations. In South Africa, there are three applicable measures for poverty levels, with extreme poverty defined in terms of a "food poverty line" below which people are unable to purchase enough food for an adequate diet. Less extreme poverty is defined in terms of a "lower-bound poverty line", below which people can afford an adequate diet but would have to sacrifice food to purchase non-food items; and an "upper-bound poverty line" marking the level at which people can purchase both adequate food and non-food items.
Unit of Measurement and Desegregations: Measured using percentage and disaggregated i.e. by gender, age, race, geographic locations, population group, socioeconomic status, etc.)
Plan for Data Acquisition
Data Collection Method: Through national and international surveys
Data Source: Statistics South Africa, Southern Africa Labour and Development Research Unit based at the University of Cape Town and the National Planning Commission, UNDP Reports, South Africa Development Indicators, MDG Report
Frequency and Timing of Data Acquisition: Annually

Individual Responsible: Data will be collected by Statistics South Africa, Universities, the National Planning Commission and can be also sourced from UNDP Reports, South Africa Development Indicators, & MDG Report
Location of Data Storage: Programme Manager will be responsible for data storage using available data storage tools (ATLAS) and other internal archiving system (SharePoint)
Data Quality Issues
Known Data Limitations and Significance: Different poverty lines are used in South Africa which may affect the reliability and credibility of data for this indicator.
Actions Taken or Planned to Address this Limitation: Data quality will be assessed by the responsible programme manager, programme staff during programme meetings, project steering committees.
Internal Data Quality Assessments:
Plan for Data Analysis, Review & Reporting
Data Analysis: Data analysis will be the responsibility of programme manager in collaboration with the M&E Officer
Review of Data: PSU will review the accuracy and quality of data
Using Data : Programme planning, sharing of best practices and new innovations
This sheet was last updated on: **Other notes / comments:**
July 2018

Indicator Protocol Reference Sheet Number: II
Name of Indicator: Unemployment rate
Level of Indicator: Outcome result
Description
Definition: According to the OECD harmonized unemployment rate is defined as the number of unemployed persons as a percentage of the labor force (the total number of people employed plus unemployed). [OECD Main Economic Indicators, OECD, monthly] As defined by the International Labour Organization, unemployed workers are those who are currently not working but are willing and able to work for pay, currently available to work, and have actively searched for work
Unit of Measurement and Desegregations: Percent of total labor force and data can be disaggregated i.e. by gender, age, race, geographic locations, education status, socioeconomic status, etc.)
Plan for Data Acquisition
Data Collection Method: Through surveys conducted nationally and internationally
Data Source: Data source will include Statistics South Africa, Southern Africa Labor and Development Research Unit based at the University of Cape Town and the National Planning Commission, UNDP Reports, South Africa Development Indicators, MDG Report
Frequency and Timing of Data Acquisition: Annually
Individual Responsible: Data will be collected by Statistics South Africa, Universities, the National Planning Commission and can be also sourced from UNDP Reports, South Africa Development Indicators, & MDG Report
Location of Data Storage: Programme Manager will be responsible for data storage using available data storage tools (ATLAS) and other internal archiving system (SharePoint)
Data Quality Issues
Known Data Limitations and Significance: None
Actions Taken or Planned to Address this Limitation: Data quality will be assessed by the responsible programme manager, programme staff during programme meetings, project steering committees.
Internal Data Quality Assessments:
Plan for Data Analysis, Review & Reporting
Data Analysis: Data analysis will be the responsibility of programme manager in collaboration with the M&E Officer
Review of Data: PSU will review the accuracy and quality of data

Using Data : Programme planning, sharing of best practices and new innovations
This sheet was last updated on: Other notes / comments:
July 2018

Indicator Protocol Reference Sheet Number: III
Name of Indicator: % of SMMEs contributing employment creation
Level of Indicator: Outcome result
Description
Definition: Refers to number of Small, Medium and Micro Enterprises that are contributing to creation of employment and expand economic growth in South Africa
Unit of Measurement and Desegregations: Percent of total labor force and data can be disaggregated i.e. by gender, age, race, geographic locations, education status, socioeconomic status, etc.)
Plan for Data Acquisition
Data Collection Method: Through surveys conducted nationally and internationally
Data Source: Data source will include Statistics South Africa, Southern Africa Labour and Development Research Unit based at the University of Cape Town and the National Planning Commission, UNDP Reports, South Africa Development Indicators, MDG Report
Frequency and Timing of Data Acquisition: Annually
Individual Responsible: Data will be collected by Statistics South Africa, Universities, the National Planning Commission and can be also sourced from UNDP Reports, South Africa Development Indicators, & MDG Report
Location of Data Storage: Programme Manager will be responsible for data storage using available data storage tools (ATLAS) and other internal archiving system (SharePoint)

Data Quality Issues	54
Known Data Limitations and Significance:	
Actions Taken or Planned to Address this Limitation: Data quality will be assessed by the responsible programme manager, programme staff during programme meetings, project steering committees, etc.	
Internal Data Quality Assessments: Classification of SMMEs is still a challenge and poses threat to data quality in collecting accurate data on this indicator, Small business is categorised as informal and formal, or register and unregistered. Informal businesses is characterised as being a vendor, a market or a stall trader that is usually unregistered. Formal businesses include those businesses that have been registered with the Company and Intellectual Registration Officer (CIPRO), a partnership, co-operative, a close corporation of a (PTY) Ltd.	

Plan for Data Analysis, Review & Reporting	
Data Analysis: Data analysis will be the responsibility of programme manager in collaboration with the M&E Officer	
Review of Data: PSU will review the accuracy and quality of data	
Using Data : Programme planning, sharing of best practices and new innovations	
This sheet was last updated on:	
Other notes / comments:	
July 2018	

Indicator Protocol Reference Sheet Number: IV
Name of Indicator: Number of households with access to renewable energy efficient technologies
Level of Indicator: Outcome result
Description
Definition: Refers to number of households that are using technologies that have been designed to promote sustainable energy which include renewable energy sources, such as bioenergy, hydroelectricity, solar energy, wind energy, wave power, geothermal energy, artificial photosynthesis, tidal power and also technologies that have been designed to improve energy efficiency such as green computing, solar lamp, energy saving lamp and power usage effectiveness.
Unit of Measurement and Desegregations: Percent of total labor force and data can be disaggregated i.e. by gender, age, race, geographic locations, education status, socioeconomic status, etc.)
Plan for Data Acquisition
Data Collection Method: Through surveys conducted nationally and internationally
Data Source: Data source will include Statistics South Africa, Southern Africa Labour and Development Research Unit based at the University of Cape Town and the National Planning Commission, UNDP Reports, South Africa Development Indicators, MDG Report
Frequency and Timing of Data Acquisition: Annually
Individual Responsible: Data will be collected by Statistics South Africa, Universities, the National Planning Commission and can be also sourced from UNDP Reports, South Africa Development Indicators, & MDG Report
Location of Data Storage: Programme Manager will be responsible for data storage using available data storage tools (ATLAS) and other internal archiving system (SharePoint)
Data Quality Issues
Known Data Limitations and Significance:
Actions Taken or Planned to Address this Limitation: Data quality will be assessed by the responsible programme manager, programme staff during programme meetings, project steering committees, etc.
Internal Data Quality Assessments: Classification of SMMEs is still a challenge and poses threat to data quality in collecting accurate data on this indicator, Small business is categorised as informal and formal, or register and unregistered. Informal businesses are characterized as being a vendor, a market or a stall trader that is usually unregistered. Formal businesses include those businesses that have been registered with the Company and Intellectual Registration Officer (CIPRO), a [partnership, co-operative, a close corporation of a (PTY) Ltd.
Plan for Data Analysis, Review & Reporting
Data Analysis: Data analysis will be the responsibility of programme manager in collaboration with the M&E Officer
Review of Data: PSU will review the accuracy and quality of data
Using Data : Programme planning, sharing of best practices and new innovations

This sheet was last updated on:
Other notes / comments:
July 2018

Indicator Protocol Reference Sheet Number: V
Name of Indicator: Extent to which the Integrated Energy Plan is being developed and implemented
Level of Indicator: Outcome result
Description
Definition: This indicator measures the level of progress made by government and its stakeholders in the development as well as the implementation of the Integrated Energy Plan which serves as an instrument to assist government to set energy related objectives. The Plan includes short- and long-term plans for electricity, gas, nuclear and liquid fuels.
Unit of Measurement and Desegregations: Level of progress made in the development and implementation of the Integrated Energy Plan
Plan for Data Acquisition
Data Collection Method: Through surveys conducted nationally and internationally
Data Source: Data source will include Department of Energy
Frequency and Timing of Data Acquisition: Annually
Individual Responsible: Data will be collected by Statistics South Africa, Department of Energy
Location of Data Storage: Programme Manager will be responsible for data storage using available data storage tools (ATLAS) and other internal archiving system (SharePoint)
Data Quality Issues

Known Data Limitations and Significance: The Integrated Energy Plan will be used to provide a roadmap for evaluating the best energy policy options or policy alternatives against set targets

Actions Taken or Planned to Address this Limitation: Data quality will be assessed by the responsible programme manager, programme staff during programme meetings, project steering committees, etc.

Internal Data Quality Assessments: The programme manager in collaboration with M&E Officer will conduct internal data quality assessments by reviewing and providing inputs into the development and implementation of the Integrated Energy Plan

Plan for Data Analysis, Review & Reporting

Data Analysis: Data analysis will be the responsibility of programme manager in collaboration with the M&E Officer

Review of Data: PSU will review the accuracy and quality of data

Using Data : Programme planning, sharing of best practices and new innovations

This sheet was last updated on:

Other notes / comments:

July 2018

Indicator Protocol Reference Sheet Number: VI

Name of Indicator: % of citizen satisfaction with access & quality of public services

Level of Indicator: Outcome result

Description

Definition: Measure the gap between the expectation that citizens have regarding particular service (access and quality) and the actual delivery of that service as experienced by the citizens

Unit of Measurement and Desegregations: % and data can be disaggregated i.e. by gender, age, race, geographic locations, education status, socioeconomic status, etc.)

Plan for Data Acquisition

Data Collection Method: Through surveys conducted nationally and internationally

Data Source: Data source will include Citizens Satisfaction Surveys conducted annually by Public Service Commission, Planning, Monitoring and Evaluation

Frequency and Timing of Data Acquisition: Annually

Individual Responsible: Data will be collected by Statistics South Africa, Public Service Commission, Planning, Monitoring and Evaluation

Location of Data Storage: Programme Manager will be responsible for data storage using available data storage tools (ATLAS) and other internal archiving system (SharePoint)

Data Quality Issues

Known Data Limitations and Significance: Performance Management Systems have not yet been adjusted to establish clear links between a department's service delivery performance and the individual performance of staff members. A system must be implemented that measures performance against set standards

Actions Taken or Planned to Address this Limitation: Data quality will be assessed by the responsible programme manager, programme staff during programme meetings, project steering committees, etc.

Internal Data Quality Assessments: The programme manager in collaboration with M&E Officer will conduct internal data quality assessments

Plan for Data Analysis, Review & Reporting

Data Analysis: Data analysis will be the responsibility of programme manager in collaboration with the M&E Officer

Review of Data: PSU will review the accuracy and quality of data

Using Data : Programme planning, sharing of best practices and new innovations

This sheet was last updated on:

Other notes / comments:

July 2018

Indicator Protocol Reference Sheet Number: VII
Name of Indicator: Proportion of eligible voters at national and sub-national levels
Level of Indicator: Outcome result
Description
Definition: Percentage of eligible voters who cast a ballot in at national and sub-nationals elections. Eligible varies by country and should not be confused with the total adult population. For example, some countries discriminate based on sex, race, and/or religion. Age and citizenship are usually among the criteria
Unit of Measurement and Desegregations: As a percentage of the voting-age population and data can be disaggregated i.e. by gender, age, race, geographic locations, etc.)
Plan for Data Acquisition
Data Collection Method: Through surveys conducted nationally and internationally
Data Source: Independent Electoral Commission (IEC)
Frequency and Timing of Data Acquisition: 5 Yearly
Individual Responsible: Data will be collected by IEC
Location of Data Storage: Programme Manager will be responsible for data storage using available data storage tools (ATLAS) and other internal archiving system (SharePoint)
Data Quality Issues
Known Data Limitations and Significance: Differing methods of measuring voter turnout can contribute to reported differences between nations. There are difficulties in measuring both the numerator, the number of voters who cast votes, and the denominator, the number of voters eligible to vote. A second problem with turnout measurements lies in the way turnout is computed. One can count the number of voters, or one can count the number of ballots, and in a vote-for-one race, one can sum the number of votes for each candidate. These are not

necessarily identical because not all voters who sign in at the polls necessarily cast ballots, although they ought to, and because voters may cast spoil their votes.

Actions Taken or Planned to Address this Limitation:

Internal Data Quality Assessments: The programme manager in collaboration with M&E Officer will conduct internal data quality assessments

Plan for Data Analysis, Review & Reporting

Data Analysis: Data analysis will be the responsibility of programme manager in collaboration with the M&E Officer

Review of Data: PSU will review the accuracy and quality of data

Using Data : Programme planning, sharing of best practices and new innovations

This sheet was last updated on:

Other notes / comments:

July 2018

Indicator Protocol Reference Sheet Number: VIII

Name of Indicator: Number of people living with HIV

Level of Indicator: Outcome result

Description

Definition: Numerator: The number of those persons who are aware of their infection status. Estimates are based on diagnoses of HIV and AIDS from surveillance data.

Denominator: The number of persons infected with HIV

Unit of Measurement and Desegregations: As a percentage of the voting-age population and data can be disaggregated i.e. by gender, age, race, geographic locations, etc.)
Plan for Data Acquisition
Data Collection Method: Through surveys conducted nationally and internationally
Data Source: Statistics South Africa Mid-Year Population Estimates, Department of Health Annual Antenatal Survey, Human Science and Research Council, WHO, UNAIDS, South Africa National AIDS Council (SANAC)
Frequency and Timing of Data Acquisition: Annually
Individual Responsible: Data will be collected by Statistics South Africa, Department of Health, Human Science and Research Council, WHO, UNAIDS, South Africa National AIDS Council (SANAC)
Location of Data Storage: Programme Manager will be responsible for data storage using available data storage tools (ATLAS) and other internal archiving system (SharePoint)
Data Quality Issues
Known Data Limitations and Significance: Timeliness of data reporting
Actions Taken or Planned to Address this Limitation: Data management plans are needed
Internal Data Quality Assessments: The programme manager in collaboration with M&E Officer will conduct internal data quality assessments
Plan for Data Analysis, Review & Reporting
Data Analysis: Data analysis will be the responsibility of programme manager in collaboration with the M&E Officer
Review of Data: PSU will review the accuracy and quality of data
Using Data : Programme planning, sharing of best practices and new innovations
This sheet was last updated on: **Other notes / comments:**
July 2018

UNDP, Pretoria

Indicator Protocol Reference Sheet Number: IX
Name of Indicator: Proportion of decision making positions (executive, legislature, judicial and private sector) occupied by women at national and sub-national
Level of Indicator: Outcome result
Description
Definition: Measures the distribution of decision making positions between Women and Men within Public, Parastatals, Parliament Cabinet, The Private Sector And Organised Bodies
Unit of Measurement and Desegregations: Number of decision making positions occupied by women at national and sub-national and data can be disaggregated i.e. by gender, age, race, geographic locations, etc.)
Plan for Data Acquisition
Data Collection Method: Through surveys conducted nationally and internationally
Data Source: Statistics South Africa Mid-Year Population Estimates, Parliament Reports, IEC
Frequency and Timing of Data Acquisition: Annually
Individual Responsible: Data will be collected by Statistics South Africa
Location of Data Storage: Programme Manager will be responsible for data storage using available data storage tools (ATLAS) and other internal archiving system (SharePoint)
Data Quality Issues
Known Data Limitations and Significance:
Actions Taken or Planned to Address this Limitation:
Internal Data Quality Assessments: The programme manager in collaboration with M&E Officer will conduct internal data quality assessments
Plan for Data Analysis, Review & Reporting
Data Analysis: Data analysis will be the responsibility of programme manager in collaboration with the M&E Officer

Review of Data: PSU will review the accuracy and quality of data	
Using Data : Programme planning, sharing of best practices and new innovations	
This sheet was last updated on:	
Other notes / comments:	
July 2018	

10. Target Setting Worksheet

This section provides from the outset of the programme implementation, information on the baseline, targets and actual delivery of services per indicator. The information will be updated annually to determine trends on programme implementation.

Indicator:	Year One			Year Two			Year Three			Notes:
	Baseline	Target	Actual	Baseline	Target	Actual	Baseline	Target	Actual	
Proportion of population living below the poverty line, and level of income inequality	Proportion of population below national poverty line was 36% in 2012. Gini-Coefficient estimated at 0.67	Halve the proportion of population living below the poverty line by 2015 Reduce Gini-Coefficient to 0.3 by 2015, Government recognized this target to be unlikely achieved by 2017								
Unemployment rate	24.1% unemployment rate in 2013	Decrease unemployment rate to 20% by 2020								
% of SMMEs contributing employment creation	In 2013, 61% of employment contributed by SMMEs	68% increase of jobs created by SMMEs by 2014								

Indicator:	Year One			Year Two			Year Three			Notes:
	Baseline	Target	Actual	Baseline	Target	Actual	Baseline	Target	Actual	
Number of households with access to renewable energy efficient technologies	By 2013, 3.4 million households did not access to electricity (informal settlement 1.2 million and formal 2.1 million); 65 174 households with access to non-grid solar technologies in marginalised communities	By 2017, 3 million formal households will be electrified via grid, 300 000 households will have access to non-grid solar home systems								
Number of hectares of land managed under in-situ conservation regime	In 2012, 7.9 million hectares were protected areas	By 2014, there will be 10.8 million hectares of protected areas								
Number of green jobs created	In 2012, there were 52000 green jobs created	By 2017, 300000 green jobs to be created								
Extent to which the Integrated Energy Plan is being developed and implemented	Draft Integrated Energy Planning report is being developed with national and	• Integrated Energy Plan finalised and implemented • Households energy strategy developed								

Indicator:	Year One			Year Two			Year Three			Notes:
	Baseline	Target	Actual	Baseline	Target	Actual	Baseline	Target	Actual	
	provincial stakeholders inputs.									
% of citizen satisfaction with access & quality of public services	In 2013, there has been 8.8% decrease in average citizen satisfaction between 2009-2012 due to uneven access & low quality of services; & limited capacity of oversight bodies	10% annual increase in average citizen satisfaction by 2017								
Proportion of eligible voters at national and sub-national levels	In 2012, 73 % of eligible voters voted in national elections in 2014, & 57% in local government elections in 2011	80% cast their vote in local government elections in 2016								
Number of people living with HIV	In 2014, 6.1 million people were living with HIV	50% reduction of new infection by 2016								
Proportion of decision making positions (executive, legislature, judicial and private sector)	44 % of women Parliamentarians, 42% women in the Cabinet	50% of women representation in Parliament and Cabinet, respectively by 2017								

Indicator:	Year One			Year Two			Year Three			Notes:
	Baseline	Target	Actual	Baseline	Target	Actual	Baseline	Target	Actual	
occupied by women at national and sub-national										
Extent to which institutional capacity and policy development have been strengthened to enhance South Africa's regional and global role	There is no policy framework on South Africa's regional and global role and currently SADPA is being developed as an institution for all external development cooperation. UNDP has signed a Partnership Framework Agreement with Government of South Africa to promote global development through South-South cooperation	• National White Paper on South Africa's international relations approved by Parliament & implemented • SADPA institution on South Africa's regional and global role for all external development cooperation established and strengthened								

10.1. Members of M&E Team

The Monitoring and Evaluation team will be established to integrate key concepts of M&E, such as data use and data quality, into various programme areas in the Country Office. The Team will comprise of programme managers, programme associates, M&E Officer, and the members of the Programme Support Unit (PSU). The team will meet on a regular basis to review progress on planned M&E activities and to ensure that information generated from the monitoring and evaluation systems is utilised to improve programme performance and inform decision making within the Country Office. Roles and responsibilities of the Monitoring and Evaluation Team will be defined to ensure monitoring and evaluation, and successful implementation of the programmes.

Actors & Accountability	What: Roles and Responsibilities	When
Senior Management of the Country Office	• Ensure the development of an evaluation plan • Promote joint evaluation work with the UN system and other partners • Ensure evaluability of UNDP initiatives, clear and comprehensive results frameworks are in place, and effective monitoring is implemented • Safeguard the independence of the evaluation exercise and ensure quality of evaluations • Prepare a management response to all evaluations and ensure the implementation of committed actions in the management response	Planning, monitoring, Commissioning of evaluation, Post-evaluation and follow-up
Development Solution Team (DST)	• Participate and involve relevant stakeholders in developing an evaluation plan • Ensure evaluability of UNDP initiatives in a given thematic or results area • Facilitate and ensure the preparation and implementation of relevant management responses • Facilitate and ensure knowledge sharing and use of sectoral or thematic evaluative information in programming	Planning, monitoring Post-evaluation and follow-up
M&E Officer	• Support programme evaluability by facilitating the development of a coherent results framework and a monitoring system, and providing programme and project staff with tools, guidance and training • Support evaluation planning and upload and maintain the evaluation plan in ERC • Provide guidance in drafting evaluation ToR, selecting evaluators, mapping stakeholders, reviewing draft	Planning, planning and ongoing implementation, Post-evaluation and follow-up

Actors & Accountability	What: Roles and Responsibilities	When
	evaluation reports, identifying evaluation questions and methodologies • Facilitate the preparation of timely management responses to all evaluations • Ensure management response tracking through ERC and support M&E capacity development and knowledge sharing	
Stakeholders and Partners	• Actively participate in the development of the evaluation plan for UNDP • Participate, as relevant, in evaluations as a member of the reference group	Planning, implementation and follow-up
Oversight Units: Regional Bureaux and the Executive Office	• Regional bureaux: provide oversight to ensure that the relevant country offices fulfil the requirements • The Executive Office provides oversight for evaluations carried out by the regional bureaux and other corporate units such as BDP, BCPR and Partnership Bureau	Planning, monitoring, implementation and follow-up
Evaluation Office	• Provide norms, standards, guidelines and tools to support the quality enhancement of evaluations • Maintain and improve management systems for evaluation, known as the ERC • Report on the performance of the evaluation function to the Executive Board in its Annual Report	

11.Quarterly Project Review Reporting Template (QPR)

The format of the QPR Report is developed based on the IWP and ROAR. It is adaptable and covers the essential elements on results, namely progress towards outcome, outputs produced and relevant efforts on partnerships. Programme Managers may customise the template by adding any other element, depending on the project and results.

Project Title				
Atlas Award ID				
Reporting Period	⊙ **Quarter 1**	○ **Quarter 2**	○ **Quarter 3**	○ **Quarter 4**

A. PROJECT PERFORMANCE—CONTRIBUTION TO THE CP OUTCOMES

1. Please provide the latest data disaggregated by gender where possible (include source(s) and year) for each outcome indicator as stated in the CPD, CPAP, IWP, and M&E Plan

CP Outcome Indicator(s)	Baseline	Target	Latest Data	Indicator Status Signifies

				▼
				▼
				▼
				▼

2. Update on outcome(s) - A brief analysis of the status of the situation and any observed change.

3. Describe any project contribution towards the realisation of the outcome

4. Update on outputs - achievements of the project in outputs in relation to targets set in the IWP/AWP and related project documents as appropriate.

5. Reason if progress below target - If applicable explores underlying factors and reasons for gaps in output and target.

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6. Update on partnership strategies - Brief update on any achievement and/or problem.

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7. Recommendations and proposed action - actions on any matter related to outcome, progress of outputs, and/or partnerships that responsible parties take corrective measures.

Recommendations	Actions	Timeframe	Responsibilities

B. PROJECT PERFORMANCE—IMPLEMENTATION ISSUES

RATING ON PROGRESS TOWARDS RESULTS

The Project Manager should indicate his/her rating of progress for outputs and outcomes. These ratings may be used by the country office and/or Headquarters for the ROAR analysis, as well as for input to evaluations and other purposes for results validation.

For outcomes - Which of the following best describes the outcome status during this quarter (please consider qualitative and quantitative evidence of progress, including the status of your outcome indicators before making this assessment)?

○ The outcome is achieved and is evidenced by positive change in the outcome indicator

○ The outcome indicator is showing positive change but the outcome is not yet fully met

○ There is not yet measurable change in the outcome indicator but project outputs are proceeding as planned

○ The outcome is not on track to be achieved within the planned timeframe.

For outputs - Please provide expenditure update and rate the output status below for this quarter

Project ID	Project Name	Budget	Expenditure	Output Status		
				○ Achieved	○ On Track	○ Not Achieved

Provide a brief analysis of the status of the outputs against project expenditure.

GENDER

Please specify the gender results achieved (at output or outcome level, not activities), clearly specifying the evidence base for the change in gender equality and the status of women to verify the results.

SOUTH-SOUTH COOPERATION (SSC)

Please list all SSC exchanges (describing the purpose & outcomes) that were supported by your programme during the report period:

What are the main constraints in progress towards outcome that require additional support?

>

Please propose areas of your programme that require assistance for the next quarter:

>

LESSONS LEARNED

The lessons learned from the QPR should serve as input to the performance analysis of the ROAR, which allows the partners to compile and exchange lessons learned from all projects.

Describe briefly key lessons learned during the quarter:

>

Report submitted by: _____

Programme Manager Date: _____

Reviewed by: _____ (PSU, M&E Officer)

Date: _____

UNDP, Pretoria

Approved by: _____ (Country Director)

Date: _____