UNDP

Partnership & Resource Mobilization Strategy and **Action Plan**

UNDP South Africa
2020-2025 & Beyond

Contents

PART I. SITUATION ANALYSIS

1.1 South Africa: an MIC in the context of COVID-19

It is well established that, as a Middle-Income Country, South Africa experiences a dynamic within the international community where it is recipient to less development assistance, in the form of ODI, than many African countries, particularly those in the LDC category. Nonetheless, South Africa has the African Continent's most diversified – and second largest – economy by many measures, allowing for significant partnership and resource mobilization opportunities across the private sector, academia, NGO/CSOs, and other sectors. South Africa also enjoys relatively strong infrastructure and an international reputation that has attracted significant domestic and foreign investment, over the years, compared to other African countries.

The global COVID19 pandemic adds significant complexity to these circumstances. Beyond the devastating and destabilizing impacts it inflicts on human livelihoods and wellbeing, COVID19 has created havoc across global economies, South Africa's as well, in a manner that is unpreceded to an extent that many basic questions about the shape of the world's eventual recovery remain too unclear to answer with full confidence or nuance. It is a fact that, given the instability of today's operating environment, the implementation – and crafting – of a partnerships and resource mobilization strategy will involve a consistent process of feedback, and perhaps adjustment, in response to ever-changing and generally unpredictable dynamics.

Still, despite these realities, clear opportunities for robust, high-impact, innovative partnerships are available for UNDP South Africa, especially as it plays its integrator role, towards taking dramatic action to achieve the 2030 Sustainable Development Goals – and advancing South Africa's development at-large. To be sure, global COVID response has rallied the world to action across sectors and the development community remains dedicated to achieving the UN 2030 Agenda.

The purpose of this strategy is to ensure that, in the context of a new CPD, achieving the UN 2030 Agenda, and response to the COVID19 pandemic, the UNDP South Africa Country Office (CO) takes action on an innovative and agile strategy to mobilize necessary resources; diversifying partnerships while selecting those who constitute best-fit; placing extra emphasis on non-traditional funding alternatives – especially foundations, philanthropy, High Net Worth Individuals, and the private sector. Further, this strategy is designed to integrate COVID19 response, and resources, into South Africa's medium- and long-term development to guide COVID response towards lasting development impact.

1.2. Resource Mobilization Context

1.2.1 Global Context

The unforeseen and still very unpredictable context of COVID19 has led to real complications and uncertainty for the medium- and long-term future of traditional multilateral and bilateral donor engagements and funding levels. Until the crisis, there was some hope that net bilateral ODA levels were stabilizing, reversing a previous downward trend. In fact, preliminary OECD data suggests that, in 2019, bilateral ODA to Africa rose by 1.3% over 2018, totaling $152.8 billion.[1]

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[1] "Official Development Assistance (ODA)." *OECD*, www.oecd.org/dac/financing-sustainable-development/development-finance-standards/official-development
assistance.htm#:~:text=ODA%20from%20members%20of%20the,1.3%25%20and%202.6%25%20respectively.

In 2019, ODA rose in 18 DAC countries, with the largest bilateral DAC donor of ODA being the United States ($34 billion), then Germany ($23 billion), the United Kingdom ($19.4 billion), and Japan ($15.5 billion).[2] The top five bilateral donors (latest figures, 2017) to Africa were United States ($10.9 billion), United Kingdom ($4 billion), and Sweden ($1 billion).[3]

In terms of multilateral aid, the largest donors to Africa (latest figures, 2017), included the International Development Association ($6.9 billion), EU Institutions ($5.9 billion), and the Global Fund ($2.6 billion). By sector, vast majority of ODA supported the social sector (~43%), followed by the economic sector (~20%), with the humanitarian and production sectors virtually tied for third place (~10 each).[4]

These figures set a context for today's COVID19 realities: a strong sense exists that the above numbers for 2020 and 2021 will diverge significantly from forecasts in ways that are still unpredictable. As of this writing, it is unclear how COVID will impact net ODA between 2020 – 2025, yet any predictions are unlikely to be positive given COVID's impacts on the global economy.

Under these new COVID19 circumstances, information on funding trends between February and June 2020 is largely in the form of snapshots – since it is too soon for full retrospective data and reports on COVID's impacts in this specific area. Still, to get a preliminary sense of funding trends in COVID response, here are some important recent snapshots across donor sectors:

- The global community, including members of the EU, Japan, Saudi Arabia, and the UK, pledged $8 billion for the Coronavirus Global Response Initiative, to kickstart longer-term fundraising efforts. Most of the funds are allocated to the health sector for diagnostics, therapeutics, and vaccine R&D.
- Launched in March 2020, the UN Global Humanitarian Response Plan for COVID19, supporting largely humanitarian needs, stands with an appeal at $6.7 billion.
- A new multi-donor trust fund, the COVID-19 Response and Recovery Fund (COVID-19 MPTF) was launched with Norway contributing $14 million and Sweden pledging $5 million. Calls for proposals are ongoing.
- On May 26, a $10 billion fund to mitigate the impacts of COVID19 was launched by the Arab Coordination Group.
- The Bill and Melinda Gates Foundation announced, on May 1st, over $250 million in funding to support COVID19 response, with over $20 million to Africa.

1.2.2 Aid Environment in South Africa

As an MIC, South Africa received less ODA than other African countries, particularly those in the LDC category. In fact, since 2015, net ODA to South Africa has decreased steadily – from over $1.4 billion in 2015 to about $900 million in 2018. The long-term (2020-2025) prospects for a net increase in ODA (outside COVID response) are likely to be slim, since the trajectory was already downward

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2 https://www.oecd.org/dac/financing-sustainable-development/development-finance-data/ODA-2019-detailed-summary.pdf
[3] Latest figures are 2017.
[4] https://www.oecd.org/dac/financing-sustainable-development/development-finance-data/Africa-Development-Aid-at-a-Glance-2019.pdf

Net ODA to South Africa 1994 - 2018
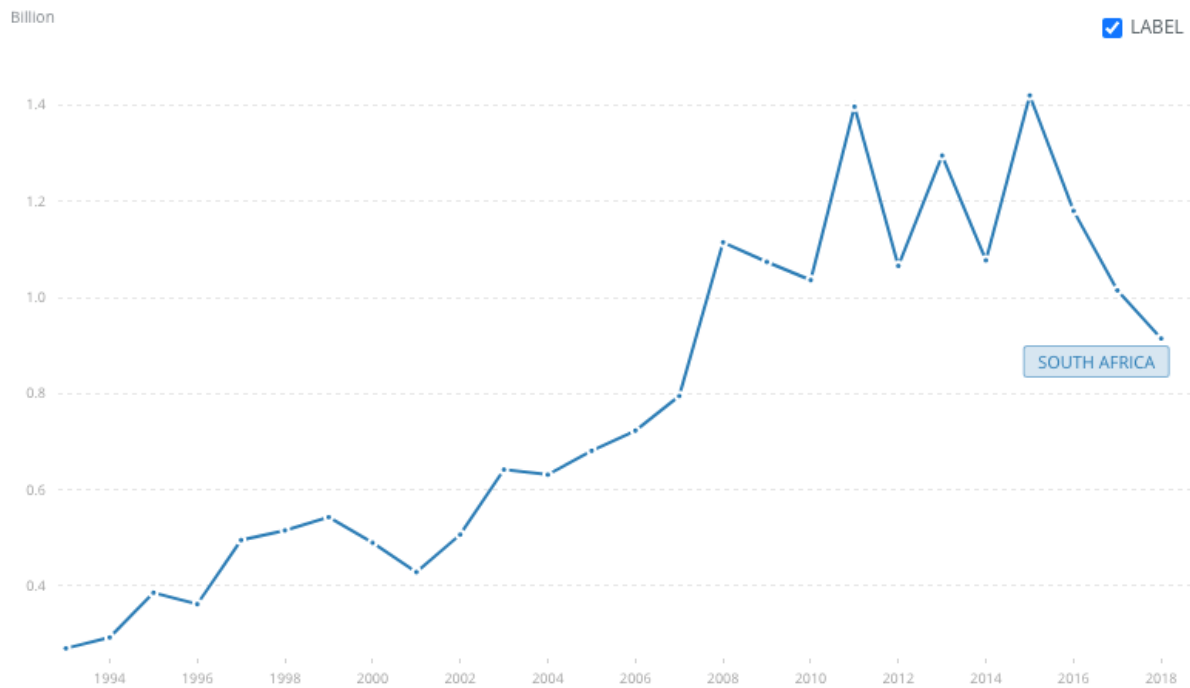
Source: World Bank

This reality increases reliance on non-traditional donors (noted above), who – with or without the COVID19 outbreak – need to be more fully engaged towards supporting South Africa's development.

The good news is that South Africa is historically – and continues to be – a strong player on the continent in the areas of innovative finance (especially today with the new Finance Sector Hub) as well as a flagship area for philanthropy (domestic and international) with a high number of HNWIs – in addition to the plethora of potential private sector partners described above.

PART II. PARTNERSHIPS AND RESOURCE MOBILIZATION

2.1 Strategic Objectives

The overall aim of the partnerships and resource mobilization strategy is to ensure UNDP South Africa achieves optimal resources, financial and otherwise, to build the highest institutional capacity to fulfill its development mandate towards advancing South Africa's development, remaining the partner-of-choice across all sectors.

To achieve this objective through this partnerships and resource mobilization strategy, UNDP South Africa will:

1. **Deepen and diversify the portfolio** of UNDP South Africa partners using a holistic, tailored approach, ensuring that programmes engage best-of-fit partners across all sectors in a manner customized to best meet development needs.
2. **Form partnerships that support UNDP South Africa's core internal functions**, optimizing the CO's operational backbone across management support, human resources capacities, and communications efforts towards ensuring the CO has optimal absorptive capacity to deliver on its mandate.
3. Design partnerships, across all thematic areas including **COVID19 response**, that work to advance South Africa's development through **medium- and long-term strategies** and development plans.
4. Promote, through communication and demonstration, UNDP South Africa's comparative advantage as the **partner of choice** towards achieving the SDGs and advancing South Africa's development
5. Take full action on **UNDP's integrator role**, connecting distinct stakeholders who work to achieve the SDGs to larger partnerships that will together accelerate their work.

2.1.2 Strategic Actions

- **Partnerships mappings** to address all areas of programme and internal operations backbone support – increasing vertically and horizontally UNDP South Africa's capacity to deliver
- Fundamentally **inter-link M&E, Communications, and Partnerships** to ensure the good work of UNDP is demonstrated in an evidence-based manner to the right stakeholders – at the right times – to build partnerships and mobilize further resources
- **Build sustained engagements** into COVID19 response plans towards solidifying long-term partnerships to advance South Africa's development at-large beyond COVID19 recovery
- Coordinate and solidify **natural linkages within the UN system** in South Africa and beyond, across all labs, hubs, and UN entities, including Representative Offices across the world
- Develop **innovative and up-to-date approaches to resource mobilization**, including bundling together multiple funding requests and engaging current resource mobilization technologies such as DAF Direct and others.

2.1.2 Cross-cutting issues

Across all activities and thematic areas, UNDP will partner to support mainstreaming programmatic mechanisms to 1) achieve gender equality, 2) empower youth, and 3) implement a *Leave No One Behind* (LNOB) approach, being sure to target vulnerable groups in each thematic area, including – but certainly not limited to – children, disabled, elderly, and child-headed households.

2.1.3 Key Opportunities

- Creating **multi-sector collective partnerships** for each UNDP South Africa thematic area, where each area has simultaneous, operational partnerships combining donors, academia, NGO/CSOs, and private sector, and others.
- Strengthening UNDP South Africa's **internal operational capacity** to deliver, through partnerships that support operations, communication, monitoring & evaluation, and human resources. Operationalization has begun through the UNDP/Harvard/MIT/Stanford internship programme.
- Fully **streamline cross-cutting issues** throughout UNDP South Africa programming, including gender and LNOB, through partnerships with specialized entities, such as NGOs/CSOs and thematic funds, who focus specifically on programming for vulnerable groups.
- Structuring short-term **COVID19 response efforts** into long-term partnerships with donors and other stakeholders

- **Raising public awareness** of the work of UNDP South Africa through strategic, medium- and long-term partnerships with international media houses including media production companies.
- Creating **UN system partnerships** never before possible due to new opportunities such as creation of Innovation Labs and Finance Sector Hubs.
- Integrate UNDP South Africa programme monitoring, evaluation, and impact assessments into partnerships and communications efforts to **demonstrate the CO's achievements** through evidence-based advocacy.
- **Create virtual fora** to link diverse global stakeholders who work to achieve the SDGs, such as impact investors with startups, while placing UNDP as the central development partner.
- **Implement industry standard technologies**, such as Customer Relationship Management and Public Relations platforms, to strengthen UNDP South Africa's relationship and support to its partners.
- Engage **non-traditional partners**, such as philanthropic foundations and High Net Worth Individuals
- Create **international partnerships on regional issues**, in thematic areas such as environment, and mobilizing resources from regional partners
- Integrating **shared resource mobilization** responsibilities into new partnerships, where partnering institutions collaborate to identify and mobilize resources collectively.

3. Guiding Principles

Implementation of this PRM strategy will be guided by the following principles:

1. Pursuit and retention of multiple funding modalities, as well as valuable, non-financial partnerships, to ensure that development results are achieved.
2. Working to strengthen and demonstrate UNDP's comparative advantage and value-added, in an evidence-based manner, towards sustaining a status as partner-of-choice.
3. Demonstrate an innovative and problem-solving approach, including development programming as well as fortifying internal operations to build CO capacities to deliver.
4. Donor/partner relationships to be based on shared development of innovative solutions through viewing development challenges in a holistic manner, using evidence-based reporting on development realities and results, as well as trust, strong communication, and equal responsibility.
5. Alignment to international priorities such as SDGs and AU priorities where possible.
6. Alignment to national priorities in reference to the CPD, UNSDF, and NDP.
7. Alignment to UN priorities and frameworks, including *Leaving No One Behind* and Human Rights Based Approaches
8. Establish and take action on clear risk assessments across all partnership and programme efforts.

4. Sector Analysis of Donors, Partners, and Opportunities

The updated table, below, provides brief details donors and potential partners identified through a recent environmental scan that expresses specific interest in partnering towards South Africa's development – and are ready for engagement on partnerships dialogues.

4.1 Traditional donors and partners*

Sector	Examples
Multilateral*	World Bank Group (also IFI) ● UN System ● Global Funds incl. Trust Funds, Vertical Funds ● IMF (also IFI)
Bilateral Governments* and Development Agencies – focusing on South Africa	DANIDA ● AFD ● GIZ ● IrishAID ● JICA ● NORAD ● SIDA ● SwissAID ● USAID ● DFID ● CIDCA
IFIs / DFIs	AfDB ● KfW ● IsDB/IDBG ● NDB ● DBSA

*not limited to

4.2 Non-traditional donors and partners*

Sector	Status	Immediate next steps
NGOs/CSOs	Pre-existing partnerships and databases exist towards taking immediate action. These must be centralized and mapped.	Environmental scan and partnerships mapping towards identifying – and matching – all appropriate partners based domestically and internationally
Foundations / Philanthropy		
High Net Worth Individuals		
Academia		
Faith-based Organizations		
Private Sector		

*not limited to

A special note on the private sector: given South Africa's robust and especially diversified private sector, significant opportunities exist here for partnerships and resource mobilization – especially since MICs like South Africa are relatively less likely to receive ODA. Moving forward, towards engaging with the private sector – and given the sector's inherent differing incentives – it is essential to be able to first make a business case to potential private sector partners to attract their interest.

While ensuring that private sector partnerships work towards achieving UNDP's institutional mandates, including achieving the SDGs, UNDP's value-added propositions to potential private sector partners can include:

1. Support for private sector development, including de-risking
2. Access to policy expertise, research and analysis
3. Engagement with a transparent, influential and neutral UN facilitator
4. Enhanced ability to convene and access UNDP's network of partners
5. Address gaps in project implementation and procurement
6. Develop inclusive and sustainable value chains and business practices
7. Assurance of environmental and social project standards

Specific examples of the above include UNDP's successful business pitching events, where impact investors vet African start-up business towards investing in entrepreneurs who work to achieve the SDGs; supporting pilot initiatives to reduce hunger through private sector startups who seek preliminary access to markets, market research, and beneficiaries; and large corporations who wish to implement Corporate Social Responsibility initiatives, but do not have the internal capacity to autonomously do so.

4.3 Innovative Finance

A variety of innovative finance mechanisms have emerged which can be harnessed towards mobilizing resources for South Africa's development, which include, but are not limited to:

Diaspora bonds	Crowd funding	Investment facilities
Social impact investment funds	Multi-partner Trust Funds	Impact investing
Digital finance	Impact venture incubators	Investable project pipelines

4.4 UNDP South Africa: Strengths, Challenges, Opportunities, and Risks

An internal Strengths, Challenges, Opportunities and Risks (SCOR) analysis for UNDP South Africa revealed:

Strengths	Challenges
· Neutrality · Relationships with development partners · Technical capacities in Environment, Governance; Inclusive growth; economic development; knowledge products; supporting development planning, policy advocacy and data · Liaison between development partners and the government. · Ability to meet with, and conduct environmental scan of a large variety of partners across all sectors · Unique capacities including Finance Sector Hub and Accelerator Lab	· Evolving country context where traditional donors' engagement is unpredictable or waning – especially due to COVID · Establishing concrete value propositions necessarily customized to appeal to specific private sector partners · Taking action on large-scale RM opportunities, such as DAFs and other 501(c)3 benefits
Opportunities	**Risks**
· Using UNDP's integrator function to explore new partnerships · Leveraging existing capacities of national CSOs, think tanks, academia and private sector to form cross-sector partnerships · Take action on new opportunities from the Finance Sector Hub · Engagement with South Africa's robust private sector · Creating new pathways for engaging CO thematic areas through stronger Communications efforts · Taking action on UNDP's Digital Strategy · Enhancing South-South Cooperation	. COVID-19 and other dynamics dramatically reduce available bilateral resources for UNDP · IFI/DFIs choose to support government directly · UNDP does not set up institutional mechanisms to receive funds through established instruments, e.g. DAFs · Private sector engagement decreases due to solvency issues in a challenging economy

UNDP is considered by its partners and stakeholders as a neutral and honest 'broker', with the capacity to convene and channel resources and expertise to support national priorities. Its strengths lie with its integrator function and advocacy role especially in relation to the global development agenda and international standards; its sectoral, technical expertise and its capacity to work both at field and policy level; and its potential to leverage international experiences and facilitate knowledge exchanges. In spite of the limited funding, this can be instrumental to trigger change, if strategically employed.

Focus Area/Type of Support	UNDP South Africa's Comparative Advantage
Convening power /neutrality/honest broker	UNDP is well-positioned with regard to a range of stakeholders and trusted by government as being -aligning to its priorities
Financing	UNDP has been well-positioned with regard to innovative and shared financing for its area of focus
Value for money and cost of providing services	UNDP and other UN Agencies are recognized as delivering value for money in a transparent manner
Enhancing service delivery at sub-national levels	UNDP has good working relationships with government and also works through local NGOs/CSOs to deliver services.
Capacity development	UNDP support is recognized in its areas of focus as well as with regard to its growing potential to work with multiple government entities and stakeholders
Innovation and Solutions Development	UNDP's innovation offers and support to locally appropriate solutions and the integrator role for development is growing with its roll-out of platforms and the Accelerator Lab
Knowledge creation and research	UNDP South Africa's thought leadership, especially in 2020, has dramatically increased the strength of partnerships and positive influence on COVID-19 response / recovery.

4.5 Key Opportunities

- Through partnerships mapping, even in its initial stages, opportunities abound to take action to match partners towards **designing innovative partnership and programmatic areas** based on expressed needs. Endless opportunities exist to match private sector entities, academia, faith-based organizations, with other sectors to creatively build partnership forces for South Africa's development.

   These partnerships can constitute a range of natures, addressing development challenges germane to the CO's thematic areas, as well as cross-cutting issues such as implementing a *Leave No One Behind* approach to take action on the CPD's emphasis on empowerment of youth, women, and persons with disabilities.

- **UNDP's Digital Strategy** opens doors for innovative collaborations between partners towards creating digital solutions, or digitizing formerly analogue solutions, such as scanning all paper-based institutional knowledge to digitize and share institutional history and legacy development knowledge that had been only recorded on paper. Other opportunities include the ongoing partnership with Wikipedia, bringing on board experts who collect, centralize, and publicize institutional knowledge towards recording and showcasing the work of UNDP using Wiki technology.

- Strengthening and forming **new partnerships within the UN system** provides additional opportunities,

including strengthening those with other UN agencies in South Africa towards building synergies of programs, improving operational support, and cooperating on cross-cutting issue such as gender and Leave No One Behind strategies.

One example, among many, would be to strengthen relations between the CO and ROs, leading to new and stronger partnerships between UNDP South Africa and bilateral/multilateral partners – and non-traditional partners in their respective countries – across Asia, United States, and Europe. Addition opportunities also include engaging the RBA *African Influencers for Africa's Development* (AID) initiative to tap into a pre-existing network of African influencers towards achieving development goals.

- **Promoting South-South Cooperation** remains an important prerogative with concrete opportunities to strengthen collaboration with South-South Global Thinkers (a network of 200 Southern think tanks), scaling up YouthConnekt in South Africa and the region at-large, collaborating with Tax Inspectors Without Borders – and many other SSC and TrC innovations.

5. Country Programme Document (2020-2025) Programmes

The new CPD for 2020-2025 outlines three interrelated portfolios: 1) Inclusive, just and sustainable economic growth; 2) Effective, efficient and transformative governance; and 3) Climate resilience and sustainably managed natural resources. The expanded partnership arena towards innovative finance and non-traditional donors – despite increased competition due to COVID19 – expands partnership possibilities across often untapped sector towards mobilizing resources to achieve these development objectives.

Across all development objectives, creating partnerships would prioritize a cross-sector approach where a customized combination of government, multi/bilateral institutions, IFIs, NGO/CSOs, academia, and other stakeholders partner together to achieve development objectives – towards the vision of a whole-of-society approach.

Inclusive, just and sustainable economic growth. Under the Inclusive Growth thematic area, customizing cross-sector partnerships to achieve this objective includes youth empowerment, with a focus on digital skills development, entrepreneurship training and support, whereby youth, women and members of vulnerable groups and marginalized communities are particularly focused for participation; partners include – but are not limited to – government, academia, NGOs/CSOs, foundations, and private sector.

Other areas for a tailored partnership mix under this portfolio include developing value chains in the circular economy that has a high potential for job generation, increasing access to land in rural areas, improved small-scale agriculture, strengthening social protection, development of micro, small and medium enterprises (MSMEs), providing technical assistance on legal and policy research, and focusing on inclusive innovation within national strategies, science and innovation policies, and research and development programmes.

Further areas for partnership focus include working across stakeholders to address underlying problems related to structural adjustment and strategic planning, helping the government to eliminate barriers to South Africa's growth potential.

Effective, efficient and transformative governance. Under the Governance thematic area, customizing cross-sector partnerships to achieve this objective includes partnering to enable a capable developmental State and improving awareness of governance mechanisms, while strengthening national and subnational capacities to respond to the COVID-19 pandemic, focusing on the most vulnerable. Further focus areas include enhancing the capacities of oversight institutions, including support to electoral management bodies, gender-responsive budgeting including piloting the Gender Equality Seal, and strengthening M&E capacity across all tiers of governmnet. Another focus area includes the promotion and strengthening of social cohesion, including tackling gender-based violence, xenophobia and attacks on foreign nationals including migrants, reducing stigma of those affected by HIV/AIDS, COVID-19 and tuberculosis. Key partners will include governments (including Public Service Commission and National Treasury), academia, multi/bilateral institutions, IFIs, private sector, among others.

Climate resilience and sustainably managed natural resources. Under the Energy and Environment thematic area, customizing cross-sector partnerships to achieve this objective includes partnering to respond to weather events, water scarcity, and energy shortages, including supporting government to advance regional solidarity, integrate water resources management, land management, water quality monitoring, resource access, distribution mechanisms and infrastructure towards achieving sustainable use of natural resources and untapped bioeconomies. Key partners will include governments, academia, multi/bilateral institutions, IFIs, NGO/CSOs, and private sector, among others.

5.1 Resource Requirements for the Country Programme Document (CPD) 2020-2025

OUTCOME	ESTIMATED COST BY OUTCOME (US$'000)
1 - Advance poverty eradication in all its forms and dimensions	**Regular**: 250 Other **Resources**: 7,000 - **Available**: 2,000 - **To be Mobilized**: 5,000
2 – Accelerate structural transformations for sustainable development	**Regular:** 250 **Other:** 14,000 - **Available:** 0 - **To be Mobilized:** 14,000
3 – Strengthen resilience to shocks and crises	**Regular:** 250 **Other:** 45,000 -**Available:** 35,000 -**To be Mobilized:** 10,000

The total CPD resource requirement for the period 2020-2025 is US$ 69,257,000. US$3,257,000 of this budget is envisaged to be mobilized from Core Resources, and the balance of US$66,000,000 from other sources like trust funds, thematic funds, UN joint programming, private sector, and government counterparts (see Annex 1).

6. Action

6.1 Partnerships and Resource Mobilisation Roles and Responsibilities of CO staff

| TITLE	ROLE
Resident Representative (RR)	Engaging potential partners at the highest levels to identify opportunities as well as UNDP HQ and RSC to provide support.
Deputy Resident Representative (DRR)	Provide oversight and advice on the operational and legal aspects related to partner engagement.
Economic Advisor (EA)	Assist with mapping and overviews of RM/Partnerships across all thematic areas
Partnership Specialist (PS)	Co-lead and oversee CO resource mobilization efforts, ensuring all teams achieve required partnerships while new, innovative support mechanisms are identified and established
Thematic Team Leads (TTL)	Co-lead team's resource mobilization efforts, in particular the development of project proposals.
Programme Analysts (PA)	Contribute to development of project proposals.
Communication Analyst (CA)	Provide communication support required to ensure visibility of programme activities / results achieved by the CO and partners to attract more funding opportunities.
Private Sector team (PST)	Co-lead CO's engagement with the private sector.

6.2 Resource Mobilization Target Table (2020-2025)

In thousands of US dollars

Target partner	Expected funding	Concrete actions and timing for engagement	Responsible CO Unit/Person
TRAC-1 and TRAC-2 estimated carryover	**2,357**	1. Engage with HQ regularly to make the case for our allocations to be released as expected	RR/DRR
TRAC-1	**900** UNDP regular resources	1. Engage with RBA regularly to make the case for our allocations to be released as expected 2. Engage regularly and communicate with decision makers 3. Comply with all conditions and deadlines for accessing TRAC 1 funds 4. Comply with deadlines for reporting	RR/DRR
Subtotal	**3,257**		
Government Cost Sharing	**10,000**	**Year 1-5:** The CO will liaise with Government partners: - Leverage existing MOUs UNDP signed with the Government - Collaborate to develop project proposals and have high-level engagement with potential partners	
Third part cost-sharing – Japan, Germany, and Swiss Cooperation (including Luxembourg funds, MDTF, and others)	**10,000**	**Year 1 -** CO will liaise with the Embassies and focal points to continue interest in partnership - This will be followed by development of project proposal with technical support from the CO **Year 1-2** Building on the existing portfolio, the CO will liaise with the partner through the HQ team responsible and/or at the country level. - Project proposals will be developed in collaboration with the government and with technical support from UNDP HQ, as necessary. **Year 1-3:** Negotiate and Sign agreements **Year 3-5:** Comply with agreement and deliver results ensuring visibility for partnership	PS/TTL/ PAs RR/DRR (oversight and high-level engagements)
GEF	**45,000**	**Year 1-5:** In addition to the existing GEF portfolio rolled over from the previous cycle, the CO will;	
Thematic funds – Funding windows and SDG Fund, including European Commission Funds	**1,000**	- Liaise with the GEF Operational Focal Point to scale-up support - Develop project proposals with support from HQ/RSC as appropriate	
Other - Bilateral donors, private sector, IFIs		1. **Year 1-5: Continuous Identification of Entry Points** - Conduct a mapping of partner interests at the thematic and geographical level - Identify where there is a match with UNDP's comparative advantage and track record	

Target partner	Expected funding	Concrete actions and timing for engagement	Responsible CO Unit/Person

		- Verify if the partner is an acceptable source
		2. **Year 1-2 : Engage Partners and Negotiate**
		  - Engage regularly and communicate with partner influencing person
		  - Conduct partner meetings
		  - Develop advocacy tools e.g. write proposals or concept notes, project proposals and develop communication tools(brochure, web pages etc.)
		  - Deliver presentations to partners
		  - Foster individual contacts
		  - Reach an agreement on joint interests
		  - Agree conditions of partnership including procedure (rules and regulations) on the use of resources
		  - Develop and formalize legal agreement
		3. **Year 3- 5: Manage, Report and Communicate results**
		  - Acknowledge partners contribution
		  - Ensure efficient and effective operations /management of the resources
		  - Conduct joint monitoring
		  - Regularly report on the partners contribution, results and ensure compliance with deadlines for reports
		  - Disseminate information on lessons learned
		  - Develop advocacy communication tools (brochure, website etc.)
		  - Advocate for continued support
		  - Ensure visibility	

Grand Total	**69,257**		

PART III. COMMUNICATIONS STRATEGY

Communicating the good work of UNDP to the world – in a purposeful manner, where audiences are further empowered to take action towards achieving South Africa's development – cannot be fully successful without substantive content on UNDP's results, let alone understanding the appropriate audiences to receive this information, and the proper channels to reach those audiences using the right media, at the right time.
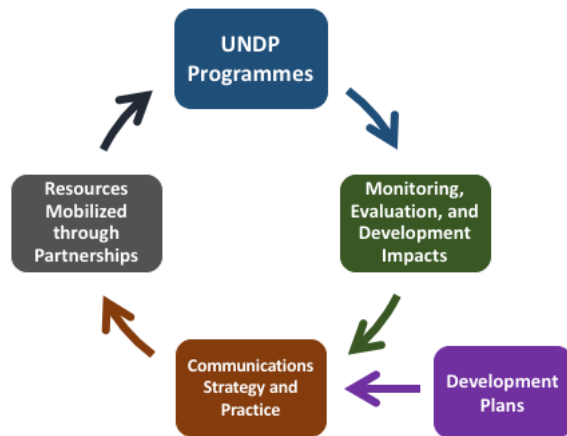
It is these symbiotic interlinkages between content, communication, and partnerships that provide a powerful dynamic of global support for UNDP's work – aggregated far beyond any single individual stakeholder, no matter how significant.

Further, UNDP cannot mobilize resources – nor build its approach to communication – only on a promise, or plan, no matter how informed or robust. Instead, UNDP's good work must be effectively monitored, evaluated, assessed for impact – with realistic metrics for contribution and attribution – using communication tools, such as audio/video, to both collect and disseminate the reality of UNDP's real achievements in South Africa's development. It is this content, demonstrating UNDP's pre-existing development impact, that compels audiences to partner with UNDP to work together to achieve even greater success.

7.1 Objectives

Each communications effort must be strategically designed so that the right message reaches the right stakeholder through the right channels at the right time – empowering the target audience with knowledge on which they may to take action towards advancing South Africa's development.

Although overall similar, nuances do exist in the communications objectives appropriate for each individual stakeholder:

- **Governments.** 1) Enhancing UNDP's standing as a development leader and 2) building and strengthening partnerships
- **General public.** 1) Building public awareness of and 2) public support for UNDP's development work
- **Academia.** 1) Raising UNDP's profile as a thought leader and 2) establishing partnerships
- **UN / Multilaterals; Development banks; Bilateral Development Agencies; Foundations; HNWI.** 1) Enhancing UNDP's reputation as a development leader and 2) building and strengthening partnerships

- **NGO/CSOs.** 1) Enhancing knowledge of development issues and 2) building and strengthening partnerships.
- **Journalists.** 1) building public awareness and 2) support for UNDP's development work

These objectives require customizing a communications plan so that any given key message, webinar, knowledge product, or news item that UNDP South Africa publishes reaches its intended audiences with the appropriate, tailored message. To accomplish this, easy-to-use templates can guide the team to create quick and effective plans in a short period of time to achieve this singular, important objective.

Towards ensuring that the above objectives are achieved, it is important to understand 1) the individual audience; 2) the communications objective distinct to that audience; 3) the communications media and channels appropriate to reach that audience; 3) the tools and activities needed to communicate the right message, at the right time, to each audience – especially given the everchanging nature of the communications field.

The following sections are divided accordingly.

7.2 Audiences, Objectives, and their Appropriate Media & Communications Channels

Reaching the right audiences (or stakeholders) requires a brief analysis of each stakeholder to understand their information needs, UNDP's communications objectives, and which channels – and media – are most appropriate towards reaching this audience. Below is a table detailing each broad audience with the associated communications objectives and media / channels.

Audience / Stakeholder	Communications Objective	Appropriate Media & Communication Channels
Government • South Africa • SADC countries • Africa outside SADC • USA/European countries	1) Enhancing UNDP's standing as a development leader and 2) Building and strengthening partnerships	• Blogs • Emails (direct) • Newsletters • News sites • Radio• Twitter • Videos • Webinars • Events • Journals (print)• Meetings • Newspapers (print)• Website for UNDP South Africa
General Public • South Africa • SADC countries • Africa outside SADC • USA/European countries	1) Building public awareness of and 2) public support for UNDP's development work	Advertisements • Animations • Blogs• Digital communities • Facebook • Games • Instagram • Journals (research and magazines) • News sites • Podcasts • Radio• Twitter• Videos• Webinars• Wikipedia• Events• Flyers • Journals (print) • Newspapers (print) • Website for UNDP South Africa

Academia	1) Raising UNDP's profile as a thought leader and 2) Establishing partnerships	Blogs • Digital communities • Emails (direct) • Journals (research and magazines) • Newsletters • News sites • Podcasts • Radio (news / interviews) • Search engines • Twitter • Videos • Webinars • Wikipedia • Events • Journals (print) • Meetings • Newspapers (print)
UN / multilaterals	1) Enhancing UNDP's reputation as a development leader and 2) Building and strengthening partnerships	Blogs • Digital communities • Emails (direct) • Journals (research and magazines) • Newsletters • News sites • Twitter • Videos • Webinars • Website for UNDP South Africa • Wikipedia • Events • Journals (print) • Meetings • Newspapers (print)
Development banks		
Bilateral Development Agencies		
Foundations		Digital communities • Emails (direct) • Geographic Information Systems • Journals (research and magazines) • Newsletters • News sites • Twitter • Videos • Website for UNDP South Africa • Wikipedia • Events • Journals (print) • Meetings • Newspapers (print)
HNWI		Emails (direct) • Instagram • Newsletters • News sites • Twitter • Videos • Website for UNDP South Africa • Wikipedia • Events • Journals (print) • Meetings • Newspapers (print)
NGO/CSOs	1) Enhancing knowledge of development issues and 2) Building and strengthening partnerships	Digital communities • Emails (direct) • Geographic Information Systems • Journals (research and magazines) • Newsletters • News sites • Twitter • Videos • Website for UNDP South Africa • Wikipedia • Events • Journals (print) • Meetings • Newspapers (print)
Journalists	1) Building public awareness and 2) Support for UNDP's development work	Advertisements • Animations • Blogs • Digital communities • Emails (direct) • Geographic Information Systems • Journals (research and magazines) • Newsletters • News sites • Podcasts • Press releases / story pitches • Radio • Search engines • Twitter • Videos • Webinars • Website for UNDP South Africa • Wikipedia • Events • Journals (print) • Newspapers (print)

7.3 Media, Communications Channels, Resources, and Metrics

The list of available media & channels is quite lengthy (at least 26); when creating a communications plan, they should be prioritized and selected according to impact and available capacity. It is important to review each towards facilitating its implementation.

Media & Communication Channels	Audiences	Tool	Lead Time (est)	Resources required High / Med/ Low	KPIs
Advertisements (TV / radio spots)	General public • Journalists	Audio / video production	1 month	High	# of ads aired
Animations	General public • Journalists • Other (TBD)	Audio / video production	1 month	Med	# of views
Blogs / Op-Eds	Government • General public • Academia • UN / multilaterals • Development banks • Bilateral Development Agencies • Journalists	Research & Drafting	1 month	Low	# of views # of responses
Digital communities	General Public • Academia • UN / multilaterals • Bilateral Development Agencies • NGOs / CSOs • Foundations • Journalists •	Selected platform	Ongoing	Low	# of conversations created # of responses
Emails (direct, including Newsletters, surveys and invitations)	All except General Public	MailChimp /surveymonkey/ googleforms	N/A	Low	# sent # of responses & Participation
Facebook	General public	Facebook	Ongoing	Low	# posts # of responses
Games	General public	Smartphone app, etc	3 months	High	# downloads # users # of user lessons learned

Geographic Information Systems	General public • Academia • UN / multilaterals • Development banks • Bilateral Development Agencies • NGOs / CSOs • Foundations • Journalists	GIS	2 months	Med	# users # UNDP programmes profiled
Graphics (infographics)	All	Piktochart / Adobe software	1 week	Low	#readers #distributed
Instagram	General public • HNWI	Instagram	Ongoing	Low	# views
Journals (research and magazines)	General public • Academia • UN / multilaterals • Development banks • Bilateral Development Agencies• NGOs / CSOs • Foundations • Journalists	Research & Drafting (academic journals) Interviews and KP distribution (magazines)	~1 month	Low	# views #downloads #interviews #comments
News sites	All audiences	Interviews and KP distribution. PR database.	Ongoing	Low	# views # downloads # interviews # comments
Photostories	All audiences	Exposure Story Instagram		Low	#views
Podcasts	General public • Academia • Journalists	Interviews (outside) Audio production (in house)	~1 month	Med	# listens # downloads # interviews # comments
Press releases / story pitches	Journalists	Drafting	1 week or less	Low	# times a story is picked up
Radio (news / interviews)	Government • General public • Academia • Journalists	N/A	1 week or less	Low	# times a story is picked up
Search engines	Academia • Journalists	Search engines	N/A	Low	# views # downloads

Smartphone apps	General public	App development software	3 months	High	# users # downloads
Twitter	All audiences	Twitter	Ongoing	Low	# engagements
Video	All audiences	Audio/video production	~2 months	High	# views # downloads
Webinars	All audiences except HNWI	Conference software	1 week or less	Low	# participants # downloads
Website for UNDP South Africa	All audiences	CQ5	Ongoing	Low	# visits # hits # downloads
Wikipedia	All audiences	Wiki	Ongoing	Low	# views

7.4 Opportunities, Recommendations, and Implementation Plan

The above analysis of objectives, audiences, media/channels, and resources leads to the below opportunities, recommendations, and implementation plans.

Opportunities and Recommendations

- **Capacity building**. The above table reveals that, in terms of in-house capacities, only four remain outstanding towards producing all listed communication products (audio/video production, GIS, Graphic design/Infographics, and Wiki), many of which are quick and easy to learn. With online training videos and beginning to produce related communication products in-house, many of the preceding capacities could be built in a relatively short amount of time. App development and animation are also skills to be added.

- **Communicating in multiple languages.** Especially since South Africa's constitution lists 11 different languages, a significant opportunity exists to communicate in non-English languages, with a special emphasis on **newspaper** articles, Op-Eds, TV, and **radio** interviews where UNDP can reach a larger, general, non-English speaking population with key messages on its good work in South Africa. UNDP can tap into the capacities of its implementing partners to write and speak the different languages to tell the story through them.

- **Beginning to use industry-standard Public Relations software tools.** To leap ahead in terms of UNDP South Africa's reach throughout the media, the opportunity exists to begin using world-class PR software that is already implemented across the professional PR industry, allowing for proper media monitoring, up-to-date contacts for journalists, and quick distribution of UNDP South Africa key messages. Such standard, high-impact PR tools can be found **here**.

- **Generating new kinds of content.** With the above list in mind, UNDP can begin to generate new kinds of communications content and widely distribute messages in a very targeted manner (using pre-existing databases, collecting new contacts, and using standard PR tools mentioned above) according to the mindset of "the right message to the right stakeholder through the right channel at the right time."

- **Communication planning and measuring results**. To make this approach a reality, UNDP South Africa can use standard GANTT charts to 1) plan daily, weekly, and monthly communications efforts well in advance; 2) ensure distinct key messages are tailored and communicated to targeted audiences; 3) organize for medium- and long-term communications initiatives; 4) create conversations with audiences – beyond pushing out information; 5) creating

a larger variety of communications products distributed more widely to especially targeted audiences.

- **Tailor messages to specific audiences towards creating new partnerships:** Knowing that specific partners, such as the Ford Foundation for example, focus on selected areas, such as inequality, using the above analysis, UNDP South Africa can begin communicating tailored messages to stakeholders specific to their programmatic interests – raising awareness of UNDP's pre-existing and planned good work in the audience's area of interest, towards establishing new partnerships in a selected focus area.
- **Target mass media:** Compile a list of all radio stations within Gauteng province (commercial, Public Broadcast Service, Campus radio, community radio), TV stations (SABC and other news channels) as well as newspapers in Gauteng to explore available avenues to partner in CSI projects; this will open a window for UNDP to have free airtime to talk about the good work they do. The idea is to have media coverage with a major radio/TV/newspaper at least once every month about CO projects.
- **Forging stronger linkages with Monitoring and Evaluation:** Beyond the realities expressed, above, that M&E data is essential towards communicating UNDP South Africa's good work to the world, the reverse is equally true: communications technologies are essential towards optimizing UNDP's monitoring and evaluation efforts. It is without a doubt, for example, that audio/video is the strongest tool for recording qualitative data – capturing information comprehensively – which can, in turn, be purposed for both M&E and communications efforts, alike.
- **Working with partners on publicity efforts:** Especially when partners are located in different media markets than UNDP South Africa (based in USA, for example), the CO has an opportunity to collaborate on publicity efforts to reach international audiences on the results of these partnerships, raising awareness of its work not only in South Africa, but in Washington DC, New York, or Boston, for example, as well.

7.5 Implementation Plan

Implementation of this strategy will be through the consistent use of templates created as GANTT charts, specifically designed to keep ongoing communications efforts organized through planning, targeting, effective information dissemination, and measuring of results.

These charts constitute the operationalization of this plan, ensuring that information in the above tables and prose are implemented using a "managing by checklist" approach, where every audience, medium, and communications channel is systematically reviewed – and selected as, appropriate – for every communications effort and systematically integrated into the Communications Team's daily work.

To better understand this implementation scheme, it is helpful to view the GANTT charts, themselves, which will consistently guide the Communication Team's ongoing efforts in disseminating knowledge towards achieving development impact.

- **Communications Team's Daily Work GANTT Chart (click to view).** This chart organizes and coordinates the Team's ongoing work.
- **Communications Project GANTT Chart (click to view).** This chart guides the design and implementation of a communications plans for a given effort or campaign.

Working together, these two frameworks hold the Team accountable for consistently taking action on the communications strategy, while measuring results and allowing for integration of improvements through lessons learned.

Timescales

This strategy – and the GANTT charts that guide its implementation – will remain livings documents, always ready for constructive adjustments. They do not expire, nor reach end-of-life, as such.

That said, regarding timelines, results will be reported regularly using the KPIs detailed below.

Evaluation

Beyond the KPIs listed above, the following KPIs will be used to measure the overall success of this strategy, particular as informed by the 2020 Annual Workplan. Progress reports will be issued quarterly (or on-demand, as appropriate).

Communications Roles and Responsibilities of CO staff

TITLE	ROLE	KEY ACTIONS
Resident Representative	Overall supervision of communications activities	Provide guidance on communications actions
Deputy Resident Representative	Operational advisory on communications	Provide advice on communications operational issues
Economic Advisor	Communications advisory	Offer advice to promote whole of office and integrated perspectives on communication for development initiatives and provide input into communications products for dissemination
Thematic Team Leads	Ensures programme information sharing and technical input	Incorporate communications actions into programmes; provide timely information on programme activities and input into communications products for dissemination
Communications Analyst	Ensures the rights stakeholders receive the right messages at the right time	Create communications initiatives that are directly and strategically aligned to the CO RM & Operations objectives
Partnerships Specialist	Ensure communications products and initiatives meet partnerships objectives	Work with Comms and M&E colleagues to identify, or create, products that meet the needs of – and reach – necessary partners
Programme Analysts	Programme information sharing and technical input	Share timely and accurate information on programme activities for communications
Head of M&E	Ensure CO results are measured and shared	Work with Comms and Partnerships to ensure CO results are comprehensive and communicable

Part IV. Risks and Evaluating Success

In particular, the turbulent environment under COVID-19 – which has broadly unpredictable impacts across all actors in all sectors – increases the overall risk to financial/economic achievements, especially in the short-term (with the medium/long term prospects being unknowable, yet perhaps increasing in stability of opportunities).

Reduced regular/core contributions to UNDP and a number of factors challenge resource mobilisation prospects: 1) turbulent priorities and solvency across sectors public and private; 2) partners operating significantly below full capacity due to COVOD restrictions; 3) partners investing in pre-existing partnerships as opposed to creating additional partnerships under COVID circumstances; 4) increased competition for funding by some civil society and national institutions as partners prefer closer national collaboration during an era of South Africa beyond aid; 5) increased budget support by partners for greater alignment of resources with individual partner priorities; 6) increased share of budgets allocated to respond to humanitarian crises, away from development.

A key antidote towards addressing the above challenges would be to strengthen the M&E / Communications / Partnership nexus –

where UNDP South Africa showcases its excellent status as an ineluctable partner-of-choice through demonstrating its already resounding successes when advancing South Africa's development – standing out uniquely above all institutions.

This requires a deliberate effort and investments within the CO to strengthen and enhance this M&E/C/P nexus beyond its current state – so that the CO achieves wide recognition within and outside South Africa in a manner that appeals to and attracts new partners domestically and globally.

Type And Description	Likelihood Of Risk Occurring	Effect On The Achievement Of Expected Results	Risk Management Strategy	Update	Management Comments
Financial and Economic	High	- High	- Clearly communicate to partner's investment opportunities	-	-

Type And Description	Likelihood Of Risk Occurring	Effect On The Achievement Of Expected Results	Risk Management Strategy	Update	Management Comments
Insufficient resources to support programme implementation		- Risk of CPD not being fully achieved. - UNDP loses its credibility/reputation amongst stakeholders - Loss of trust in UNDP's commitment to development	- Joint resource mobilisation between partners and UNDP - Resource mobilisation from non-traditional partners - Engage government for cost-sharing of CPD and Programme		
Competition among partners	Very High	- Very High - Ability to meet fundraising targets of the CO's Resource Mobilization Strategy	- Improve communications on programme results to attract new funding opportunities for scale-up - Invest in humanitarian/COVID-response/development nexus	-	-
Programme Management **UNDP:** Capacity to provide adequate visibility	Very High	- Limited partner funding for programmes and weak reputation	- Implement communications action plan in the PCAP	-	-
Political - Lack of political will and buy-in to engage - Government and partner confidence	Medium	- Possible impact on UNDP's positioning and credibility - UNDP's reputation as a partner of choice is diminished	- Use of skills development levies to ensure maximum participation	-	-

Type And Description	Likelihood Of Risk Occurring	Effect On The Achievement Of Expected Results	Risk Management Strategy	Update	Management Comments
Programme Management - **Partners:** Timely disbursement of funding - **Partners:** Absorptive and delivery Capacity for timely implementation - **UNDP:** Capacity to produce substantive reports - **UNDP:** Capacity to deliver quality programme assurance and operational services	Medium to Low - Medium - Medium - Low - Low	- UNDP may not be able to deliver quality programming fully - UNDP's reputation as a leader is harmed. - Low partner confidence in UNDP - Low partner confidence, partner trust and respect for UNDP	- Implement Partnership and Communications Strategy - Review and implement CO's learning plan	-	-

ANNEX 1: Outcomes and Resource requirements for country office 2020 – 2025

NATIONAL PRIORITY OR GOAL: Inclusive, just and sustainable economic growth

COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1: By 2025, All people in South Africa particularly women, youth and other marginalized groups have access to equitable social and economic opportunities

RELATED STRATEGIC PLAN OUTCOME: Outcome 1 - Advance poverty eradication in all its forms and dimensions,

COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (indicators, baselines targets)	MAJOR PARTNERS/ PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US$'000)
Indicator 1.1.2. Percentage of population below $1.75 per day ('poverty headcount') **Baseline**: 48.4% (2010) **Target**: 20%.	**Data Sources:** Living Conditions Survey: Statistics South Africa; Social Grants Statistics: Department of Social Development **Frequency** Annually	**Output 1.1: Social protection programme expanded to include informal workers as part of social security reforms.** **Indicator 1.1.1**: Policy options on social insurance coverage for women and informal sector workers covered by social protection; especially domestic workers provided. **Baseline:** 21% **Target:** 42% **Indicator 1.1.2:** Increase percentage of social transfer payment to target vulnerable groups (especially, rural women) not currently covered **Baseline:** 0 **Target:** 45%	Department of Social Development (DSD) Department of Labour (DoL) National Planning Commission (NPC) Stats SA DED, Gauteng International Labour Organisation (ILO) UN Women, UNICEF, ILO Informal Workers Organisations	
Indicator: 1.2.1 Percentage of land transfer to the landless by 2024 **Baseline**: 9%: **Target**: 15% **Indicator 1.2.2** Percentage of South African households with inadequate or severe inadequate access to food **Baseline**: 21,3% of South African households had inadequate access to food (2017) **Target**: 15%	**Data Sources**: General Household Surveys; Agriculture Census; Food Security in South Africa; Living Condition Survey; Evaluation Reports including DPME generated; Government Progress Reports submitted to Portfolio Committee/ Parliamentary Reports **Frequency:** Intermittently & Annually	**Output 1.2**: **National Integrated Policies and Programmes on equitable Land Reform and Local Sustainable Development designed and implemented inclusively**[22],**.** **Indicator 1.2.1:** Number of policies, programmes and solutions developed to address land ownership inequality, improved livelihoods and increase access to land by the rural poor, especially women and youth **Baseline:** 0 **Target:** 4 policies **Indicators 1.2.2:** Number of policies and solutions supported to improve agricultural productivity and food security **Baseline:** 0 **Target:** 1 policy & 1 project developed	Department of Agriculture, Rural Development and Land Reform (DoARDLR) Provincial Departments of Land, Agriculture, Environment and Rural Development UN Women, IFAD, FAO National Youth Development Agency.	**Regular:** 250 **Other Resources:** 7,000 -*Available*: 2,000 - *To be Mobilized*: 5,000
Indicator 1.2.3: Human Development Index	**Source**: General Household Surveys, Agriculture Census; Food Security in	**Indicator 1.2.3** Number of national and sub-national government institutions with data-informed development policies and plans in		

Baseline: 0.705 (2019) Target: > 0.750	South Africa; Living Condition Survey; HDR **Frequency**: Annual/Bi-annual	place to strengthen social cohesion and prevent risk of conflict, esp. from land reforms **Baseline**: Unknown **Target**: 2 national departments and 3 provinces & 6 municipalities Indicator 1.2.4: Number of smallholders' cooperatives [focusing on women and youth] supported to access markets and value chains Baseline: A total of 195 cooperatives, constituting 13. 5% have access to formal markets Target: 350	
Indicator 1.3.1: Multi-dimensional poverty [MPI] rates disaggregated by sex, location, age, income, gender, age, race, ethnicity, migratory status and location **Baseline**: 0.032 (2018) **Target**: > 0.016 **Indicator** 1.3.2: Gini coefficient **Baseline**: 0.68 (2019) **Target**: ≤0.65	**Sources**: SDGs Country Profiles, HDR, DHS, LCMS; Statistics South Africa **Frequency**: Annual/Bi-annual	**Output 1.3**. National and sub-national capacities improved to plan for innovative delivery and accelerate redress of multi-dimensional poverty, unemployment and inequalities **Indicator 1.3.1:** Existence of integrated policies and implementation strategies to reduce the multi-dimensional poverty reduction strategies [poverty, unemployment & inequalities] **Baseline**: None **Target**: :National Integrated Implementation Strategy and harmonized Coordination Mechanism developed and advocated for adoption by 2021 **Indicator 1.3.2:** Existence of networking, exchanges platforms between private and public sectors on business development to address inefficient labour market information system, incl. digital skills: **Baseline**: 0 **Target:** 2 per annum	
Indicator 1.3.4: Proportion of total government spending on SDGs impact services23 as % of GDP Baseline: 14.8%; Target: ≥ 20% [SADC/AU Protocol]	**Sources**: SDGs Country Profiles, HDR, DHS, LCMS; Statistics South AfricaFrequency: Annual/Bi-annual	**Indicator 1.3.3:** Number of national and subnational government institutions with data-informed development policies and plans in place to strengthen decision making, social cohesion and prevent risk of conflict **Baseline**: Unknown **Target:** 2 national departments and 3 provinces & 6 municipalities	
Indicator 1.4.1.a: Percentage of unemployment Baseline: 29% National Women: 31.3%	**Sources**: SDGs Country Profiles, HDR, National Surveys, Labour Participation Surveys, Small Business Institute; Small Enterprise	**Output 1.4**: Comprehensive business, youth entrepreneurship and supplier development programme established for rural and	

Male: 27.1% (Male) Youth: 56.4% (Youth) **Target**: ≤ 6% for all categories	Development Agency, Statistics South Africa; World Economic Forum Competitiveness Index **Frequency:** Annual/Bi-annual	**off-farm enterprises to enhance quality of BDS[24] for MSMEs and facilitate value chains** **Indicator 1.4.1:** Number MSMEs supported with BDS for business growth especially enterprises owned by youth and women **Baseline**: 0 **Target**: 100 **Indicator 1.4.2**: Number of new youth and women-led/owned rural and off-farm enterprises reached **Baseline**: 0 **Target**: Youth 50, Women 50	Youth Development Agency; MIT, Stanford University, TVETs, ILO, Development Bank of Southern Africa, SANEDI, DWAS, DEFF, CSIR, ARC, SANBI, NGOs, DEFF, SANBI, EWT, SANPARKS, CSIR, CSOs, Private sector; Gender, Municipal departments,

		Indicator 1.4.3: Number of youths provided with digital skills to improve their employability, disaggregated by gender, geographic areas **Baseline:** 0 **Target:** 250 Indicator 1.4.4: Number of micro, small and medium-sized enterprises utilizing supplier development platforms for inclusive and sustainable value chains. **Baseline: Unknown** **Indicator: 20**	Small business associations	
Indicator 1.4.2b: High failure rate of Small Businesses in South Africa **Baseline:** 70% **Target:** 35%	**Sources**: SDGs Index, SD Solutions; Living Conditions Survey **Frequency:** Annual/Bi-annual			
NATIONAL PRIORITY OR GOAL: Effective, efficient and transformative governance				
COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #2: By 2025, women and marginalized groups are able to participate meaningfully in decision making processes and access justice				
RELATED STRATEGIC PLAN OUTCOME: Outcome 2 – Accelerate structural transformations for sustainable development				
Indicator 2.1.1a: High-quality, timely and reliable development [SDGs] data available for use by decision-makers and citizen, disaggregated by income, gender, age, race, ethnicity, migratory status and geographic location **Baseline**: High quality, disaggregated and credible national statistical database **Target**: Timely and sustained high quality, disaggregated and credible national statistical database, with evidence of use	**Sources**: National Statistical Authority, Sectoral Report, LCMS, DHS, Census Reports. Commissioned Studies; International Databases, HDR, CSOs, Parliamentary Reports, Aggregate Indices[25], SONA **Frequency:** Annual/bi-annual	**Output 2.1: By 2025, state and non-state actors at different levels have access and are capable to analyse and use high- quality and timely data to inform planning, M&E and decision- making** **Indicator 2.1.1 Number of people trained at national and local levels trained in analysis and use of** disaggregated data for SDGs planning and monitoring **Baseline**: tbc **Target**: Additional 100	Statistics South Africa; Public Service Commission, NPC, , Think Tanks, UN Agencies, CSOs, Academia, Treaty Bodies; World Bank, DPME, DIRCO UN Agencies	

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[24] *Technical training, access to funding, digitalization and technology transfer and markets*
[25] *Mo Ibrahim, Easy of Doing Business, Corruption Index, MPI, Gender Inequality Index etc*

				Regular: 250 Other: 14,000 *-Available*: 0 *-To be Mobilized*: 14,000
Indicator 2.1.2: Percentage of SDGs indicators incorporated into national statistics **Baseline:** TBC **Target:** At least > 25% adopted	**Sources**: National Statistical Authority, Sectoral Report, LCMS, DHS, Census Reports. Special Studies, UN/DP Progress Reports **Frequency:** Annual/bi-annual	**Indicator 2.1.2: #** of SDG indicators reported through existing national integrated M&E system for tracking results of NDP 2030, programmes, policies and SDGs. **Baseline**: 128 (64%) of the 199 SDGs indicators **Target**: > 80% **Indicator 2.1.3:** Number of new collaborative knowledge products produced on priority SDGs, COVID19 and South-South initiatives. **Baseline**: 0; **Target:** At least 5, incl. NHDR **Indicator 2.1.4**: Number of Identified innovative sources of data to support innovation for inclusive development[26] **Baseline:** TBC **Target:** 4	Statistics South Africa Public Sector, Think Tanks, HSRC, UN Agencies, CSOs, Academia.	*As above* *As above*

Indicator 2.2.1: Voter turnout disaggregated by sex, age, and excluded groups
 	
Baseline: 65.3%
Target: Above national average of > 70%
 	
Indicator 2.2.2. Proportion of seats held by women in national parliaments and local governments
 	
Baseline: 41%;
Target: Above peer average of 50%
	Sources: Government Progress Reports submitted to Portfolio Committee/ Parliamentary Reports
	
	Frequency: Intermittently
		Output 2.2 Independent Electoral Commission and core governance institutions supporting democracy are able to make democracy more inclusive
		
		Indicator 2.2.1: Number of civic education programmes targeting youth, women and those at the 'bottom of the pyramid' implemented with the IEC.
		Baseline: 10 programmes
		     Youth 60%
		     Women 30%
		
		Target: 100 programmes
		     Youth 100%
		     Women 70%
		
		Indicator 2.2.2: Number of domestic election observers trained and more inclusive of youth, women and persons with disabilities
		
		Baseline: 400
		Youth 20%
		Women 30%
		People living with disabilities 1%
		
		Target: 1,000
		Youth 40%
			Independent Electoral Commission (IEC), Institute for Security Studies (ISS),	

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[26] Data sources may identify needs, markets and direction for inclusive innovation.

		Women 70% People living with disabilities 5% **Indicator 2.2.3: Number of political actors trained on gender-sensitive language** **Baseline:** 0 **Target: 100** **Indicator 2.2.4:** Number of innovations introduced in the electoral management process in collaboration with the Independent Electoral Commission. **Baseline:** 0 **Target:** 5		

Indicator 2.3.1: Corruption Perception Index (0-100)
 	
Baseline: 43.0; **Target:** Halve [> 21.5]
 	
Indicator 2.3.2: Proportion of population satisfied with their last experience with public services
 	
Baseline: TBC; **Target:** At least 20% increase
 	
Indicator 2.3.3: Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group
 	
Baseline: TBC **Target:** At least 20% increase
 	
Indicator 2.3.4: Government Efficiency (1-7): **Baseline**: 3.6; **Target**: ≤ 5.0
	Sources: Status Reports on Climate Change, HDR, Disaster Risk Management/DRR Reports, SDGs Country Profiles
	
	Frequency: Annual/Bi-annual
		Output 2.3. National and sub-national capacities of core governance institutions improved to plan for innovative delivery of high-quality interventions and services to deepen democracy [27]
		
		Indicator 2.3.1: Number of locally developed innovations/solutions identified and tested towards enhancing good governance and service delivery. This includes scaling recommendations.
		
		Baseline: 0
		Target: 3
		
		Indicator 2.3.2: Number of people trained in ethical leadership disaggregated by age and gender .
		
		Baseline: |Number of people trained: 50
		Of which Youth :30%
		             Women: 30%
		
		 Target:75% **of people trained: 200**
		Of which Youth: 60%
		             Women: 50%
		
		Indicator 2.3.3: Number and quality of gender-responsive policies and programmes and budgets implemented with involvement of CSOs [existence of engagement platforms]
		Baseline: 3 **Target: 10**
		
		.
			Department of Women, Youth and Persons with Disabilities, DPME, Stats SA, National Planning Commission, PSC.	

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[27] *good governance, gender, HHD*

		Output 2.4: Mechanisms and joint initiatives are in place to address Social cohesion in the county	
Indicator 2.2.6: Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and age **Baseline: TBC** **Target: reduce by at least** 10%	**Data Sources:** Living Conditions Survey: Statistics South Africa; Social Grants Statistics: Department of Social Development, HDR, Gender and HIV Reports **Frequency** Annually	**Indicator 2.4.1:** National Strategic Plan and coordination structures for GBV, HIV&AIDS responses developed, implemented and evaluated **Baseline**: Draft NSP for GBV and draft GBV Council are in place **Targets**: (a) Final NSP for GBV in place by 2020 implemented and evaluated by end of 2024 (b) Research report on by-standerism and GBV finalized and disseminated. **Indicator 2.4.2**: National Program on social cohesion implemented strengthened **Baseline**: Existing Master Plan of Social cohesion **Target**: Master plan implemented 2025	Department of Women, Youth and Persons with Disabilities, DPME, Stats SA, National Planning Commission
Indicator 2.2.7: Mo Ibrahim Governance Index **Baseline: 68/100 (2018)** **Target:** >85% **Indicator 2.2.8**: Public Sector Accountability & Transparency (0-100) **Baseline: 77.**7 (2018) **Target:** >85% **Indicator 2.2.9:** Gender Inequality Index **Baseline:** 0.389 (2017) **Target:** > 0.200	**Sources**: SDGs Country Profiles, Mo Ibrahim Governance Index, Transparency Index, Special Perceptions Surveys, HDR **Frequency:** Annual/Bi-annual		Parliament, UN-Women, National, Provincial and Municipal departments; Chapter 9 Institutions, SALGA; IEC, Commission for Gender; Department for Women; Department for Social Development; DCOGTA, South African Human Rights Commission
NATIONAL PRIORITY OR GOAL: Climate resilience and sustainably managed natural resources			
COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #2: By 2025, South Africa is on a just transition to a low-carbon society and vulnerable & marginalized communities are more resilient to adverse effects of climate change (*and access to sustainable nature-based solutions*).			
RELATED STRATEGIC PLAN OUTCOME: Outcome 3 – Strengthen resilience to shocks and crises			

			DIRCO; SADC; COMESA; NEPAD; UN; BRICS, Private Sector, Think Tanks, StatsSA; Ministries: Science & Technology, Industry, Commerce, Youth, Gender Departments of Energy, Environment	**Regular:** 250 **Other:**45,000
Indicator 3.1.1: Proportion of households benefitting from clean, affordable and sustainable energy access disaggregated by: rural areas; urban and peri-urban areas. **Baseline: 86%** **Rural:** TBC; **Urban:** TBC **Peri-Urban:** TBC **Target:** > 95%	**Sources**: DIRCO Annual Performance Report; Africa Renaissance and International Cooperation Fund Annual Report, SDGs Country Profiles, DNRM&E **Frequency**: Annual/bi-annual	**Output 3.1 National institutions capacities improved to develop innovative and integrated policies, strategies and programmes on resilience and sustainable development**		*-Available: 35,000* *-To be Mobilized: 10,000*
Indicator 3.1.2: Renewable energy share in the total final energy consumption **Baseline:** 75.6 **Target**: > 90 **Indicator 3.1.3:** Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type OR Mean area that is protected in marine sites important to biodiversity (%) Baseline: 62.9; Target: TBC **Indicator 3.1.4:** Mean area that is protected in terrestrial sites important to biodiversity (%) Baseline: 54.5; Target: TBC	**Sources**: DIRCO Annual Performance Report; Africa Renaissance and International Cooperation Fund Annual Report, SDGs Country Profiles Frequency: Annual/bi-annual	**Indicator 3.1.1**: Number of additional renewable energy technologies and energy efficient solutions developed to accelerate and applied uptake at the local level (municipalities and residential households) **Baseline: 2;** Target: at least 2 pilots supported, with 50% beneficiaries women **Indicator 3.1.2** Proportion of households (women headed, rura, urban and peri-urban benefitting from clean, affordable and sustainable energy access: **Baseline:** <5% households **Target:** 15% by 2025 **Indicator 3.1.3**: Number of transboundary/shared water ecosystems (fresh or marine) under cooperative management **Baseline: 1** **Target: 2**		
Indicator 3.1.4: % of gender-transformative measures in place for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity and ecosystems: **Baseline**: TBC Target: TBC **Indicator 3.1.5:** Existence and communication of an integrated policy/strategy/plan for adaption to CC, foster climate resilience and low GHG emissions development in a manner that does not threaten food production **Baseline:** Yes (2017) **Target:** Yes, bi-annually	**Sources:** DIRCO Annual Performance Report; Africa Renaissance and International Cooperation Fund Annual Report, SDGs Country Profiles Frequency: Annual/bi-annual	**Output 3.2** Natural resources are sustainably managed, utilized and contribute to the livelihoods of the population **Indicator 3.2.1:** Number of innovative sustainable development solutions rollout **Baseline:** 1 (2019); **Target**: 5 **Indicator 3.2.2:** Natural resources that are managed under sustainable use, conservation, access and benefit sharing regime: a) Area or land and marine habitat under protection b) Area of existing protected area under improved management c) Number of shared water ecosystems (fresh or marine) under cooperative management (hectares) **Baseline**: 40ha; **Target**: increased by 25%;	DIRCO; SADC; COMESA; NEPAD; UN; BRICS, Private Sector, Think Tanks, StatsSA; Ministries: Science & Technology, Industry, Commerce, Youth, Gender Departments of Energy, Environment	

ANNEX 2: PARTNERSHIP AND DONOR MAPPING

A: PARTNERSHIPS

Category 1: Partnership with South African Authorities and Public Institutions			
Past & Current	**Areas of Interest**	**Future Opportunities**	**Areas of Interest**
Department of Public Service Administration (DPSA)	Public service Reform and Repositioning	DPSA capacity and role of provinces in the implementation of chapter 13 of the NDP	Research on public service issues – implementation of the public management act
Centre for Public Service Innovation (CPSI)	Public service innovation	National innovation management capacity building and knowledge exchange South South exchange	Innovation replication SADC UNPAN innovation capacity building Public sector funding model
National Disaster Management Centre (NDMC)	Disaster Risk Reduction	Building urban resilience and Disaster risk reduction at local government level	Development of uniform guidelines Leading and building the resilience discourse within the SA government Playing a key role in the Region on cross-border risks and cross-borders movement in case of natural disasters; in relation to the cross- border risks
Independent Electoral Commission (IEC)	Support to the IEC	Supporting IECs regional knowledge exchange and research efforts	South-South exchange Domestic observer capacity development Civic education
Parliament	Legislative impact assessment	Capacity building on role of Parliamentarians in SDGs Legislative review and improved law making	High level panel Implementation of the recommendations of the high-level panel recommendations Monitoring of the implementation of international protocols, agreements, and agreements
National Treasury	Development cooperation	Co-funding and cost sharing for public service capacity building and research	Ethics and anti-corruption training Parliamentary support Innovation replication
Department of International Relations and Cooperation (DIRCO)	South-South Cooperation	Support to South Africa's development cooperation programme and institution	Knowledge exchange
Department of Energy	Sustainable energy	Integration of renewable energy within local government planning processes	Sustainable energy
Department of Environmental Affairs	Biodiversity conservation	Land use management for inclusive growth	Biodiversity conservation for sustainable development
Department of Health in Limpopo	Access to health	Health management	Health service delivery
Department of Social Development	Accelerating the rights of persons with Disabilities	Implementation of the Convention on the Rights of Persons (CRPD) with Disability	Second Phase Joint Programme for the implementation of the CRPD in South Africa
Department of Trade and Industry	International Trade	Centre for Trade Negotiations	Trade and Development for Inclusive Growth
Gauteng Enterprise Propeller	SDP (SMMEs)	SDP and SMMEs	SMME Development
Department of Social Development	Social Protection	Social Protection	Poverty (Inclusive growth)
Department of Planning, Monitoring and Evaluation	Inclusive Growth in general	Inclusive Growth	Economic Development and Planning
National Youth Development Agency	Youth development	Skills Development and Youth Entrepreneurship	Youth Development
Department of Rural Development and Land Reform (DRDLR)	Land Reform	with Bureau for Food and Agricultural Policy (BFAP)	Food and Agriculture
Department of Small Business Development (DSBD)	Supplier Development Programme (SDP), support to SMMEs, National Small Business ACT review	SMME policy and research; Rural Townships' Development	
Small Enterprise Development Agency (SEDA)	SDP with emphasis on State-owned Enterprises (SOEs).	LEDET	Inclusive growth, rural development, environment and climate change
Passenger Rail Agency of South Africa (PRASA)	Empowerment of Women entrepreneurs in the RAIL industry	NAMC	Agriculture and Marketing

ORASECOM	Climate Change and Greening South Africa's Economy	AgrSETA	Inclusive Growth- Skills development and training
Water Research Commission	Innovation Challenge for Water Security	Dutch Embassy	Inclusive Growth- Digital Skills
NYDA	Access to Employment	National Planning Commission	public service capacity building
Gauteng Department of Economic Development	Access to Employment		
Council for Scientific and Industrial Research	Television Whitespace Network Operators		
SALGA	COVID-19		
City of Tshwane	Access to Employment		
South African Local Government Association	To provide COVID-19 Relief support to SMMEs and Informal Traders		
Department of Trade, Industry & Competition	Economic Planning & Research; Investment Promotion		
Dept of Agriculture, Land Reform and Rural Development	Land Reform and Rural Development		
Public Service Commission	build public sector capacity		
Department of Sports, Arts and Culture	deepen social cohesion		
Eastern Cape Office of the Premier	strengthen planning capacity and recovery efforts in the eastern cape province		
Category 2: International Donor Partners			
Past & Current	**Areas of Interest**	**Future Opportunities**	**Areas of Interest**
European Union	Social Cohesion	Disaster Risk Reduction/Management	Disaster Management policy and institutional support to NDMC and local government
		Parliamentary capacity building	Capacity to implement the 2014-2019 Strategic Plan, and the recommendations of the High–Level Panel
Japanese Embassy	Peacekeeping training centre Sustainable development South-South	Disaster risk reduction Elections management Private sector partnership	Building capacity on urban resilience, and climate change mitigation Regional exchange and building capacity for domestic elections observation Expansion of private sector partnership, job skills development TICAD partnership promotion
		Canadian International Development Agency	Innovation replication
IBSA	South-South	Sustainable development institutions knowledge exchange programmes	Inclusive sustainable development
Swedish Embassy	Climate Change and Greening South Africa's Economy	USAID	Agriculture & food security, Environment
Category 3: Business Sector			
Past & Current	**Areas of Interest**	**Future Opportunities**	**Areas of Interest**
Small Business Development Institute (SBDI)…	SDP	Naspers Labs	All programmes related to youth empowerment and unemployment
Mtiya Dynamics	SDP, Women in Rail Project (PRASA)	Nedbank	AccLab FEW Nexus Projects
Google	Initiating E-learning in secondary schools	AECI	Water-Agriculture-Food Security Nexus
ThinkWifi	Google for Education		
Opennetworks	Google for Education		
Category 4: Civil Society & Academia			
Past & Current	**Areas of Interest**	**Future Opportunities**	**Areas of Interest**
Wits School of Governance	Implementation of the NDP	Developmental State and Local government	Local government capacity building Case studies and knowledge products
Mapungubwe Institute of Strategic Reflection	Good Governance	Public service management Inclusive growth and political economy	Policy and research on public service issues
NANGOSA–National Alliance of NGOs of South Africa	Good Governance	Parliamentary engagement and democracy	Citizen participation
University of Wits	NDP implementation (Economic Development)	NDP Implementation	Implementation of the NDP

Endangered Wildlife Trust	Climate Change and Greening South Africa's Economy	Green Cape	Nature, Climate and Energy
University of Cape Town	Trade and Development	Center for Trade Negotiations	International Trade
Rlabs	Big Think Challenge	National Business Initiative	Nature, Climate and Energy
Afrika Tikkun	Implement the YoMobi project in Gauteng sites		
South African Creative Industries Incubator	Kindness Contagion and Call to Creatives		
Institute for Natural Resources	Backyard Garden Project		
Conservation South Africa	AccLab FEW Nexus Projects		
Gordon Institute of Business (GIBS) - University of Pretoria	Access to Employment		
ACCORD	social cohesion		
Category 5: UN Joint Programming			
Past & Current	**Areas of Interest**	**Future Opportunities**	**Areas of Interest**
UNICEF UNFPA UNODC	Governance and citizen participation (Results Group)	Democracy building and citizen participation	Social cohesion Ethics and Integrity
UN-Agencies	Knowledge exchange	South-South Interagency Programme	Coordinated government and UN South-South cooperation
UN-Agencies	SDGs	Joint UN SDGs Programme	Local capacity building and domestication
World Food Programme (WFP)	Small holder farming	DRDLR	Small holder farming
Food and Agricultural Organisation (FAO)	Small holder farming		

ANNEX 3: DONOR PARTNERS – Past and Current

Programme Area	*Projects*	*Team*	*Partners*		
Enhancing Inclusive Growth	*Social Protection*	*Phumla Hlati Kgomotso Maditse*	*i.*	***Current Donors:*** *UNDP*	
			ii.	***Technical Partner:*** *Institute for Development Studies (**Sussex**); University of Cape Town*	
			iii.	***Implementing Partner:*** *Department of Social Development*	
			iv.	***Potential Donors:*** *Government of Austria,*	
	Expanded Access to Employment	*Phumla Hlati Kgomotso Maditse*	*i.*	***Current Donors:*** *UNDP*	
			ii.	***Technical Partner:*** *WITS University, Accenture, TIPS Research Institute*	
			iii.	***Implementing Partner:*** *Department of Performance, Monitoring and Evaluation*	
			iv.	***Potential Donors:*** *Government of Austria, Government of Finland,*	
	Support to the Department of Land and Rural Development (DLRD)	*Phumla Hlati Kgomotso Maditse*	*i.*	***Current Donors:*** *Department of Land Reform & Rural Development*	
			ii.	***Technical Partner:*** *TBD*	
			iii.	***Implementing Partner:*** *DLRD*	
			iv.	***Potential Donors:*** *Government of Belgium, Government of Finland,*	
	Supplier Development	*Phumla Hlati Kgomotso Maditse*	*i.*	***Current Donors:*** *UNDP/ Gauteng Enterprise Propeller(GEP), Mthiya*	
			ii.	***Technical Partner:*** *Volkswagen, African Management Services Company (**AMSCO**)*	
			iii.	***Implementing Partner:*** *Small Business Development Institute(**SBDI**)*	
			iv.	***Potential Donors:*** *Volkswagen,*	
	Support to Economic Institutions	*Phumla Hlati Kgomotso Maditse*	*I.*	***Current Donors:*** *UNDP*	
			II.	***Technical Partner:*** *UNDESA*	
			III.	***Implementing Partner:*** *Department of Economic Development*	
			IV.	***Potential Donors: :*** *Government of Belgium, Government of Finland,*	
	Youth Unemployment	*Phumla Hlati Kgomotso Maditse*	*i.*	***Current Donors:*** *UNDP*	
			ii.	***Technical Partner:*** *International Labour Organization(**ILO**)*	
			iii.	***Implementing Partner:*** *National Youth Development Agency(**NYDA**),*	
			iv.	***Potential Donors:*** *Government of Austria, Government of Finland,*	

Programme Area	Projects	Team	Partners	
	National Human Development Reports	*Fatou Leigh* *Kgomotso Maditse*	i.	*Current Donors: UNDP*
			ii.	*Technical Partner: Statistics South Africa(Statssa)*
			iii.	*Implementing Partner: The Presidency*
			iv.	*Potential Donors: To be identified*
	SDG Acceleration & Localisation	*Fatou Leigh* *Kgomotso Maditse*	i.	*Current Donors: UNDP*
			ii.	*Technical Partner: Statistics South Africa(Statssa)*
			iii.	*Implementing Partner: The Presidency*
			iv.	*Potential Donors: Government of South Africa; EU*
Energy & Environment	*Market Transformation Through the introduction of Energy efficiency Standards and the Labelling of Appliances in South Africa*	*Janice Golding* *Anele Moyo* *Lehman Lindeque*	i.	*Current Donors: GEF*
			ii.	*Technical Partner: Department of Trade and Industry*
			iii.	*Implementing Partner: Department of Energy*
			iv.	*Potential Donors: GIZ; Global Climate Fund; Danish Embassy in South Africa; Embassy of Finland-South Africa; French Embassy South Africa; UK Government; ABSA Bank, Airport*
	Improving Management Effectiveness of the Protected Area Network	*Janice Golding* *Anele Moyo* *Lehman Lindeque*	i.	*Current Donors: GEF*
			ii.	*Technical Partner: Department of Environmental Affairs; South African National Biodiversity Institute*
			iii.	*Implementing Partner: South African National Parks*
			iv.	*Potential Donors: Global Climate Fund; Danish Embassy in South Africa; Embassy of Finland-South Africa; French Embassy South Africa; UK Government*
	Support to the Orange Senqu River Basin Strategic Action Programme Implementation	*Janice Golding* *Anele Moyo* *Lehman Lindeque*	i.	*Current Donors: GEF*
			ii.	*Technical Partner: TBD*
			iii.	*Implementing Partner: Orange Senqu River Commission*
			iv.	*Potential Donors:*
	Securing Multiple Ecosystem Benefits Through Sustainable Land Management in the Productive but Degraded Landscapes of South Africa	*Janice Golding* *Anele Moyo* *Lehman Lindeque*	i.	*Current Donors: GEF*
			ii.	*Technical Partner: Council for Scientific and Industrial Research; Rhodes University*
			iii.	*Implementing Partner: Department of Environmental Affairs*
			iv.	*Potential Donors: Green Climate Fund; Danish Embassy in South Africa; Embassy of Finland-South Africa; French Embassy South Africa; UK Government*
	Reducing Disaster Risks From Wildland Fire Hazards Associated With Climate Change in South Africa	*Janice Golding* *Anele Moyo* *Lehman Lindeque*	i.	**Current Donors:** GEF
			ii.	**Technical Partner:** *South African National Biodiversity Institute; Council for Scientific & Industrial Research; South African National Parks*
			iii.	**Implementing Partner: Department of Environmental Affairs**
			iv.	*Potential Donors: Global Climate Fund; Danish Embassy in South Africa; Embassy of Finland-South Africa; French Embassy South Africa; UK Government*
	South Africa Wind Energy Project Phase 2	*Janice Golding* *Anele Moyo* *Lehman Lindeque*	i.	**Current Donors:** GEF
			ii.	**Technical Partner:** *South African National Biodiversity Institute; Council for Scientific & Industrial Research; South African National Parks*
			iii.	**Implementing Partner**: *National Energy Development Institute*
			iv.	**Potential Donors:** *Global Climate Fund; Danish Embassy in South Africa; Embassy of Finland-South Africa; French Embassy South Africa; UK Government*
	Biodiversity Finance Initiative	*Janice Golding* *Anele Moyo* *Lehman Lindeque*	i.	**Current Donors:** GEF
			ii.	**Technical Partner:** *Statistics South Africa; National Treasury*
			iii.	**Implementing Partner**: *Department of Environmental Affairs*
			iv.	**Potential Donors:** *Global Climate Fund; Danish Embassy in South Africa; Embassy of Finland-South Africa; French Embassy South Africa; EU;*
	National Biodiversity Planning to Support the Implementation of the Convention on Biological Diversity 2011-2020 Strategic Plan in South Africa	*Janice Golding* *Anele Moyo* *Lehman Lindeque*	i.	**Current Donors: GEF**
			ii.	**Technical Partner: *TBD***
			iii.	**Implementing Partner:** *South African National Biodiversity Institute*
			V.	**Potential Donors:** *Global Climate Fund; Danish Embassy in South Africa; Embassy of Finland-South Africa; French Embassy South Africa; UK Government*

Programme Area	Projects	Team	Partners	
	Development of Value Chains for Products Derived From Genetic Resources in Compliance With the Nagoya Protocol on Access and Benefit Sharing & the National Biodiversity Economy Strategy	Janice Golding Anele Moyo Lehman Lindeque	I. II. III. IV.	Current Donors: GEF Technical Partner: University of Pretoria; Council for Scientific & Industrial Research Implementing Partner: Department of Environmental Affairs Potential Donors: Global Climate Fund; Danish Embassy in South Africa; Embassy of Finland-South Africa; French Embassy South Africa; UK Government
	Leapfrogging South Africa's Markets to High-Efficiency LED Lighting and High Efficiency Distribution Transformers	Janice Golding Anele Moyo Lehman Lindeque	I. II. III. IV.	Current Donors: GEF Technical Partner: South African National Energy Development Institute Implementing Partner: Department of Energy Potential Donors: Global Climate Fund; Danish Embassy in South Africa; Embassy of Finland-South Africa; French Embassy South Africa; UK Government
	Sustainable Energy For All	Janice Golding Anele Moyo Lehman Lindeque	i. ii. iii. iv.	Current Donors: UNDP, City of Tshwane, UNEP/SEED Technical Partner: TBD Implementing Partner: City of TSHWANE Potential Donors: GEF; Global Climate Fund; Danish Embassy in South Africa; Embassy of Finland-South Africa; French Embassy South Africa; EU
	Conservation & Sustainable Use of Biodiversity on the South African Wild-Coast	Janice Golding Anele Moyo Lehman Lindeque	i. ii. iii. iv.	Current Donors: GEF Technical Partner: TBD Implementing Partner: Eastern Cape Parks & Tourism Agency Potential Donors: Global Climate Fund; Danish Embassy in South Africa; Embassy of Finland-South Africa; French Embassy South Africa; EU
Strengthening Democratic Governance	Support to KwaZulu-Natal	Bongani Matomela	i. ii. iii. iv.	Current Donors: UNDP Technical Partner: TBD Implementing Partner: Provincial Government of KwaZulu-Natal Potential Donors: Government, Belgium Embassy, DFID; EU
	Support to Parliament	Bongani Matomela	i. ii. iii. iv.	Current Donors: UNDP Technical Partner: PLAAS Institute; ACCORD Institute; Centre For Development Enterprise Implementing Partner: Parliament Potential Donors: EU; Belgium Embassy
	Centre for Public Service Innovation (CPSI)	Bongani Matomela	i. ii. iii. iv.	Current Donors: UNDP Technical Partner: TBD Implementing Partner: (CPSI) Potential Donors: Embassy of Canada
	Support to the Health Sector in Limpopo	Bongani Matomela	i. ii. iii. iv.	Current Donors: Government of South Africa Technical Partner: Health Professional Council of South Africa Implementing Partner: Provincial Department of Health in Limpopo Potential Donors: Belgium Embassy; Embassy of Netherland
	Support to the electoral process	Bongani Matomela	i. ii. iii. iv.	Current Donors: UNDP Technical Partner: UN Electoral Assistance Division Implementing Partner: Independent Electoral Commission Potential Donors: EU; Government of South Africa; Embassy of Japan
	Disaster Risk Management	Bongani Matomela Sibongile Kubeka	i. ii. iii. iv.	Current Donors: none Technical Partner: OTCHA, OXFAM Implementing Partner: National Disaster Management Centre Potential Donors: Embassy of Japan; EU
	GENDER & HIV	Bongani Matomela Nelly Mwaka	i. ii. iii. iv.	Current Donors: UNDP Technical Partner: TBD Implementing Partner: Department of Health/Department of Health Potential Donors: Netherland Embassy; USAID

Programme Area	Projects	Team	Partners	
	Accelerating the Implementation of the Convention on the Rights of Persons With Disability	*Fred Shikweni Bongani Matomela*	i. ii. iii. iv.	***Current Donors:*** *Partnership Programme on the Rights of Persons With Disability Trust Fund* ***Technical Partner:*** *ILO, UNICEF, OHCHR, UNDESA, WHO* ***Implementing Partner:*** *Department of Social Development* ***Potential Donors****: Government of South Africa*
Support to South Africa's Regional & Global Engagement	*Peace & Development Exchange(Interagency South-South Support Programme*		i. ii. iii. iv.	***Current Donors:*** *UNDP* ***Technical Partner:*** *TBD* ***Implementing Partner:*** *Department of International Relations & Cooperation* ***Potential Donors****: Government of South Africa; participating UN agencies; Japanese Embassy, French Embassy, IBSA*

ANNEX 4. RM ACTION PLAN

RESOURCE MOBILISATION IMPLEMENTATION PLAN (2020-2025)

CPD outcome	Cooperation framework outcome	Output	Resource requirements / output	Resource requirements / total	Available resources (US$,000)	Resource gap (US$,000)	Proposed actions	Time-line
Inclusive, just and sustainable economic growth	**By 2025, All people in South Africa particularly women, youth and other marginalized groups have access to equitable social and economic opportunities**	**Output 1.1.** Social protection programme expanded to include informal workers especially women as part of social security reforms.	2020: $200,000 2021: $400,000 2022: $300,000 2023: $300,000 2024: $270,000 2025: $300,000 Total: $1,770,000	2020: $1,225,000 2021: $1,460,000 2022: $1,497,500 2023: $1,030,000 2024: $1,425,000 2025: $1,447,500 Total: $8,085,000	2,000	5,000	1. Explore opportunities for technical cooperation and partnerships for delivery of key project results (preferably with EU) 2. Explore Government Funding and Contribution	Ongoing
		Output 1.2. Capacities of key national institutions enhanced to design and implement inclusive and integrated national policies and programmes on equitable land reform and local sustainable development.	2020: $285,000 2021: $250,000 2022: $327,500 2023: $250,000 2024: $325,000 2025: $250,000 Total: $1,687,500				3. Sustain resource mobilisation efforts especially around Traditional and Non-Traditional Sources 4. Form partnerships across sectors to support all-of-society approach to development	Ongoing
		Output 1.3. Institutional capacities at national and sub-	2020: $240,000 2021: $360,000 2022: $500,000				5. Develop a strategy for engaging philanthropic institutions / foundations	Ongoing

		national levels improved to plan innovative delivery and accelerate redress of multidimensional poverty, unemployment and inequalities.	2024: $200,000 2025: $360,000 Total: $1,660,000				6. Sustain one-on-one engagement with private sector institutions 7. Explore technical level collaboration and support in the delivery of key results through partnerships with UN Agencies. 8. Explore programmatic or Output level collaboration with like-minded partners for example the EU	
		Output 1.4. Comprehensive business, youth entrepreneurship and supplier development programme initiated for rural and off-farm enterprises with potential to enhance quality of business development services for micro-, small and medium-sized enterprises (MSMEs) and value chains.	2020: $500,000 2021: $450,000 2022: $370,000 2023: $480,000 2024: $630,000 2025: $537,500 Total: $2,967,500					Ongoing
Effective, efficient and transformative governance	**By 2025, women and marginalized groups are able to participate meaningfully in decision-making processes and access justice**	**Output 2.1.** By 2025, state and non-state actors at different levels have access and are capable to analyse and use high- quality and timely data to inform planning, M&E and decision- making	2020: $670,000 2021: $935,600 2022: $413,000 2023: $701,000 2024: $863,000 2025: $583,400 Total: $4,166,000	2020: $2,470,000 2021: $3,168,600 2022: $1,863,000 2023: $2,421,000 2024: $2,887,000 2025: $2,276,400 Total: $15,086,000	0	14,000		Ongoing
		Output 2.2 Independent Electoral Commission and core governance institutions supporting democracy	2020: $430,000 2021: $740,000 2022: $820,000 2023: $56,000					Ongoing

		are able to make democracy more inclusive	2024: $504,000 Total: $2,550,000					
		Output 2.3 National and sub-national capacities of core governance institutions improved to plan for innovative delivery of high-quality interventions and services to deepen democracy	2020: $500,000 2021: $700,000 2022: $630,000 2023: $830,000 2024: $840,000 2025: $900,000 Total: $4,400,000					Ongoing
		Output 2.4. Mechanisms and joint initiatives are in place to address Social cohesion in the county	2020: $870,000 2021: $793,000 2023: $834,000 2024: $680,000 2025: $793,000 Total: $3,970,000					Ongoing
Climate resilience and sustainably managed natural resources	**By 2025, South Africa is on a just transition to a low-carbon society and vulnerable & marginalized communities are more resilient to adverse effects of climate change**	**Output 3.1.** National institutions capacities improved to develop innovative and integrated policies, strategies and programmes on resilience and sustainable development	2020: $3,500,000 2021: $5,700,000 2022: $6,000,000 2023: $3,200,000 2024: $2,000,000 2025: $2,143,000 Total: $22,543,000	2020: $9,900,000 2021: $9,700,000 2022: $10,100,000 2023: $6,343,000 2024: $4,700,000 2025: $5,343,000 Total: $46,086,000	35,000	10,000		Ongoing
		Output 3.2. Natural resources are sustainably managed, utilized and contribute to the livelihoods of the population	2020: $6,400,000 2021: $4,000,000 2022: $4,100,000 2023: $3,143,000 2024: $2,700,000 2025: $3,200,000 Total: $23,543,000					Ongoing

ANNEX 5: Partnership management platform

The CO is implementing new CRM software (Hubspot, see below) to collect, track, and monitor progress on resources mobilization towards instituting partnership management platforms that focus on strategic business development and leveraging outside UNDP capacities and networks for lessons learned and best practices. All organization contacts, across all sectors, are logged towards keeping information organized, current, and action-oriented.

Contacts ⌄ | Conversations ⌄ | Marketing ⌄ | Sales ⌄ | Service ⌄ | Automation ⌄ | Reports ⌄

The CRM home pages have a new look. Explore the new layout and see what's changed. Learn more.

Companies ▾
108 Companies

Actions ▾ | Import

📌 All companies ⌄ | 📌 My companies | + Add view | All views

Search name, phone, 🔍 | Company owner ⌄ | ⚙ More filters

Table actions ▾

	NAME ⬍	LAST ACTIVITY DATE (GMT+2) ⬍	CITY ⬍	COUNTRY/REGION
☐	czechaid.cz	--	Praha 1	Czech Republic
☐	Conrad N. Hilton Foundation	Today at 9:30 PM	Agoura Hills	United States
☐	Michael & Susan Dell Foundation	--	Austin	United States
☐	THE MASTERCARD FOUNDATI...	--	Toronto	Canada
☐	Voluntour South Africa	--	--	South Africa
☐	Bill & Melinda Gates Foundation	--	Seattle	United States
☐	Disability Rights Fund Inc	--	Boston	United States
☐	Medtronic	--	Dublin	United States
☐	Mulago Foundation	--	San Francisco	United States
☐	The Rockefeller Foundation	--	New York	United States
☐	Fund For Global Human Rights	--	Washington	United States
☐	Allan Gray Orbis Foundation	--	Cape Town	South Africa
☐	KOCH FOUNDATION	--	Gainesville	United States
☐	The Oppenheimer Memorial Tr...	--	--	South Africa