

APPENDIX I



SOUTH AFRICA'S PROGRAMME OF ACTION PROMOTING DEMOCRACY AND GOOD GOVERNANCE



**African Peer Review
Mechanism**

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PROGRAMME OF ACTION TO IMPROVE GOVERNANCE IN SOUTH AFRICA

1. Situation analysis: South Africa's principal governance challenges

Introduction:

The governance situation in South Africa is described in detail in its APRM Country Self-Assessment Report (CSAR).

In essence, the Report notes the progress that the country has made in moving from an oppressive and discriminatory system to one based on democracy and human rights, respect for the rule of law, the centrality of the Constitution as the supreme law of the land, and a government based on the will of the people.

The report also shows that South Africa faces critical governance challenges as it strives to prioritise the needs of the poor while ensuring sustainability of social development. The programme is a response to the following major problems identified in the CSAR and the APRM Country Review Report written by the Country Review Mission:

Democracy and Political Governance:

- Racism, sexism, marginalisation, crime, lack of awareness and poor access to information impair the full enjoyment of human rights
- Racism prevents many citizens from realising their human potential and contributes to unequal access to valued goods and services and reproduces acute social inequities
- Violence and crime in general and against women and children, in particular, as well as the need for active engagement of all communities in the fight against crime and violence
- Marginalised and vulnerable groups experience difficulties in making use of the institutions of justice
- Civil society structures seek increased opportunities to contribute to, and participate in the delivery and monitoring of public services
- Corruption undermines national integrity

Economic Governance and Management:

- Inadequate public consultation, education and feedback in policy making
- Underdeveloped capacity and skills in public expenditure management and monitoring
- Blockages to service delivery
- Lack of deeper economic integration within the SADC
- Unemployment

- Corporate Governance:**
- Companies' legislation is not transformative and needs to be reviewed
 - Key institutions and certain social groups are underdeveloped and need to become more effective
 - Consumers and shareholders fail to assert their rights, are ill-informed and inactive
 - Governance in civil society needs development

- Socio-Economic Development:**
- No consensus amongst stakeholders on definitions and measurements of poverty
 - The need for more effective land use that contributes to sustainable livelihoods, especially for the rural poor.
 - The need to build capacity to implement the programmes of the developmental state
 - Strategies for ensuring children's nutrition, health and development need improvement
 - There are challenges of crime and violence, particularly against women and children
 - An integrated and holistic approach to combating HIV and AIDS will be appropriately resourced
 - An integrated and holistic approach to combating TB, malaria and other communicable diseases needs strengthening and deepening
 - Without universal access to basic rights and services, citizens cannot participate in and benefit from socio-economic development
 - Weaknesses in civil society reduce their participation in, and impact on socio-economic development processes and outcomes, and ensuring their increased contribution to South Africa's national development imperatives

Prioritisation: The process of developing and compiling the CSAR identified many problems and as many suggestions and proposals for activities to be included in the Programme of Action. All the suggestions received during consultations and in submissions were consolidated into a comprehensive list used to inform the Programme.

The problems addressed by the Programme (listed above) were chosen from the extensive list on the basis of two criteria.

Criteria for selection: The problems to be addressed in this Programme of Action should be such that a discernable impact can be made through specific governance improvement interventions.





The intended results require public sector leadership in many instances, as well as collaborative partnerships that involve state bodies and civil society stakeholders to be achieved. In some instances civil society leadership and partnership is critical for successful implementation.

This Programme of Action (POA) is therefore cognisant of the roles and responsibilities of the public and private sectors, as well as organised labour and organisations in civil society, in the pursuit of South Africa's national development imperatives.

There is a clear intent in the POA to ensure that priority areas are addressed and to avoid the “shopping basket approach” to a POA that throws everything that the government currently does into a POA. The POA is not solely about the activities and programmes of government. It is about programmes and activities of the country as a whole. The various recommendations in the Country Report have therefore been prioritised for inclusion in the APRM POA.

The APRM POA is extensive and indicates specific areas which are also being addressed in the Government Programme of Action.

Some of the recommendations requiring government action relate to the state's processes and performance and are being addressed in the Government Programme of Action or in departmental strategic plans. Government's Medium-Term Strategic Framework covers the five-year term of office, while the Government POA is revised and updated on an annual basis. The Medium-Term Expenditure Framework (MTEF) and departmental strategic plans are formulated for implementation in three-year cycles. The APRM POA is also formulated for implementation over a three-year period.

2. Programme rationale

High-level principles:

South Africa is committed to the creation of a united, socially cohesive, non-racial, non-sexist, democratic and prosperous society. Central to this commitment is protecting and advancing the fundamental human rights of all citizens.

This Programme of Action addresses the fundamental challenges facing South African society: poverty, unemployment, crime and underdevelopment, as well as HIV and AIDS.

This Programme of Action contains activities that will promote participatory governance and support the achievement of national development imperatives.

This Programme of Action has to be consistent with Constitutional imperatives. Issues raised, for example with respect to traditional leaders and the role of Parliament with respect to the budget (beyond exercising its oversight role), fall outside the scope of this POA. The role of traditional leaders is currently being reviewed by Cabinet.

Issues of national importance in respect of foreign currency exchange regulations also fall outside of the scope of this POA.

Relationship to other programmes:

The APRM process has shown that there are many areas in need of attention that are already being addressed by the various stakeholders through their own and joint programmes.

This programme complements previous agreements and commitments made by the various parties in the past and the Programmes of Action of all three spheres of government.

Issues to note:

This programme also reflects our commitment to meeting our various international obligations with respect to a number of areas including human rights, corruption, human trafficking, labour relations and the environment.

It also reflects a renewed commitment to prior agreements such as those reached at the UN Conference on Women in Beijing in 1995, the 2003 National Growth and Development Summit, the World Summit on Sustainable Development, the World Conference Against Racism and the Millennium Development Goals.

This programme complements existing multi-sectoral programmes such as that of the National Anticorruption Forum. It also takes note of the various Presidential Working Groups and Advisory Councils which provide inputs to Government.

Programme character:

The programme seeks to avoid overambitious and unrealistic targets.

It is consciously designed to be Specific, Measurable, Achievable, Realistic and Time-bound (SMART). This will ensure that it has a significant impact on improving governance in South Africa.

It also takes account of the plethora of reporting requirements that are already in place, such as the Government's Programme of Action, the Government Wide Monitoring and Evaluation System, quarterly financial reports, annual reports and compliance to various statutory requirements.





This programme thus is not intended to improve governance by increasing general reporting responsibilities, but rather by addressing specific problems and issues and filling particular gaps.

The articulation of this POA is such that it allows for monitoring and evaluation of those critical issues the country has deemed to be of importance in the CSAR. Other issues of national importance identified in the CSAR but already addressed in the government's POA or in the strategic plans, programmes and activities of line departments can be found on the relevant government websites.

The rationale for this approach is that the POA of the government and of line departments are routinely monitored and the relevant reports will, where appropriate, be appended to the ARPM POA Reports.

3. Programme aims, objectives and results

Programme aims and objectives:

The aim of the programme is to address the problems listed in the situation analysis above.

The programme objective is to promote participatory governance. It seeks to achieve the following results:

Democracy and Political Governance:

- The human rights culture is strengthened nationally
- Racism is successfully combated, leading to the emergence of a truly non-racial society
- There are perceptible decreases in levels of crime and violence and in particular decreases in the levels of all forms of violence and crimes against women and children; and there are perceptible changes in the value systems of individuals and communities
- Access to justice is increased and improved
- Forums and mechanisms for social dialogue and participation in the provision and monitoring of public services are built and strengthened
- Decrease in levels of corruption and building national values and integrity in all three spheres of government and in all sectors of society

Economic Governance and Management:

- Processes for public participation in policy formulation and implementation are further improved
- Greater efficiency and effectiveness in public expenditure management and monitoring
- Service delivery is improved
- Unemployment is halved by 2014
- Harmonisation of economic policies and improved trade between member states

Corporate Governance:

- New companies legislation is adopted
- The capacity of institutions and systems to participate in improving corporate governance is built
- The consumer and shareholder activist movements are strengthened
- Corporate governance, accountability and transparency are built in the non-governmental sector, including in NGOs, CBOs, labour organisations and business
- The national development imperatives need to inform the planning and conduct of companies in the private sector

Socio-Economic Development:

- Definitions and measurement of poverty are agreed upon and applied
- Land reform contributes to sustainable livelihoods
- Improved effectiveness and efficiency of the education system at all levels
- Strategies and programmes to improve children's nutrition and ensure their healthy development are successfully implemented.
- An integrated and holistic approach to combating HIV and AIDS, as well as diseases such as TB and malaria and other communicable diseases
- Universal access to constitutionally mandated basic rights and services (including access to clean water, electricity sanitation, etc.) is provided
- Social capital is built at local levels, particularly in vulnerable and marginalised communities, and participation of civil society organisations in socio-economic development processes is improved.





4. Implementation approach

The strategic approach to be followed in each thematic area is in summary as follows:

Democracy and Good Political Governance:

The major issues the programme will address in this thematic area are human rights awareness, access to justice and public participation, crime and violence generally and in particular against women and children, and corruption in the various public and private institutions in society. Projects to be put in place will include awareness campaigns, empowerment of vulnerable groups such as women, children, the disabled, refugees, farm workers and a project against human trafficking. In addition, there will be an initiative to identify and strengthen national and provincial anti-crime strategies currently under way, and identify and strengthen national and provincial crime strategies designed specifically to combat violence against women and children. It will also combat racism and improve access to justice through alternative dispute resolutions, court outreach and accessibility initiatives, while enhancing the effectiveness of traditional courts. Criminal review reform is also to be addressed along with the creation and strengthening of social dialogue forums. It further addresses the issue of community consultation forums such as Community Policing Forums that have to be strengthened and improved upon. Progress and results of the National Anticorruption Programme of the National Anticorruption Forum currently under implementation will be reported on. This will include progress in the strengthening of whistleblower protection measures. The programme will include national conversation on the role of the media led by the media itself.

Economic Governance and Management:

The Programme addresses five basic issues in this thematic area: popular participation in policy making; skills and capacity development; blockages to service delivery; unemployment; and lack of deeper economic integration within the SADC. The first area is addressed by improving the use made of existing strategies and structures to involve civil society and communities in both planning and assessing services. Skills and capacity will be built through training programmes, improving systems for capacity measurement and performance management. Project and financial management skills will be prioritised. Legislatures and local councils will be trained in the application of legislative sanctions and controls. This area will have a particular focus on women and their access to services. Corruption will be addressed as a major blockage to service delivery by working through the National Anticorruption Forum. Unemployment is to be targeted through ASGISA and local infrastructure development. There will be increased efforts at harmonising economic policies and improved trade between member states of SADC.

Socio-Economic Development:

In this area the Programme addresses issues of poverty, access to rural land and an increased pace of land reform, the quality, access and outcomes of the educational system at all levels, combating HIV and AIDS, TB, malaria and other communicable diseases; and access by all to basic rights and services, especially women, children and people with disabilities. The Programme seeks to ensure the creation and operation of a multi-sectoral, national barometer on poverty. It will target children's nutrition and development and include a holistic approach and multi-stakeholder efforts to combat diseases such as HIV and AIDS. With respect to the provision of basic services (water, electricity, sanitation), line departments have identified targets and goals within the context of the Constitution which speaks to the progressive realisation of socio-economic rights. With regard to access to basic services, the building of social capital and improved participation of civil society organisations will ensure that universal access to these basic services is achieved. Activities include a multi-sectoral civic education programme (lifelong permanent time frames), the appointment of an officer to play an ombudsperson-type role, creating service delivery innovation hubs targeting vulnerable people and marginalised groups, local, provincial and national consultative conferences on HIV and AIDS collaborative strategies and the awarding of cyclical grants for collaborative multi-sectoral thematically based national development research.

Planning approach:

After further consultation with stakeholders and government departments more detailed programme plans for each issue/result will be developed. In particular, detailed plans will be developed for each project listed in the Programme.

Progress in their implementation will be reported on biannually as required by the APRM.

5. Programme governance, management and institutional arrangements**Governance and oversight:**

Governance and oversight of the Programme will be the responsibility of the National Governing Council (NGC). The NGC is chaired and convened by the APRM Focal Point, who is ultimately responsible for supervision of programme implementation, monitoring and evaluation.





Programme Management Unit: Successful implementation of the APRM programme requires the creation of a Programme Management Unit.

Its primary functions will be to coordinate, support, monitor and evaluate implementation by the various government and non-governmental agencies delegated with such responsibilities by the NGC.

This Unit would be the institutional successor to the initial APRM implementation process and would provide the base, structure and institutional memory needed for its long-term success. The Programme Management Unit will be accountable to the APRM Focal Point.

Interim arrangements: It is proposed that in order to facilitate continuity and knowledge retention, a component be established at the Department of Public Service and Administration to initiate the Programme's implementation.

6. Financing and resourcing

The approach: The details provided below contain general estimates of implementation costs over three years (unless otherwise stipulated) and are not intended as detailed budgets.

Government will budget for the projects through its Medium-Term Expenditure process.

Other stakeholders will also contribute to the programme as they are able to do so.

Thematic area	Democracy and Good Political governance	
Major problems or issues to be addressed		Results to be achieved
Objective 2: Constitutional Democracy, including periodic political competition and opportunity for choice, rule of law, citizen rights and supremacy of the constitution		
Civil society structures seek increased opportunities to contribute to and participate in the delivery and monitoring of public services.		Forums and mechanisms for social dialogue and participation in the delivery and monitoring of public services are built and strengthened.
Objective 3: Promotion and protection of economic, social and cultural rights, civil and political rights as enshrined in African and international human rights instruments		
Racism, sexism, marginalisation, lack of awareness and poor access to information impair the full enjoyment of human rights.		The human rights culture is strengthened nationally.
Racism prevents many citizens from realising their human potential and contributes to violence and acute social inequities.		Racism is successfully combated, leading to the emergence of a truly non-racial society.
Objective 6: Fight corruption in the political sphere		
Corruption undermines national integrity.		Decreases in levels of corruption and building national values and integrity in all three spheres of government and in all sectors of society.
Objective 7: Promotion and protection of the rights of women		
Violence and crime, in particular against women and children, and ensuring the active engagement of all communities in the fight against crime and violence.		Decrease in levels of crime and in particular decreases in the levels of all forms of violence and crimes against women and children, and changes in the value systems of individuals and communities.
Marginalised and vulnerable groups experience difficulties making use of the institutions of justice.		Access to justice is increased and improved.
Subtotal for the Thematic area: R1.003 billion		



PROBLEMS ADDRESSED BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	ESTIMATED COST (US\$)	MONITORING AND EVALUATION AGENCIES
OBJECTIVE 2: CONSTITUTIONAL DEMOCRACY, INCLUDING PERIODIC COMPETITION AND OPPORTUNITY FOR CHOICE, THE RULE OF LAW, CITIZENS' RIGHTS AND SUPREMACY OF THE CONSTITUTION									
Civil society structures seek increased opportunities to contribute to and participate in the delivery and monitoring of public services	Enhance and improve the effectiveness of national social dialogue forums	Improvements in the quality and quantity of agreements reached	G&A POA ³⁹ Public participation (Izimizo) Presidential, Ministerial, Provincial Izimizo and Imbizo Focus week Facilitation of public participation at the local government level (G&A)	Presidency DoL DPSA	Nedlac and Constituencies in Nedlac, Parliament, Provincial legislatures Department of Labour Civil society organisations	December 2009	Forums and mechanisms for participation in the delivery and monitoring of services are built and strengthened	R5 million per annum	NGC DoL Parliament DPSA Presidency
	Enhance and improve the effectiveness of local social dialogue forums	Increased participation in forums Improved forum functioning and impact measured		DPLG	SALGA Presidency, SANCO Community organisations Local authorities	December 2009		R2 million per annum	NGC DPLG Presidency SALGA
	Enhance and improve the effectiveness of government outreach systems and mechanisms	Increased frequency and number of interactions and subsequent follow ups		Presidency (GCIS)	CSOs Provinces DPLG	December 2009		R5 million per annum	NGC DPSA Presidency GCIS DPLG

³⁹ There are 5 Cabinet clusters and the Government's Programme of Action (POA) is closely aligned to each of these clusters. The clusters are: Governance and Administration (G&A), Economic Cluster, International Relations, Peace & Security (IRPS), Justice, Crime Prevention & Security (JCPS) and Social Cluster.

PROBLEMS ADDRESSED BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	ESTIMATED COST (US\$)	MONITORING AND EVALUATION AGENCIES
	Strengthen community radio stations and African language radio stations	Number of radio stations Compliance with their licensing requirements		Department of Communication	GCIS ICASA MDDA	December 2009		R10 million per annum	ICASA GCIS NGC
	National conversation on the role of the media in reporting, discussions and debates based on factual, objective and verifiable sources of information	Report released		SANEF	Media Development Agency CBOs Expert organisations GCIS	July 2008		R2 million	SANEF NACF GCIS NGC
OBJECTIVE 3: TO PROMOTE AND PROTECT ECONOMIC, SOCIAL AND CULTURAL RIGHTS AND CIVIL AND POLITICAL RIGHTS AS ENSHRINED IN AFRICAN AND OTHER INTERNATIONAL HUMAN RIGHTS INSTRUMENTS									
Racism, sexism, marginalisation, lack of awareness and poor access to information impair the full enjoyment of human rights	Know Your Rights awareness campaign	Increased knowledge of human rights Disseminate information with regard to adopted standards and codes in all languages		DOJ & CD	Human Rights Commission Civil society, esp. mass-based Disabled people Children's Rights organisations Women's organisations HRC and GCIS	Ongoing	The human rights culture is strengthened	R15 million per annum	DOJ & CD Presidency Human Rights Commission





PROBLEMS ADDRESSED BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	ESTIMATED COST (US\$)	MONITORING AND EVALUATION AGENCIES
	Special focus in the Know Your Rights campaign on literacy and empowering vulnerable groups such as women; farm workers, people with disabilities, children; refugees.	Increased knowledge of human rights amongst members of vulnerable groups		DoE	Department of Social Development DHA DoJ&CD DoL	Ongoing		R100 million per annum	DOJ & CD Presidency Human Rights Commission
	Anti-Trafficking Project focusing on women and children and targeting perpetrators	Policy and legislation formulated Policy and legislation implemented	Strategy with capacity building, legislation, research and awareness and M&E developed	NPA SAPS DHA DSD DoL DOJ & CD UNODC	SAPS NPA DOJ (SALRC) Women's organisations International Partners	Ongoing		R5 million per annum	DOJ & CD SAPS NIA SASS DHA
	Promote traditional leadership and cultural practices	Increased involvement by traditional leaders and cultural practitioners in social processes	Implementation of the support programme for institution of traditional leaders (G&A)	DAC DPLG	Traditional structures and NGOs Houses of traditional leaders	Ongoing		R2.5 million per annum	Houses of traditional leaders DPLG NGC DAC

PROBLEMS ADDRESSED BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	ESTIMATED COST (US\$)	MONITORING AND EVALUATION AGENCIES
	Ensure strategic alignment between traditional leadership systems and institutions within broader social system. Strengthen Heritage Council and its projects and Indigenous Knowledge Systems project	Improved Heritage Council performance and project implementation		DPLG DAC	Heritage NGOs NGOs DST Houses of traditional leaders	Ongoing		R2.5 million per annum	National Heritage Council DPLG DAC
Racism prevents many citizens from realising their human potential and contributes to violence and acute social inequities	Initiate and strengthen the existing social campaigns aimed at combating racism in our communities Strengthening of Chapter 9 institutions dealing with racism Monitoring and strengthening of courts dealing with racism cases	Reduction in racist incidences in general public and workplaces	Intensify joint efforts among all South Africans to improve social cohesion (Social Cluster) Finalise the strategy and programmes to address matters of social cohesion (Social Cluster)	Presidency DOJ & CD	Chapter 9 institutions PSC DPSA Business Labour Civil society	Ongoing	Racism is successfully combated, leading to the emergence of a truly non-racial society	R15 million per annum	DOJ & CD Presidency Chapter 9 institutions PSC DPSA Business Labour Civil society





PROBLEMS ADDRESSED BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	ESTIMATED COST (US\$)	MONITORING AND EVALUATION AGENCIES
OBJECTIVE 6: FIGHTING CORRUPTION IN THE POLITICAL SPHERE									
Corruption undermines national integrity systems	Awareness raising with respect to anticorruption legislation, codes of conduct, enforcement and implementation in all sectors and across all spheres under Review Protected Disclosures Act	Regular monitoring of progress and results of national anti-corruption programme currently under implementation Strengthened whistleblower protection legislation	Implement all anticorruption initiatives (G&A) Fight corruption in public sector and society at large (JCPS)	NACF & DOJ	Business, labour and civil society organisations	Ongoing	Decreases in levels of corruption and building national values and integrity in all three spheres of government and in all sectors of society	R8 million per annum	NACF DOJ & CD DPSA PSC

PROBLEMS ADDRESSED BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	ESTIMATED COST (US\$)	MONITORING AND EVALUATION AGENCIES
OBJECTIVE 7: PROMOTION AND PROTECTION OF THE RIGHTS OF WOMEN									
Violence and crime, and in particular against women and children	Identify and strengthen anti-crime and violence strategies currently under way in all three spheres of government	Reduction in crimes and violence in general and against women and children in particular	JCPS Cluster projects Partnerships with organs of civil society and communities	DOJ&CD	CJPS Cluster CGE SAPS NPA CSOs Business Against Crime Religious institutions Community policing forums	Ongoing	Decreases in crime and violence in general and crime and violence against women and children in particular	R25 million per annum	DOJ & CD SAPS
Active engagement of all communities in the fight against crime and violence	Identify and strengthen anti-crime and violence strategies in all three spheres of government specifically designed to combat violence against women and children	Changes in the value systems of individuals and communities	Establish liaison with communities and organs of civil society Implement Rural Safety Plans Improve the functioning and effectiveness of community policing forums (CPFs)				Active engagement of communities and community-based organisations in the fight against crime		





PROBLEMS ADDRESSED BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	ESTIMATED COST (US\$)	MONITORING AND EVALUATION AGENCIES
Marginalised and vulnerable groups experience difficulties in making use of the institutions of justice	Alternative dispute resolution	Reduction in the number of children awaiting trial Reduction in the period for which children awaiting trial are held	Implement initiatives directed at preventing crimes against women and children (JCPS) Implementing and strengthening the victims' charter (JCPS)	DOJ & CD and DCS	Paralegal and human rights organisations Social cluster members Civic organisation	Ongoing	Access to justice is increased and improved	R4 million per annum	Presidency DOJ & CD
	Court outreach and accessibility initiatives	Improved access by the poor to the justice system	Sustain dedicated courts (JCPS)	DOJ & CD	Human rights NGOs Chapter 9 institutions Crime and justice NGOs Disability sector OSDP	Ongoing		R5 million per annum	DOJ & CD
	Bringing justice services closer to township and rural communities	Number of courts built and upgraded in rural areas and townships	Sustaining crime prevention in the 169 priority police station areas (JCPS)	DOJ & CD	JCPS Cluster Civil society stakeholders (role disputed) DPW	2009		R10 million per province + R10 million nationally = R100 million per annum	DOJ & CD
	Criminal justice review and reform	Improved system functioning Increased system throughput	JCPS transformation and modernisation projects Improving effectiveness of the criminal justice system (JCPS)	DOJ & CD	JCPS cluster members	December 2008		R7 million per annum	DOJ & CD

PROBLEMS ADDRESSED BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	ESTIMATED COST (US\$)	MONITORING AND EVALUATION AGENCIES
	Support programmes for victims of crime	Successful implementation of victim empowerment programmes	Implement victim support services programme (JCPS)	DOJ & CD	CJPS cluster CGE SAPS NPA and CSOs	Ongoing		R15 million per annum	DOJ & CD
	Develop capacity of police force to handle cases of violence and abuse against vulnerable groups, including women, children, the aged, disabled and refugees	Effective handling of cases reported by vulnerable groups More female police officers assigned to sensitive cases	Implement initiatives directed at preventing crimes against women and children (JCPS)	Department of Safety and Security	DOJ & CD SAPS SAHC CGE	Ongoing		R20 million per annum	SAPS DOJ & CD NGC





Thematic area	Economic Governance and management	
Major problems or issues to be addressed		Results to be achieved
Objective 1: Promote macro-economic policies that support development		
Blockages to service delivery		Service delivery is improved
Unemployment		Unemployment is halved by 2014
Objective 2: Implement sound transparent and predictable government economic policies		
Public consultation, education and feedback in policy making is inadequate		Processes for public participation in policy formulation and implementation are improved
Objective 3: Promote sound public financial management		
Underdeveloped capacity and skills in public expenditure management		Greater efficiency and effectiveness in public expenditure management and monitoring
Objective 5: Accelerate regional integration by participating in the harmonisation of monetary, trade and investment policies		
Lack of deeper economic integration within the SADC		Harmonisation of economic policies and improved trade between member states
Subtotal for the Thematic Area: R1, 533.5 billion		
Note: The amount allocated to this Thematic Area does not include the R415.8 billion for Infrastructure Development for the period 2007-2010 and the additional funding granted by National Treasury of R1.7 billion for Industrial Development. The R1.3 billion allocated over a seven-year period for urban and rural nodes has been pro-rated to cover the three years.		

ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKE-HOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
OBJECTIVE 1: PROMOTE MACROECONOMIC POLICIES THAT SUPPORT SUSTAINABLE DEVELOPMENT									
Blockages to service delivery	Improve service delivery through partnerships	Increase the number of formal partnerships	Implementation of Batho Pele (G&A) Implement Service Delivery Plans and Standards (G&A)	DPSA	CBOs and local authorities Business All government departments	Ongoing	Service delivery is improved	R10 million per province + R10 million nationally = R100 million per annum	DPSA GICS DHA
	Combat corruption	Reduction in value of resources lost	Fight corruption in public sector and society at large (JCPS)	DPSA	NACF Department of Correctional Services	Ongoing		R5 million per annum	NACF DPSA PSC
	Prioritising disadvantaged urban and rural nodes	Increase in number of support services provided to priority nodes	Provision of Free Basic Service (Social Cluster)	DPLG	Presidential nodes	2011		Ongoing expenditure from current MTEF R186 million per annum ⁴⁰	Presidency DPLG
	Ensuring that vulnerable groups, including women and the disabled, can access government services	Vulnerable groups' access to and use of basic services	Implementation of Service Delivery Access Strategy (G&A)	DPLG DPSA OSW All government departments	Women's sector Disability movement Children's rights movement	Ongoing		R10 million per province + R10 million nationally = R100 million per annum	DPLG Presidency

⁴⁰ This is budget line item is derived from the R1.3 billion allocation for urban and rural nodes spread over 7 years. This programme commenced in 2001.



ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKE-HOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
	Improve management skills and the capacity of local government authorities	Increase effective management of service delivery	Strengthen capacity of local government (G&A)	DPLG	SAMDI DPSA JIPSA Committee Business	Ongoing		R20 million per annum	DPLG DPSA
	Increased capacity to identify economic potential and poverty distribution per geographic area, and the interventions required	Relevant and aligned LED plans in place in the provincial and local government	Integrated Planning (G&A) Equity and Development (Economics Cluster) Comprehensive Anti-Poverty Strategy (Social Cluster)	Presidency DPLG dti Housing DLA DPW	Provincial governments Local governments NGOs	2008		R10 million	DSD DPLG Presidency dti
Dealing with unemployment	Implementation of ASGI(SA) and the Industrial Policy Framework which is being finalised	Number of jobs created Reduction in the unemployment rate	Modelling and scenario planning for AsgISA (Economics Cluster) Building a competitive and labour-absorbing economy through industrial policy (Economics Cluster)	dti DoL DPW Presidency StatsSA	Private sector Business representative structures Organised labour	2014	Unemployment is halved by 2014	Allocated out of dedicated funds ⁴¹	dti NT Presidency

⁴¹ Departments are required to use existing budget allocations to meet the overall objectives of ASGISA through dedicated projects and programmes. National Treasury has nonetheless allocated an additional R1.7 billion to SOE for Industrial development.

ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKE-HOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
	Enhance local infrastructure for local economic development	Proportion of budget allocated for local economic development	Massively increase public investment (Economics Cluster) Ensure public investment programme benefits economy (Economics Cluster)	DoT Local authorities DPW	Organised labour and other GDS partners DTI DPLG Treasury	2014		Drawn from diverse departmental and SOE budgets ⁴²	dti NT
	Address the commitments made at the Growth and Development Summit and challenge to increase Gross Fixed Capital Formation, especially in industries with high levels of labour absorption	GDS agreements implemented Increased gross fixed capital formation	Building a competitive and labour-absorbing economy through industrial policy (Economics Cluster)	dti Treasury	GDS partners should be among lead agencies in this regard	2008		Allocated out of dedicated funds	DoL dti NT Presidency NEDLAC
	Review existing labour legislation	Labour review completed		DoL	Business, Labour	July 2007		Already allocated R2 million	DoL

⁴² The government's infrastructure budget for 2007-2010 MTEF is R415, 8 billion.





ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKE-HOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
OBJECTIVE 2: IMPLEMENT SOUND, TRANSPARENT AND PREDICTABLE GOVERNMENT ECONOMIC POLICIES									
Public consultation, education and feedback in policy making is inadequate	Educating representative structures on how to participate in policy formulation	Number of civil society representatives trained in participation Number of structures that participate according to policy and guidelines	Facilitation of participation at the local government level (G&A)	NGO/ development hub	NGOs Business Labour CBOs Women's organisations Civics Civil society DPSA NDA Traditional leaders DPLG	2009	Processes for public participation in policy formulation and implementation are improved	R2 million per province + R2 million nationally = R20 million per annum	NGC
	Educating government structures on effective consultative policy making and monitoring implementation	Clear guidelines for procedures for public participation		SAMDI DPSA DPLG	Civil society organisations, Local councils Provincial government	2009		R2 million per province + R2 million nationally = R20 million per annum	DPSA DPLG Presidency
	Strengthen participation in official statistics-gathering agencies through the use of research organisations to bolster needs analysis done in consultation, output and impact of policy.	Credible and accurate statistics data available		Stats SA	Civil society research institutions Higher education institutions	Ongoing		R2 million per province + R2 million nationally = R20 million	StatsSA NT

ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKE-HOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
OBJECTIVE 3: PROMOTE SOUND PUBLIC FINANCE MANAGEMENT									
Underdeveloped capacity and skills in public expenditure management	Enhance Parliament and legislature oversight over the executive, state-owned enterprises, parastatals and quasi-state-owned enterprises	Enhanced research capacity Critical engagement with the executive and other stakeholders Systematic feedback to the constituencies	Legislatures PSC	All Chapter 9 and 10 institutions	2009	Greater efficiency and effectiveness in public expenditure management and monitoring	R2 million per province + R2 million nationally = R20 million	Parliament	
	Improved financial management	Reduction in the number of qualified audit reports	National Treasury Accountant-General	Auditor-General All government departments	2009	Greater efficiency and effectiveness in financial management	R2 million	AG NT	
	Improved human resource management	Reduction of vacancy rates Adoption of credible or-ganisation structures Training needs met	DPSA	SAMDI PSC	2009	Improved service delivery	Integrated into DPSA budget R2 million per annum	DPSA PSC	





ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKE-HOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
	Ensuring wage equity and representation of priority groups	Improved equity and eliminating wage gaps	<p>Employment equity legislation (DoL)</p> <p>Development of appropriate and cost-effective remuneration and conditions of service dispensations for the public service (G&A)</p>	Department of Labour (DoL) DPSA	Organised labour Presidency Business	2009	Meet equity targets and retention of skilled staff from priority groups	Integrated into DPSA/ DoL budgets R 1.5 million per annum	DoL DPSA
	Deal with the challenge of the capacity to translate strategies into implementable projects, and ensure that they are related directly to budgeting processes	<p>Increased alignment of strategies with projects and budgets</p> <p>Increased awareness of policy cycles and budgeting processes</p>	Implementation of the Public Service HRD Strategy (G&A)	DPSA Treasury	All government departments	2009	Improved planning and budgeting capacity	R2 million	DPSA NT

ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKE-HOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
OBJECTIVE 5: ACCELERATE REGIONAL INTEGRATION BY PARTICIPATING IN THE HARMONISATION OF MONETARY, TRADE AND INVESTMENT POLICIES									
Lack of deeper integration within the SADC	Develop a framework for building productive supply capacity in the region	Promotion of an open cross-border investment regime Simplification and harmonisation of trade and customs Liberalising the services sector	Contribution towards the SADC Common Agenda (IRPS)	SADC Secretariat dti National Treasury	Business Labour SARS	Ongoing	Harmonisation of economic policies and improved trade between member states	R2 million per annum	dti NT





Thematic area	Corporate Governance	
Major problems or issues to be addressed		Results to be achieved
Objective 1: Promote an enabling environment and effective regulatory framework for economic activities	New companies legislation is adopted	
Companies' legislation is not transformative and needs to be reviewed		
Objective 2: Ensure that corporations act as good corporate citizens with regard to human rights, social responsibility and environmental sustainability	Increased integration of the national development imperatives into the planning and conduct of companies in the private sector	
The national development imperatives need to inform the planning and conduct of companies in the private sector		
Objective 3: Promote adoption of codes of good business ethics in achieving the objectives of the corporation	The capacity of institutions and systems to participate in improving corporate governance is built	
Key institutions and certain social groups are underdeveloped and need to become more effective	The consumer and shareholder activist movements are strengthened	
Consumers and shareholders fail to assert their rights, are ill-informed and inactive		
Governance in civil society needs development	Corporate governance, accountability and transparency are built in the non-governmental sector, including in NGOs, CBOs, labour organisations and business.	
Subtotal for thematic area: R204 million		

ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
OBJECTIVE 1: PROMOTE AN ENABLING ENVIRONMENT AND EFFECTIVE REGULATORY FRAMEWORK FOR ECONOMIC ACTIVITIES									
Companies' legislation is not transformative and needs to be reviewed	Accelerate reform of the Companies Act and enhance public participation in the process to empower vulnerable groups	New legislation approved by Parliament		BUSA dti Presidency Department of Labour	Business Labour Women's organisations Youth Chapter 9 institutions Chartered accountants' representative structure	2008	New companies' legislation is adopted	R5 million per annum	dti Presidency
	Develop compliance-monitoring mechanisms	Submission of reports according to a standard template	dti developing monitoring mechanisms	BUSA dti Presidency Department of Labour	Business Labour Women's organisations Youth Chapter 9 institutions Chartered accountants' representative structure	2009	Improved monitoring mechanism	R2 million per annum	Presidency NGC





ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
OBJECTIVE 2: ENSURE THAT CORPORATIONS ACT AS GOOD CORPORATE CITIZENS WITH REGARD TO HUMAN RIGHTS, SOCIAL RESPONSIBILITY AND ENVIRONMENTAL SUSTAINABILITY									
The national development imperatives need to inform the planning and conduct of companies in the private sector	Accelerate levels of investment Increase levels of social investment Develop sustainable public-private partnerships Transform the second economy and promote employment in rural areas Promote corporate governance compliance for South African companies operating elsewhere	Levels of investment are increased Social responsibility projects implemented Sustainable public-private partnerships implemented		BUSA	dti Presidency DPW DME DPLG (AsgiSA)	Ongoing	Increased integration of the national development imperatives into the planning and conduct of companies in the private sector	Ongoing negotiations with the private sector	BUSA Presidency NGC
OBJECTIVE 3: PROMOTE ADOPTION OF CODES OF BUSINESS ETHICS IN ACHIEVING OBJECTIVES OF THE CORPORATION									
Key institutions and certain social groups are underdeveloped and need to become more effective	Build technical, analytical and legal capabilities of chapter 9 institutions	Release of analytical reports that enhance government's performance		Parliament	Chapter 9 institutions DOJ & CD DPLG DHA	2008/9	The capacity of institutions and systems to participate in improving corporate governance is built	R2 million per institution = R12 million per annum	Parliament PSC Chapter 9 institutions

ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
	Support women-led enterprises	Increased access to micro-financing, particularly for women-led enterprises	Improve access to finance for micro-enterprises (Economics Cluster)	dti Presidential Women's Working Group	Women's organisations	Ongoing	Increase in the number of strong women-led enterprises	R10 million per annum	Presidential Women's Working Group CGE DTI
	Open a multi-stakeholder national consultative forum for discussions on the implementation of the King II	Effective co-ordinating structure and regular sectoral consultations		dti	Business and stakeholder organisations JSE Organised labour	Ongoing	Improved capacity of institutions to participate in corporate governance initiatives	R1 million per province + 1 Million nationally = R10 million per annum	Organised labour BUSA DTI
	Build CBO capacity to monitor environmental concerns through education and awareness	Capacity development programme Increased advocacy by CBOs		DEAT	Civil Society	Ongoing	Improved capacity to monitor environmental concerns	R4 million	DEAT
	Develop programmes to protect the environment in light of the mining sector and high rural poverty	Programmes developed Programmes implemented and impact monitored		DEAT	Civil society	Ongoing	Enhanced awareness of environmental protection	R3 million per annum	DEAT
	National ethics campaign in government, civil society and business	Adoption of a uniform approach of dealing with ethics	Implementation of anticorruption initiatives (G&A)	Civil Society PSC Business NACF	SAMD DoJ & CD	Ongoing	Enhanced professional ethics in all sectors	R2 million per sector per annum	PSC NACF DPSA





ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
OBJECTIVE 4: ENSURING THAT CORPORATIONS TREAT ALL THEIR STAKEHOLDERS (SHAREHOLDERS, EMPLOYEES, COMMUNITIES, SUPPLIERS AND CONSUMERS) IN A FAIR AND JUST MANNER									
Consumers and shareholders fail to assert their rights, are ill-informed and inactive	Consumer education campaign	Enhanced exercise of consumer rights		dti	CBO Consumer Rights Organisations	2009	Consumer and shareholder activist movements strengthened	R4 million per annum	dti
	Commission a guardian and champion for shareholder/stakeholder activism	Increased reporting on triple bottom line performance		Business	JSE	2008	Strengthened shareholder and stakeholder activist movement	R2 million	dti JSE Board of Directors
	Increasing representation by HDIs (especially women and people with disabilities) in leadership positions	Higher rate of women representation in private sector executive positions	Employment equality legislation	OSDP/OSW	Women's sector and organisations representing the disability sector	Ongoing	Increased number of HDIs in leadership positions	R2 million per annum	dti HRC
	Increasing workers' capacity to utilise maximally opportunities brought by democracy, especially in SETAs, Pension Fund Boards, NEDLAC, Workers' Forums, etc.	Increased participation of workers in skills development and training programmes Improved ability of workers to access benefits from relevant institutions	Ensure priority skills for the economy (Economics Cluster) Implement national skills development strategy (Social Cluster)	Organised labour	Nedlac DoL PFB	Ongoing Review by 2009	Increased participation by workers in corporate governance Improved participation in skills development training initiatives	Budgets to be accessed through SETAs (Note: R21.9 billion has been allocated over five years for national skills development strategy implementation ⁴³)	DoL Organised labour NEDLAC

⁴³ Not included in sub-total and total budget calculations for APRM POA

ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIME FRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
	Education, training and advocacy campaigns in the areas of governance, accountability, transparency and ethics	Number of training events and people trained Increased representation of women and members of vulnerable groups in leadership positions and governance structures		NGO Sector including trade unions BUSA	NDA NACF DoL dti	2009 Ongoing	Corporate governance, accountability and transparency are built in the non-governmental sector, including in NGOs, CBOs, labour organisations and business	R10 million per annum	BUSA Organised Labour
	Accelerate levels of investment Increase levels of social investment Develop sustainable public-private partnerships Transform the second economy and promote employment in rural areas Promote corporate governance for compliance for South African companies operating elsewhere	Levels of investment are increased Social responsibility projects implemented Sustainable public-private partnerships implemented	Second-economy interventions (Social Cluster) Extended public works Financing for rural and urban nodes Rural transport development strategy	dti DPW Presidency DPLG DME	dti Presidency DPW DME DPLG BUSA	Ongoing	Increased integration of the national development imperatives into the planning and conduct of companies in the private sector	Ongoing negotiations with the private sector	BUSA Presidency dti





Thematic area		Socio-Economic Development	
Major problems or issues to be addressed		Results to be achieved	
Objective 2: Accelerate socio-economic development to achieve sustainable development and poverty eradication			
No consensus amongst stakeholders on definitions and measurements of poverty		Definitions and measurements of poverty are agreed upon and applied	
Access to rural land		Land reform contributes to sustainable livelihoods	
Objective 3: Strengthen policies, delivery mechanisms and outcomes in key social areas including education and combating of HIV and AIDS and other communicable disease			
Quality, access and outcomes of educational system at all levels need to be improved		Improved effectiveness and efficiency of the education system at all levels	
Strategies for ensuring children's health and development need improvement		Strategies and programmes to improve children's nutrition and ensure their healthy development are successfully implemented	
An integrated and holistic approach to combating HIV and needs strengthening and deepening		Multi-sectoral, collaborative partnerships, strategies and programmes to reduce the prevalence of HIV and the impact of AIDS and other diseases are implemented	
An integrated and holistic approach to combating TB and malaria and other communicable diseases needs strengthening and deepening		Multi-sectoral, collaborative partnerships, strategies and programmes to reduce the prevalence and the impact of TB, malaria and other communicable diseases are implemented	
Objective 4: Ensuring affordable access to water, sanitation, energy, finance, markets, ICT, shelter and land to all citizens, especially the rural poor			
Without universal access to basic rights and services, citizens cannot participate in and benefit from socio-economic development		Universal access to constitutionally mandated basic rights and services is progressively realised	
Weaknesses in civil society reduce their participation in and impact on socio-economic development processes and outcomes, and ensuring their increased contribution to South Africa's national development imperatives		Social capital is built at local levels, particularly in vulnerable and marginalised communities, and participation of civil society organisations in socio-economic development processes is improved	
Subtotal of thematic area: R1 1.161 billion (excludes R13.5 billion dedicated to land restitution)			

ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
OBJECTIVE 2: ACCELERATE SOCIO-ECONOMIC DEVELOPMENT TO ACHIEVE SUSTAINABLE DEVELOPMENT AND POVERTY ERADICATION									
No consensus among stakeholders on definitions and measurements of poverty	Local, provincial and national consultative conferences on poverty definition and measurement	National poverty barometer as part of official statistics, with resolution at municipal level Improved system of identification, as well as targeting of vulnerable and marginalised groups	Comprehensive Anti-Poverty Strategy (Social Cluster) Comprehensive Social Security (Social Cluster)	DSD Presidency StatsSA Provincial and local government	Agencies and institutions from public, private and civil society sectors	March 2008	Consensus developed on definition and measures of poverty	Estimated R15 million	DSD StatsSA NGC Presidency
	Development of the poverty barometer	Established frameworks for the design and implementation of programmatic interventions		DSD Presidency StatsSA Provincial and local government	Agencies and institutions from public, private and civil society sectors	December 2007		Estimated R2 million	DSD Presidency
	Design and implementation of monitoring, evaluation and learning system	Establishment of an effective system of monitoring, evaluation and learning system		DSD Presidency StatsSA Provincial and local government	Agencies and institutions from public, private and civil society sectors	December 2008		R4 million per province and nationally = R40 million	Presidency StatsSA





ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
Access to rural land	Rapid implementation of land redistribution, restitution and tenure reform projects	Land reform implementation is speeded up to meet 2014 targets	Complete outstanding claims in land restitution (Social Cluster) Finalise review of land acquisition models (Social Cluster)	Department of Land Affairs and National Departments of Agriculture	NGOs District municipalities	Ongoing	Land reform implementation contributes to sustainable rural livelihoods	R13.5 billion for restitution claims ⁴⁴ R1 billion annually to meet target of 30% of all agricultural land to be redistributed	DLA
OBJECTIVE 3: STRENGTHENING POLICIES, DELIVERY MECHANISMS AND OUTCOMES IN KEY SOCIAL DEVELOPMENT AREAS									
Quality, access and outcomes of educational system at all levels need to be improved	Develop a strategy to encourage more student, particularly female, enrolment in mathematics and science in secondary schools	Strategy developed to increase enrolment, particularly female in mathematics and science in secondary schools	Broadening access and improving quality of education (Social Cluster)	Department of Education	Teacher training colleges Universities	December 2007	Improved effectiveness and efficiency of the education system at all levels	R2 million	DoE DST
	Education reform, with a focus on an integrated and coherent educational system and on producing graduates with livelihood and entrepreneurial skills	Education graduates with livelihood and entrepreneurial skills		Department of Education	Educational Institutions and Academics	December 2007	Increased throughput of graduates with entrepreneurial skills	R5 million	DoE HEI

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	Strengthen the inspectorate at the district and provincial levels	Stronger oversight and monitoring over performance of schools, principals and teachers		Department of Education	Educational institutions Academics	December 2007	Enhanced oversight at provincial and district levels	R5 million	DoE
	Implementation of revised National Curriculum Statement from Grades 0-12	Increased progression of learners through all Grades		DoE	Teacher unions South African Council for Educators School governing bodies Student bodies	Dec. 2014	Rapid progression of learners through all grades	R29 million per annum	Organised labour DoE
	Increase student participation, particularly female, enrolment in mathematics and science in secondary schools	Learner enrolment, particularly female in mathematics and science in secondary schools increased		DoE DOST	Teacher unions South African Council for Educators School governing bodies Student bodies NGOs	March 2014	Increased throughput of female students, especially in mathematics and science	R4.5 million per annum	DoE DST
	Teacher training – implementation of the National Policy Framework for the Teacher Education	Increase in the number of suitably qualified educators		DoE	Teacher Unions South African Council for Educators School governing bodies Student bodies	Dec. 2014	Increased number of teachers qualified in maths and science	R27 million per annum	DoE Organised labour





ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
	Refinement of Integrated Quality Management System (IQMS), including teacher assessment, Whole School Evaluation (WSE) and Systemic Evaluation (SE)	An improved system for providing regular, credible and up-to-date information on performance of schools		DoE	Teacher Unions South African Council for Educators School Governing Bodies Student bodies	Ongoing	Enhanced teacher assessment and whole school evaluation systems	R20 million per annum	DoE Organised labour
	Recapitalisation of Further Education and Training Colleges	All FET colleges are adequately resourced		DoE NT	Teacher Unions South African Council for Educators School governing bodies Student bodies	March 2014	Enhanced functioning of Further Education and Training Colleges	R7 million per annum	DoE Organised labour
	Implementation of new FET programmes leading to National Certificate (Vocational)	Increase in the number of college graduates with entrepreneurial and vocational skills	Expand Access to ECD (Social Cluster)	DoE DoL	Teacher Unions South African Council for Educators School governing bodies Student bodies	Ongoing	Increased throughput of students with National Certificates on entrepreneurial skills	R4 million	DoE
	Assessment of the need for Community Colleges to meet the needs of school drop-outs	Report on the need for the establishment of Community Colleges		DoE	Teacher Unions South African Council for Educators School governing bodies Student bodies	March 2008	Establishment of community colleges that cater for school drop-outs	R500 000	DoE

ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
	Improved access and quality education for learners experiencing barriers to learning	Increased number of adequately resourced schools in line with approved norms and standards for resourcing inclusive education		DoE DoSD	Teacher Unions South African Council for Educators School governing bodies Student bodies	March 2014	Increased number of schools that cater for inclusive education (catering for all, including learners with special needs)	R23.5 million	DSD DoE
	Expansion of access to Early Childhood Development (ECD) opportunities, especially for poor communities	Increased registered and adequately resourced ECD sites		DoE DoSD	Teacher unions South African Council for Educators School governing bodies Student bodies	March 2014	Increased number of ECD sites	R2.5 million per annum	DoE DSD
	Increased output from higher education	Increased suitably qualified higher education graduates with livelihood and entrepreneurial skills in line with Skills Development Framework		Higher education institutions	DoE DAC DoL	Ongoing	Increased throughput of graduates with scarce and entrepreneurial skills	R5 million per annum	DoE DAC DoL





ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
Strategies for ensuring children's health and development need improvement	National School Nutrition Programme, including social mobilisation for food gardens implemented	Decreased levels of micronutrient deficiency	Improve Food Security (Social Cluster)	Departments of Education, Health and Social Development Department of Agriculture (national and provincial)	NGOs CBOs FBOs SGBs	Ongoing	Strategies and programmes to improve children's nutrition and ensure their healthy development successfully implemented	R20 million per annum	DSD DoE DoA
	Nutrition programmes implemented in pre-primary schools that cater for needy children	Reduced levels of malnutrition	Implement National School Nutrition programme (Social Cluster)				Increase in number of schools that implement nutrition programmes		
	Community-based feeding scheme for disadvantaged children	Reduced numbers of children going to bed hungry	Social Mobilisation for food gardens (Social Cluster)				Reduced levels of malnutrition		
	Improved vaccination	100% vaccination and inoculation rates					Increased access to vaccination and inoculation		

ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
An integrated and holistic approach to combating HIV and AIDS An integrated and holistic approach to combating TB, malaria and other communicable diseases	Local, provincial and national consultative conferences on public health, HIV and AIDS strategies, with an emphasis on implementation	A comprehensive HIV and AIDS Strategic Plan for South Africa (2007-2011) is in place and being implemented	Comprehensive health care (Social Cluster) Implementation of updated national comprehensive HIV and AIDS strategy (Social Cluster) Reduce malaria cases by 10%; Combating TB and multiple drug-resistant TB (Social Cluster)	DoH		End 2009	Multi-sectoral, collaborative partnerships, strategies and programmes to reduce the prevalence of HIV and the impact of AIDS, TB, malaria and other communicable diseases are implemented	2007/8: R3.5 billion 2008/9: R4 billion	DoH SANAC
	Establishment of an effective monitoring, evaluation and learning system for public health and HIV and AIDS programmes	A national monitoring and evaluation framework for the multi-sectoral HIV and AIDS strategy developed, accepted by all partners and implemented		DoH		June 2007	Improved monitoring and evaluation of the public health system including HIV and AIDS programmes	R2 million	DoH SANAC





ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
	Establishment of an effective monitoring, evaluation and learning system for public health and TB, malaria and communicable diseases programmes	A national monitoring and evaluation work for the multi-sectoral TB, malaria and other communicable diseases strategy developed, accepted by all partners and implemented		DoH	Government Private sector Civil society	June 2007	Improved monitoring and evaluation of TB, malaria and other communicable diseases	R 2 million	DoH SANEC
OBJECTIVE 4: ENSURING AFFORDABLE ACCESS TO WATER, SANITATION, FINANCE (INCLUDING MICROFINANCE), MARKETS, ICT, SHELTER AND LAND TO ALL CITIZENS, ESPECIALLY THE POOR									
Without universal access to basic rights and services citizens cannot participate in and benefit from socio-economic development	Multi-sectoral, national civic education programme	Increase in the proportion of citizens who are informed and aware of their constitutional rights	Implementation of the government's comprehensive programme dealing with human settlement and social infrastructure Integrated service delivery (G&A) e-Government service delivery projects (G&A –Citizens Relations Portal)	FFC DPSA GCIS Parliament Local government DWAF DPLG	Civil society Government State institutions, esp. DAC, Presidency, DSD, Health, DoE Cultural and religious institutions	Ongoing	Universal access to constitutionally mandated basic rights and services is provided	2006/7: R2 million 2007/8: R5 million 2008/9: R3 million	DWAF DSD

ACTIVITIES BY APRM OBJECTIVES	REQUIRED ACTION	MONITORABLE INDICATOR	ONGOING INITIATIVES INCLUDING CURRENT PROJECTS IN GOVERNMENT POA	IMPLEMENTING AGENCIES	KEY STAKEHOLDERS	TIMEFRAME	EXPECTED OUTPUT	ESTIMATED COST (ZAR)	MONITORING AND EVALUATION AGENCIES
	Monitoring of current commitments with respect to: <ul style="list-style-type: none"> · Clean drinking water · Electricity · Sanitation 	Enhanced service delivery with respect to: <ul style="list-style-type: none"> · Clean drinking water · Electricity (2008) · Sanitation (2012) · Sanitation (2010) 		FFC DPSA GCIS Parliament Local government DWAF DPLG	Civil society Government State institutions, esp. DAC, Presidency, DSD, Health, DoE Cultural and religious institutions	Ongoing 2010 2012 2010	Meeting the targets in the provision of clean water, sanitation and electricity	R2.5 million per annum	DWAF DSD
	Mechanisms for citizen complaints on service delivery, targeting vulnerable and marginalised groups, established	Government-citizen relations managed and monitored in a democratic and participatory manner		DPSA GCIS DPLG Parliament Local government DWAF	Civil society Government State institutions, esp. DAC, Presidency, DSD, Health, DoE, Housing Cultural and religious institutions	Ongoing	Improved public awareness and advocacy on citizen services	R7 million per annum	Presidency DPSA DPLG DWAF
	Extending usage of Thusong Community Centres as hubs for innovation in service delivery, targeting vulnerable people and marginalised groups	Increase in use of services by eligible citizens		FFC DPSA GCIS Parliament Local government DWAF DPLG	Civil society Government State institutions, esp. DAC, Presidency, DSD, Health, DoE Cultural and religious institutions	Ongoing	Increased access for vulnerable groups to service delivery points that are closer to where they live	R7 million per annum	GCIS DPSA





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Weaknesses in civil society reduce participation in and impact on socio-economic development processes and outcomes and ensuring increased contribution to South Africa's national development imperatives	A cyclical grant fund for collaborative multi-sectoral themes based on national development priorities	<p>Enhanced quality and quantity of social networks in communities</p> <p>More efficient and targeted funding of civil society</p> <p>Improved accountability of civil society organisations to local communities</p> <p>Good governance and management in civil society organisations</p> <p>Operationalisation of a development hub for civil society organisations</p> <p>Access, network, collaboration in approach and effect</p>		Department of Social Development	Civil society Government Donor-aid community NDA NGO sector	Ongoing	Social capital is built at local levels, particularly in vulnerable and marginalised communities and participation of civil society organisations in socio-economic development processes is improved	R30 million per annum	DSD NGC

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	Women's fund established for capacity building and empowerment	Women's Fund established and operational	Improve access to finance for micro-enterprises (Economics Cluster)	Presidency	National Treasury CGE NGO/CBO sector	2009	Improved capacity to participate in various government programmes	R1.5 million per annum	Presidency
	Streamline the National Arts Council and enhance its activities	Increase in the number and effectiveness of projects implemented		DAC	Arts and culture institutions and organisations	Ongoing	Effective and functional National Arts Council	R2 million per annum	DAC
Total POA Cost Estimate: R13, 901.5 billion									

