



BUSINESS PLAN: 2022-2024

PRESIDENTIAL CLIMATE COMMISSION

Preliminary Draft

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1. INTRODUCTION

The Presidential Climate Commission (PCC) was established by President Cyril Ramaphosa in December 2020 to support the delivery of a just transition in South Africa (SA). It emanates from the Presidential Jobs Summit held in October 2018, when social partners agreed that a statutory entity should be formed to coordinate and oversee the just transition towards a low-carbon, inclusive, climate-resilient economy and society.

Developed by the trade union movement, the notion of just transition incorporates a range of social interventions needed to secure workers' jobs and livelihoods when economies are shifting to sustainable production and consumption, including addressing climate mitigation and adaptation imperatives. In SA, the concept of a just transition was introduced into policymaking in 2012 in the National Development Plan (NDP) which sets out a master plan for eliminating poverty and reducing inequality by 2030. Since then, the implementation of a just transition has been confirmed as a national sustainable development priority in both the National Climate Change Priority Response White Paper and SA's Nationally Determined Contribution (NDC) under the Paris Agreement. The Climate Change Bill, passed by Cabinet in September 2021, formalises the role of the PCC in national efforts aimed at achieving a just transition.

The overall objective of the PCC is to provide independent expert advice on South Africa's climate change response. The PCC must facilitate a common vision for a net-zero, climate resilient economy and society by 2050, engaging in detailed planning which responds to the needs for both climate change mitigation and adaptation. The PCC will focus specific attention on ensuring that transition planning and implementation are socially just and that the needs of vulnerable groups are addressed. To ensure the achievement of this vision, the PCC will facilitate implementation of plans through supporting mobilisation of the required resources, while monitoring progress towards environmental, social and economic transition objectives.

The proximity of the PCC to the President's Office, and the designation of the President as Chair of the PCC, reflect the centrality of the successful delivery of a just transition to SA's sustainable development pathway.

The PCC is a multi-stakeholder body which aims to build a social compact around a just climate transition. It is comprised of government Ministers and 23 part-time commissioners drawn from civil society, the science community, business and organized labour. A full time Secretariat has been appointed to support the work of the Commission. Government departments and social partners have seconded staff and provided logistical support for the Secretariat. The Secretariat provides logistical support for Commission meetings, and commissions research and policy work to support the main functional areas of the Commissions work relating to a just transition, climate mitigation and adaptation, and means of implementation (in particular climate finance). The PCC is committed to conducting its work in an open and transparent manner and facilitating the complex and challenging decisions required to successfully navigate the climate transition.

This business plan sets out the organisational purpose and strategic positioning of the PCC as an enabler of change in SA, and outlines a theory of change that underpins its operation. Focused specifically on the next two years, it sets out the workplan to 2025, providing an overview of organisational design and partnerships for delivery of this plan. Key assumptions and risks are presented, along with risk management strategies for dealing with key uncertainties and threats. The plan concludes with a presentation of the budget for the next two years 2022/23 and 2023/24.



2. PURPOSE AND POSITIONING

2.1 Context

Following the publication of the NDP, the National Planning Commission (NPC) started work on building a consensus amongst social partners on a common vision for a just transition, developing proposals for pathways to achieve this vision. This process has incorporated a series of dialogues with civil society, business, government, labour, communities, and experts. Within the three key sectors, namely, energy, water and land-use, there has already been a large amount of policy work and progress towards a low-carbon, climate-resilient society. Increasingly the emphasis of work around a just transition has been placed on the social dimensions of the transition. It is recognised that the adaptive capacity and resilience of SA's most vulnerable communities can be strengthened by increasing access to key resources, particularly those of productive land-use, water and energy.

While there are many areas of agreement amongst social partners on the elements of this vision, including leveraging green economic opportunities and ensuring equitable access to resources, there remains substantive debate on key issues, including on the following topics:

- The decarbonisation pathway, considering implications for energy mix and timing of coal phase-out;
- Governance and capability in the public sector, especially in the wake of state capture;
- The appropriate mix of ownership models (public versus private versus social);
- The trade-offs between preserving natural capital and accelerating economic development; and
- The implications of climate transition for economic structure and transformation objectives.

The PCC will seek to address areas of disagreement to broaden the scope of consensus between social partners, in so doing building social capital and catalysing the collaboration required for a just transition. The NPC process has found that *"without the participation of all stakeholders, especially workers, there will be no Just Transition."*¹

2.2 Vision

An inclusive, low carbon economy and an equitable, just, prosperous, and climate-resilient society.

2.3 Mission

The PCC provides independent advice and builds consensus between social partners around the just climate transition through an inclusive, transparent, action-oriented process informed by science.

2.4 Organisational functions

Per Section 12 of the Climate Change Bill, the functions of the PCC are to: -

"(a) advise on South Africa's climate change response to ensure realisation of the vision for effective climate change response and the long-term just transition to a climate resilient and low carbon economy and society;

¹ National Planning Commission (2019): *2050 Vision and Pathways for a Just Transition to a low carbon, climate resilient economy and society* - Draft Proposal – Version Two. Revised proposal following the outcomes of the Concluding Conference held on 29 May 2019.



- (b) advise government on the mitigation of climate change impacts, including through the reduction of emissions of greenhouse gases, and adapting to the effects of climate change; and
- (c) provide monitoring and evaluation of progress towards government's emissions reduction and adaptation goals."

The Bill is currently under consideration by Parliament, and these functions may be reviewed and amended.

2.5 Key stakeholders

The PCC works with all stakeholders who are affected by the climate transition or whose actions are integral to making a just transition happen. This includes:

- Government – multi-lateral governance bodies, national government departments, provinces, cities, rural municipalities, development finance institutions (DBSA, IDC, NEF) and state-owned enterprises such as Eskom and Transnet.
- Economic actors – organised labour, organised business, large emitters (e.g., energy intensive user group), renewable and clean tech companies, banks, black owned business, SMMEs.
- Civil society – young people, community activists, environmental NGOs, traditional leaders, faith-based organisations, political parties, gender activists, communities directly impacted by decarbonisation trajectory.
- Science community – academics, universities, science organisations (NRF, CSIR, WRC, SAWS, SANBI).

Many of these institutions are represented through Commissioners on the PCC, while others are engaged in various activities, working groups and dialogues processes. The PCC aims to create an inclusive space in which everyone's views can be expressed, especially those who are most vulnerable to the transition, and common ground can be found.

3. THEORY OF CHANGE

3.1 Problem statement

Climate change is rapidly accelerating, with almost all the 1.1 degrees Celsius increase in average atmospheric temperatures to date confirmed to be attributable to human action, in particular burning fossil fuels. Based on current economic patterns, it is anticipated this warming will have risen to 1.5 degrees by the early 2030s, with a full transition to net zero carbon by 2050 required to prevent catastrophic warming exceeding 2 degrees². This has accelerated the urgency of climate action, whilst heightening the need for change in highly carbon-intensive economies like South Africa and its BRICS peers.

The degree of warming and the effects of climate on local ecosystems – and economies - will vary significantly. SA has been experiencing temperature increases well above the global average and this trend will continue, even with average global temperature rise being restricted to 1.5 degrees Celsius. Climate change impacts are already increasing the incidence of extreme weather events and more cyclical, longer-term events such as droughts, flooding and reduced agricultural production. Building resilience and adapting to impacts of these changes is important. SA also has a highly emissions-intensive economy (in the top twenty in the world), with Eskom being the largest emitting entity on the African continent. This poses serious risks. Many of South Africa's trading partners are adopting ambitious emission reduction and net-zero targets, which will

² Sixth report of the Intergovernmental Panel on Climate Change (IPCC) Assessment Working Group I



potentially result in emission-intensive products losing their competitiveness. Thus, climate change has the potential to further undermine people's livelihoods and the country's economic recovery plans.

Inaction in the face of such change threatens to unwind the developmental gains made since democracy, and this is not an option. The concept of a just transition was originally developed by the trade union movement to encompass the social interventions needed to secure workers' jobs and livelihoods when economies are shifting to cleaner more sustainable production. Subsequently the concept has been taken up by NGOs to include protection of the groups most vulnerable to climate change, including women, children, people with disabilities, the poor and the unemployed. The PCC has argued that the transition must be both procedurally just, ensuring that the most climate-vulnerable groups (in particular women and young people) participate in decision making, and substantively just, through climate-compatible development that addresses the needs of vulnerable workers (employed and unemployed) and communities. The PCC is planning the transition to a decarbonised economy in ways that factor in the social and economic cost of the transition for vulnerable groups and ensure economic opportunities of the transition are fairly distributed.

Responding to this challenge will require both international assistance and coordinated action by public and private sector actors addressing systemic social, economic, and environmental issues. Local and international climate finance is needed to support South Africa's economic recovery, accelerate decarbonisation and meet the social obligations and opportunities of a just transition. There is a window of opportunity for mobilising additional climate finance to support a higher level of ambition in South Africa. The PCC has been working with national government around programmatic financing arrangements that can accelerate the transition process.

To date, attempts to deliver a just transition in SA have been inadequate, owing to a lack of resources and fragmentation in planning and action. This fragmented response can be traced to several root causes which inhibit the ability of SA to create and implement a just transition pathway:

- **Failure to integrate climate transition planning into policy:**
 - Whilst work on long-term, low-carbon, climate resilient development pathways is already underway, a coherent and coordinated social and economic policy response to the need for a just transition has not yet been launched;
 - Existing policy gaps and conflicts undermine the likelihood of delivering on transition policy targets, noting the necessity of adopting a coherent systems-based approach which takes complexities and economic linkages into account;
 - Vulnerable groups which stand to lose from the climate transition are likely to mobilise against the transition unless socioeconomic risk mitigation plans are developed and implemented to safeguard them.
- **Lack of consensus amongst social partners:**
 - The commodity intensive nature of the South African economy and its dependence on fossil fuel have resulted in wealth being highly concentrated in powerful interest groups which actively resist climate action (minerals-energy complex);
 - This economic structure and perceptions of inadequate transformation to a more equitable system since 1994 have contributed to a culture of mistrust between social partners, undermining effective dialogue on contentious issues;
 - Uneven nature of transition impacts creates fear and resistance towards climate action, especially amongst energy sector workers and vulnerable communities (e.g., rural, where few other job opportunities exist);



- Extreme inequality and high poverty and unemployment levels, exacerbated over the past decade, have resulted in escalating social conflict and divergence over SA's ideal future.
- **Lack of resources with which to undertake the just transition:**
 - Human, financial and technological capital will need to be mobilised at scale to undertake a just transition, given the challenges inherent in transforming an economy with – simultaneously - very high carbon-intensity and vulnerability to climate change;
 - While some of this capital can be mobilised through realignment and reallocation of existing resources, new resources will need to be mobilised, both internationally and domestically. In particular, the role of advanced economies in supplying the financial capital required to enable effective climate response in developing economies has been recognised at UNFCCC negotiations
 - Financial capital to enable transition cannot be mobilised without credible policy commitment to transition and viable plans which clearly set out how a just transition will be achieved, and the technological and human capabilities required to deliver on it.

3.2 PCC as a change enabler

The PCC will address each of these barriers to achievement of a just transition by performing 3 roles that respond to these obstacles to change:

1. **A research and information provision role**, in which it provides a scientifically sound evidence base for better decision making by social partners;
2. **A consensus building role**, in which it seeks to forge consensus between the diverse stakeholders comprising its social partners to build support for the policy and action required for a just transition;
3. **An enablement role supporting climate action**, through which it influences policy, promotes sustainable economic change, and provides advice where action falls short.

Table 1: PCC's role as a change enabler

Barrier to change	PCC organisational role	Key tasks within function
Failure to integrate climate transition planning	Research and information provision	<ul style="list-style-type: none"> • Support sound science-based research to inform policymaking and economic decision making • Analyse policy relevance of climate-related research • Track progress on transition-related policy targets (mitigation, adaptation, social, economic) • Disseminate findings
Conflict amongst social partners	Consensus building	<ul style="list-style-type: none"> • Engage all levels of society to raise consciousness • Facilitate dialogue amongst diverse stakeholder groups to build consensus • Identify and address transition uncertainties and risks, especially social impacts • Highlight policy response



Barrier to change	PCC organisational role	Key tasks within function
Lack of resources	Facilitating climate action	<ul style="list-style-type: none"> Align domestic scientific research capability with transition agenda Provide advice to policymakers to integrate transition planning and align with science-based targets Encourage economic change enablers (e.g., just energy transition, just transition fund, sector strategies) Provide advice where transition progress falls short

3.3 Outcomes targeted by the PCC

Using this theory of change, the PCC intends to contribute substantially towards achievement of the following five outcomes:

1. Social partners agree and implement measures to achieve a just transition

This outcome is characterised by the achievement of consensus – or at least sufficient resolve – between key stakeholders involved in the climate transition, enabling a common set of objectives to be adopted and a coherent programme of action to be undertaken towards these objectives.

Underlying this achievement is the accumulation of social capital with which to bridge divergent agendas. For present purposes, social capital can be defined as “the web of cooperative relationships between citizens that facilitate resolution of collective action problems”³.

In essence, this involves agreement between government, labour, business and civil society on the need for a just transition and the means by which it will be implemented. Without this buy-in by all major groups required for implementation, even well-designed policies and plans will founder, jeopardising attempts to strengthen the climate resilience of South African society and economy, while hindering international trading and investment relations.

2. Science and knowledge platform informs the planning and implementation of a just transition

This outcome is characterised by strengthened climate science and technology capabilities and dissemination of knowledge produced by these capabilities to improve policy and economic outcomes. Long-term climate modelling is vital for timely assessment of the impact of climate risk under various scenarios, guiding policymakers towards viable long-term development pathways.

The identification of vulnerable industries – whether due to physical or transition risks – as well as green economy growth opportunities allows for proactive planning and action to mitigate risks and maximise opportunities, for example:

- Industrial policy to stimulate strategic and/or nascent green industries, including through measures stimulating innovation, for example research and development grants;
- Sectoral transition strategies to enable futureproofing within sectors, developing new economic opportunities, managing the decline of brown industries in an orderly fashion, and addressing evolving worker skills requirements;

³ Brehm, John, and W Rahn. 1997. ‘Individual-Level Evidence for the Causes and Consequences of Social Capital.’ *American Journal of Political Science* 41: 999 – 1023



- Formation of technology partnerships to bolster SA's economic competitiveness.

If this platform is not built, the policymaking and productive capabilities of the country will weaken over time, leading to reduced returns to public and private investments and so shrinking the economy.

3. Public awareness and engagement around a just transition lead to collective action

This outcome is characterised by shared knowledge of the need for a just transition and responsibility to contribute towards it at the individual citizen level. While the first outcome is concerned with institutional stakeholders, this outcome recognises the importance of individual action in mobilising large-scale socioeconomic transformation, particularly at the accelerated pace required by science.

To achieve this outcome, all citizens will need to become aware of: -

- The relevance and significance of climate change for long-term well-being of their communities;
- The systemic risks associated with delayed or in- action;
- Their individual role in delivering an inclusive and climate-resilient future.

Without aligned collective action by the public, institutional efforts to achieve a just transition will be less effective, or even actively opposed where pockets of resistance emerge.

4. Human, financial, and technological resources are mobilised to effectively achieve the just transition

This outcome is characterised by mobilisation of factors of production and technological capabilities to enable the desired economic transition. Such adjustments may involve expansion – for example, more financial capital for projects and activities associated with transition, reallocation – for example, of human capital towards green industries, or evolution – for example, adapting the current supply of human capital to meet the shifting entrepreneurship and labour demand profile of the economy.

If such mobilisation is successful and the cost to the country is well controlled: -

- SA's technological frontier may expand, increasing economic competitiveness during the fourth industrial revolution;
- Productivity may rise due to expanding skills and adoption of new technologies, concepts and methods of production, boosting GDP;
- Economic interlinkages result in further growth (multiplier effects), expanding the economic base and enabling additional social safeguards to mitigate risks for vulnerable groups.

Without resources, the presence of institutional consensus, individual action, and science-based planning and policy cannot deliver a just transition.

5. The PCC is effective and efficient in addressing the complex and systemic nature of a just transition

This outcome is characterised by a PCC which functions properly in its designated role as a climate advisory council, achieving change through research and information provision, building consensus and enabling change.

Effectiveness refers to the ability to achieve its stated objectives, using the theory of change and implementation modalities outlined in this business plan. Efficiency refers to the avoidance of waste in delivery, offering funders value for money in delivery of outcomes.

The complex and systemic nature of transition necessitates high level expert advice and input, often housed within bodies with proximity to the Executive like the PCC. This institutional arrangement recognises the



importance of a well-informed and holistic response to climate change as one of the greatest challenges to sustainable development.

4 STRATEGIC PRIORITIES AND WORK PLANNING

4.1 Strategic priorities: 2021-2022

Acknowledging that achieving these outcomes will require a significant investment of time and effort, the PCC intends to lay the foundations for a just transition over the next two years. This will include:

1. Achieving sufficient consensus amongst social partners regarding a Just Transition Framework and translating this into policy and climate action.
2. Establish the basis for long term planning around mitigation, adaptation, just transition and means of implementation, including establishment of research methodologies and planning and modelling capacities.
3. Establish a strategy for financing the climate transition, including completing the design of a just transition funding mechanism, to mobilise capital for a just transition.
4. Establishing the institutional arrangements, capabilities, processes, and systems required to effectively deliver the functions the PCC intends to perform.
5. Securing programmatic funding for the work of the PCC.

4.2 Provisional work programme: 2021-2025

The tables below set out the provisional work programme of the PCC against targeted outcomes. Outputs to be delivered during Phase 1 are highlighted.

The timing of undertaking individual activities can be found in a Gantt chart in the appendix, together with a detailed log frame.

The work programme will be refined (a) as the management team are appointed, (b) as feedback is received from key stakeholders on the business plan and (c) with the passing of time, with annual updates due.

Outcome 1: Social partners agree and implement measures to achieve a just transition

Outputs	Mechanism of Change	Activities
1.1 Just Transition Framework document and implementation toolkit	Creating a policy framework reflecting a shared vision of the just transition facilitates a unity of purpose amongst diverse stakeholders	<ul style="list-style-type: none"> • Research conducted into core elements of framework • Consensus building engagements with social partners on framework • Implementation mapping amongst social partners and development of toolkit
1.2 Low-carbon, climate-resilient, inclusive development pathways to 2050	Identifying feasible climate-compatible economic development pathways within defined carbon budgets (per NDC) and accounting for physical risks will inform critical transition policy choices and documents	<ul style="list-style-type: none"> • Research conducted on a methodology for planning low carbon, climate resilient pathways • Research conducted on detailed long-term pathways for climate mitigation • Research conducted on detailed long-term pathways for climate adaptation



Outputs	Mechanism of Change	Activities
		<ul style="list-style-type: none"> • Development of a system thinking approach to climate resilient pathways • Consensus building engagements with social partners on framework
1.3 Sector transition strategies aligned with policy priorities (NDC, JT Framework, Development Pathways)	Economic sector strategies translate high level policy and framework documents into an aligned set of actions over various horizons, enabling change	<ul style="list-style-type: none"> • Consultations with social partners regarding climate impacts per sector • Development of sector transition strategies • Research identifying vulnerable industries and worker groups • Updating of sector jobs resilience plans • Development of socioeconomic risk management strategies to reduce economic vulnerability
1.4 Implementation of social and economic measures to minimise the impact of the transition on vulnerable workers and communities	Demonstrating ability to mitigate negative impacts of transition on workers and vulnerable communities will bolster social support for the just transition	<ul style="list-style-type: none"> • Finalise detailed policy and proposed social support measures for vulnerable groups • Develop a resourcing plan for implementation of support measures • Outline economic risk management strategies for declining sectors and areas
1.5 Multi-sector, multi-stakeholder physical climate risk management strategies	Resilience to climate change is bolstered by proactive planning for physical risks which may harm certain economic activity and damage infrastructure	<ul style="list-style-type: none"> • Research assessing economic impacts of physical climate risk • Conduct key stakeholder engagements • Develop physical risk management strategy, setting out roles of all key stakeholders, resourcing implications, horizons

Outcome 2: Science and knowledge platform informs the planning and implementation of a just transition

Outputs	Mechanism of Change	Activities
2.1 Links with science community to inform decision making around just transition	Equipping policy and economic actors with climate knowledge will enable climate leadership and climate-compatible strategy and planning across the economy	<ul style="list-style-type: none"> • Hold events to support and disseminate IPCC process and reports • Establish community of practice with science community • Develop “calls for proposals” for topical science papers on JT issues
2.2 Development of local science capacity to inform planning for low carbon climate resilient future	Building climate innovation capability will bolster SA’s global competitiveness as an emerging market, positioning the country to take advantage of green growth and climate finance opportunities	<ul style="list-style-type: none"> • Implement a long term multi-disciplinary project on systemic societal change • Develop decision support tools for long range climate forecasting • Establish additional research chairs in climate-linked sciences
2.3 Strategic partnerships in research and development for low-carbon climate-resilient economy capacity and capability	Sharing knowledge allows for productivity growth, technology absorption, skills transfer, ultimately supporting scaling of investment in green economy	<ul style="list-style-type: none"> • Finalise the Climate R&D strategy • Enable climate innovation by strengthening institutional support and innovation incentive package • Facilitate high-level partnerships (domestic; international)



Outcome 3: Public awareness and engagement around a just transition lead to collective action

Outputs	Mechanism of Change	Activities
3.1 Inclusive public dialogue and engagement leading to unity of purpose and collective action with respect to a just transition	Opening a dialogue with diverse stakeholder groups will enable consensus building and collective action to support the transition	<ul style="list-style-type: none"> • Develop a high-impact key stakeholder engagement strategy • Hold stakeholder thematic dialogues on JT issues, including affected communities • Develop platforms that facilitate wider engagement
3.2 Promotion of behaviour change at both individual and corporate/institutional level to reduce emissions and build climate resilience	Equipping citizenry with skills to make required changes, and motivating them to do so, will mobilise aligned collective action for a just transition	<ul style="list-style-type: none"> • Develop a high-impact public communications strategy focused on behaviour change • Launch climate awareness and action campaign
3.3 Strategic stakeholder partnerships to facilitate raised consciousness, consensus building, knowledge sharing and collective action on a just transition	Communicating key climate and just transition issues and policy responses from high level to grass roots level will support an effective change process. Social partners are critical enablers.	<ul style="list-style-type: none"> • Host a multistakeholder conference that endorses JT framework • Establish thematic working groups with representation by key stakeholders • Hold detailed sectoral engagements with business, labour, and community organisations • Launch a knowledge platform for stakeholders

Outcome 4: Human, financial, and technological resources are mobilised to effectively achieve a just transition

Outputs	Mechanism of Change	Activities
4.1 Technology is deployed to rapidly decarbonize the economy, enable adaptation to changing climate, and respond to ensuing social needs	Mitigation and adaptation technologies are critical enablers of change in economic production and consumption patterns associated with a just transition	<ul style="list-style-type: none"> • Identify technological innovation requirements associated with sector strategies • Complete a climate technology diagnostic report identifying gaps • Agree framework with social partners for accelerated technology development • Promote investment into early-stage innovation and start-ups
4.2 Capital is deployed to finance a just transition – affordably, timeously, and at scale	Once transition costs are known, a blend of financing must be deployed at scale to finance the mitigation, adaptation, and social measures required to achieve the change in infrastructure and economic structure	<ul style="list-style-type: none"> • Track climate finance flows • Support finalisation of the just energy transition transaction (sovereign) • Cost just transition based on long term pathways • Identify existing gaps in provision of climate finance • Engage with large investors to mobilise resources • Create national just transition finance roadmap to address gaps, including private, public & international capital • Assess government and regulators' role in resolving climate finance gaps



		<ul style="list-style-type: none"> • Advise regarding design of a just transition fund • Support implementation of a just transition fund, providing fundraising advice • Confirm market readiness
4.3 Skills development pipeline produces the human capital to drive a just transition and foster inclusive growth	Supply of human capital should evolve with the structure of the economy to continue to meet demand, avoiding skills shortages, excess unemployment, and inadequate entrepreneurship	<ul style="list-style-type: none"> • Develop a detailed employment strategy for future labour force consistent with the SJRPs (regularly updated) • Make recommendations regarding a detailed skills development strategy, supporting the employment strategy and SMME outlook, and advise regarding funding sources

Outcome 5: The PCC is effective and efficient in addressing the complex and systemic nature of a just transition

Outputs	Mechanism of Change	Activities
5.1 The PCC's governance, institutional arrangements and human resources enable it to perform its functions	A well-equipped PCC with a clearly defined mandate and political independence can play a meaningful role in facilitating a just transition	<ul style="list-style-type: none"> • Establish the PCC as an independent legal entity • Finalise the Charter and establish a governance committee • Hold quarterly commission meetings to enable debate and discuss progress against objectives • Appoint key staff • Ensure ongoing capacity building for staff • Develop organisational policies, compatible with SA and donor policies
5.2 PCC effectively mobilises public and private resources to support its activities	As a facilitator of change, the PCC will rely upon the resources of other entities to fund and deliver upon	<ul style="list-style-type: none"> • Finalise PCC business plan and update annually • Evaluate funding model options compatible with shortlisted PCC legal forms and secure in-principle approval for preferred funding arrangements • Hold donor conference to mobilise support for PCC • Implement preferred funding vehicle (e.g., multi-donor trust)
5.3 The PCC's systems and processes enable it to perform its functions effectively	Robust and fit-for-purpose operations equip a lean team for an ambitious role facilitating systemic change	<ul style="list-style-type: none"> • Finalise financial and accounting procedures • Map and finalise reporting requirements for donors • Support the work programme(s) of the PCC's Finance and Governance Committee • Install management information systems • Set up a monitoring and evaluation system for PCC • Determine and implement operational measures to bolster resilience



5.4 The PCC monitors progress against just transition targets to support achievement and promote accountability	Transparency on performance encourages social partners to follow through on commitments to a just transition	<ul style="list-style-type: none"> • Establish multi-sectoral transition-level M&E framework • Implement reporting against framework • Provide feedback including advice on closing gaps
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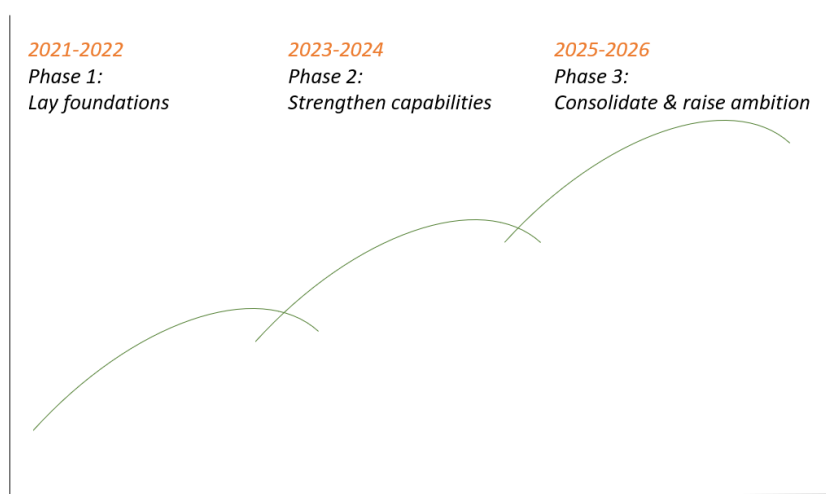
4.3 Future phases of work: 2023-2026

The current phase of work is focused on laying foundations for the programme of work to be undertaken by the PCC.

During the next phase, “*Strengthen capabilities*”, focus will turn to enabling climate action. Priorities are expected to include: -

- Strengthening focus on climate adaptation, within the PCC and more broadly through stakeholder dialogues.
- Making knowledge widely available to the public to spur innovation and enable better decision making.
- Ensuring adequate institutions and incentives are in place to enable innovation and large-scale climate action, with the goal of catalysing new markets, technologies and enterprises.
- Aligning human capital development plans and budgets with long-term development pathways.
- Supporting integration of climate disclosure, budgeting and tagging methodologies within public and private sector, ensuring that the dimension of social justice is captured alongside the climate dimension.

Figure 1: PCC planning horizons, 2021-2026



During the third phase, “*Consolidate and raise ambition*”, the PCC will build upon early successes to tackle more difficult changes associated with a just transition. Priorities may include:



- Strategically engaging with a “high road” scenario where climate action goes beyond the NDC level associated with the Paris Agreement, for example to secure better access to public or private funding for the transition through additional action.
- Influencing the climate ambition level embedded within international commitments (NDC 2025).
- Measuring (early) direct and indirect impact of resources deployed to assess (preliminary) return on investment and economic interlinkages.
- Evaluation of the adequacy of worker up/re-skilling and community social protection pilots in addressing issues of social justice.

5 OPERATIONALISING THE PLAN

5.1 Organisational form

PCC was mooted in the Presidential Job Summit Framework Agreement, dated 4 October 2018, which sets out intention behind the Presidential Climate Commission. In furthering the aims of the Agreement, Cabinet took a decision which approved the establishment of the Commission. Following the Cabinet decision, the Commission was established by the President in terms of his constitutional authority under section 85(2)(b), (c) and (e) of the Constitution. Consequently, the current legal status of the Commission is a multistakeholder Presidential Advisory Body to independently advise on the country’s climate change response and pathways to a low-carbon, climate-resilient economy and society. In this regard, the Commission is legally permitted to operate within the parameters and to exercise the functions as approved by Cabinet.

The Climate Change Bill was approved by Cabinet in September 2021 as the legal mechanism to accommodate the Presidential Climate Commission. The Commission will be created as a permanent statutory body, as envisaged in the Agreement, with institutional independence to protect the credibility of its work. Institutional arrangements should provide for functional, administrative and financial independence. This means that the Commission will become a public entity, established through legislation, with its own governing authority (the Commission), located within the public sector but outside the confines of the Public Service Act, and governed in terms of its own Charter. A public entity provides a high degree of autonomy and flexibility. The process to establish a public entity will require a feasibility study and is subject to National Treasury approval and due process, which may take up to 2 years to finalise.

In the interim transitional arrangements will be required, and it is proposed to utilise an existing public entity with similar ‘social compact’ functions, namely NEDLAC. An MOU will be signed with NEDLAC to regulate the relationship.

5.2 Organisational structure

The Department of Forestry, Fisheries and Environment (DFFE) and the Department of Performance Monitoring and Evaluation are responsible for ensuring that adequate administrative and secretariat support services are provided to the Commission. DFFE will account for the work of the Commission in Parliament.

The Secretariat supports the day-to-day operations of the Commission through managing the administrative affairs of the PCC, assisting in performing the duties assigned to the PCC, preparing meetings and running the day-to-day operations, communications and research of the PCC.

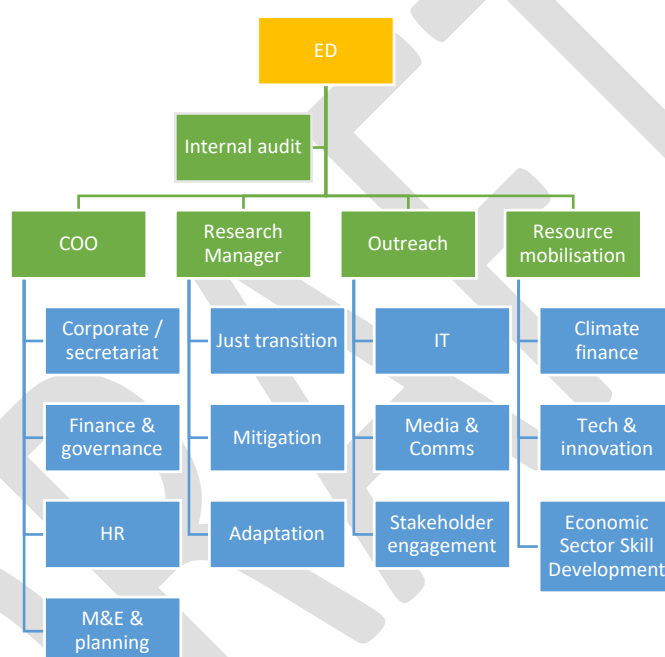


The Deputy Chair of the PCC is empowered to appoint the Executive Director of the Secretariat after consultation with the President, the Minister of DFFE and the Commission.

The organisational design is built on a hierarchical organisational structure with a clear line of command and authority. Functions are grouped according to the three externally facing roles that the PCC will perform, namely: Research; Outreach; and Resource Mobilisation. Divisional heads for each of these areas, as well as a COO, will report to the Executive Director (ED), collectively constituting the Secretariat Leadership Team. The COO will manage the support functions as well as Monitoring, Evaluation (M&E) and Planning (being both internally and externally facing).

The provisional organogram reflects the functions housed within each divisional area. Approximately 20 people will be employed within this structure. Individual roles are included in the annexure.

Figure 2: PCC Organogram



The functions of the top two Executive roles are outlined in the table below.

Table 2: Functions of two top Secretariat executives

Executive Director	COO
Overall organisational strategic direction and leadership	Oversee the day-to-day administrative and operational functions of the PCC and provide strategic leadership to the PCC's operations
Support Commission to achieve its mandate	Coordinate operational, managerial, and administrative procedures, reporting structures and operational controls
Drive achievement of organisational objectives	Coordinate the PCC's internal and external monitoring and evaluation reporting functions
Position the PCC with key stakeholders	Manage strategic planning processes
Ensure good governance and accountability	Oversee all support functions of the PCC
Build leadership team and mobilise resources to support them	Perform staff and financial management



The Secretariat staff will be phased in gradually. The highlighted yellow rows below indicate staff members that are already employed. In the new year the Secretariat will hire the finance specialist, just transition specialist and climate finance expert (starting work in Q1 of 2023 financial year). The 6 remaining posts on the organogram being filled at later dates in 2023 or 2024.

Table 3: Staff plan for PCC Secretariat

Management	Start Date	
	Quarter	Financial year
Executive Director	Q3	FY2022
COO	Q3	FY2022
Head: Research	Q1	FY2024
Head: Resource Mobilisation	Q3	FY2022
Head: Outreach	Q4	FY2022
Other Staff	Quarter	Financial year
Corporate Secretary	Q3	FY2022
Finance and Governance Specialist	Q1	FY2023
Human Resource Partner	Q1	FY2024
M&E Specialist	Q4	FY2023
Just Transition Specialist	Q1	FY2023
Mitigation Specialist	Q4	FY2022
Adaptation Specialist	Q3	FY2022
IT Specialist	Q3	FY2022
Communication Specialist	Q3	FY2022
Stakeholder Manager	Q3	FY2024
Climate Finance Specialist	Q1	FY2023
Climate Technology and Innovation Specialist	Q1	FY2024
Economic Sector Skill Development Specialist	Q1	FY2024

5.3 Governance

The PCC is chaired by the President, and in his absence by the Deputy Chair of the PCC. The PCC is governed by a Commission which is appointed by the President, and consists of representatives from government, organised labour, civil society and business. Commissioners are appointed for a 5-year term and serve on a part-time basis. The Climate Change Bill indicates that when appointing members, the President must consider the balance in gender, and expertise in the socio-economic, environmental and broader sustainability fields. Commissioners are expected to provide “independent, evidence-based advice” to Government.

The PCC may determine its own procedures to be followed at its meetings. Amongst others, the PCC is empowered to set up technical working groups with technical expertise. A finance and governance committee has been set up to provide oversight of the PCC’s finances, procurement and control mechanisms. The PCC is in the process of considering the other standing committees and working groups to oversee the work programme.

The Commission meets at least 4 times a year and produces an annual report for consideration by the President and Parliament.



The PCC is currently finalising a Charter which will formalise governance structures, procedures, and measures in support of its institutional values of credibility, transparency, and value for money in the performance of its duties. Further, as the PCC's institutional location and form are further developed and finalised, legislation and/or host institutional governance frameworks may apply, providing additional assurance.

5.4 Partnerships

In the execution of its duties the PCC will enter into partnership agreements in line with funding and operational requirements. These will include but not limited to the following:

- Resourcing – government departments, businesses and donors.
- Research and information – research and academic institutions.
- Building Consensus – social partners involved in ensuring a just climate transition.
- Mobilisation – organised labour, civics, NGOs and community organisations.
- Information management and knowledge platform – organisations in the ICT sector and/or research and academic institutions.

6 ASSUMPTIONS AND RISKS

6.1 Assumptions

Assumption 1: Climate data and models will allow for analysis that can determine "just transition" pathways with sufficient certainty for policymaking

Despite advances in climate modelling over the past two decades, there are still deficiencies that limit the granularity and certainty of risk analyses using climate data.

From an economic and financial impact perspective, there may still be uncertainties despite agreement over the direction of climate change projections. Considering that economic and development pathways under a just transition lock in certain investments for a long duration, it is critical that sensitivities be included into planning processes to ensure that future risks can be managed if the magnitude of climate impacts is greater than anticipated.

Assumption 2: Mainstreaming climate planning into policy functions results in coherent planning

The Climate Change Bill has made strides towards a coordinated response through requiring that both affected and responsible government entities must review and align all policies and measures in line with it. The Bill institutionalises a coordinated response to climate change by creating several public sector institutions to align policy making and implementation, including an Inter-ministerial Committee on Climate Change to align policy and integrate transition objectives

Assumption 3: Social partners can overcome vested interests, cohering around a common agenda

In the public sector, short political time horizons and limited policy management capacity can lead to uneven policy performance and conflicting incentives. This can negatively affect policy outcomes. To overcome this, strong political will - at all levels - and institutional measures will be required. While the degree of political will present may change with political administrations and changes in appointment, the institutions provided for in the Climate Change Bill should assist with maintaining a degree of continuity across the spheres of



government⁴. Further, the Bill encourages ownership of the just transition by diverse stakeholder groups through allowing for multi-stakeholder advice on the policy response and progress towards a just transition.

Significant investment and buy-in from the private sector will be required to support the just transition agenda. However, short-term profit-seeking often undermines effective climate action, conflicting with long term transition goals. Overcoming this challenge will require a range of responses, namely:

- Broadening the understanding of the systemic risks of climate change
- Pricing in the relevant externalities
- Introducing incentives which crowd in private sector participation
- Promoting disclosure by companies, asset owners and asset managers using the relevant framework and extend this to including social dimensions.

Assumption 4: Sufficient resources (financial, technological, human) will be available in SA to enable a just transition

An effective climate change response requires significant financial, technological, and human resources. SA's just transition commitments are premised on the availability of and access to significant international climate finance and investment, accessible and affordable technology, and substantial capacity building commitments.

However, weak economic conditions, skills shortages, South Africa's deteriorating fiscal position and a narrowing tax base collectively reduce the likelihood of mobilising sufficient resources to enable a just transition. Therefore, it is imperative that robust funding strategies and public-private partnerships are developed which will enable delivery of desired outcomes at a national level.

⁴ In addition to the national Inter-ministerial Committee on Climate Change, the Bill allows for the establishment of provincial and municipal forums aimed at coordinating climate change response across their jurisdictions.



6.2 Risks and risk management strategies

Risk	Risk Type	Source/Description	Impact	Overview of Risk Management Strategies
Science base is not mobilised sufficiently	Performance	If the climate scenario modelling is not sufficiently grounded in sound science, PCC cannot provide advice on climate risks, viable development pathways, and enabling technologies. This undermines its ability to align social partners.	High	<ul style="list-style-type: none"> Align transition agenda with capable research institutions Support design and funding of long-term climate research programmes/initiatives
PCC does not receive broad political support	Strategic	There is a risk that the PCC does not receive the desired political support and backing. This could be due to a perceived duplication of effort or “mandate scope creep” which overlaps with other public entities.	High	<ul style="list-style-type: none"> Executive alignment Well-defined institutional arrangements Effective relationship building and partnership Positioning as enabler of others
PCC is not perceived as credible advisory body	Strategic	<p>The composition of the PCC may lead to perceived conflicts of interest, compromising independence.</p> <p>Similarly, PCC’s reputation may suffer from inadequate performance on stated objectives.</p>	High	<ul style="list-style-type: none"> Strong, transparent governance Balancing diversity of opinions with impartial, evidence-based advice Diverse, skilled team Strong partnerships for results Performance culture
PCC is unable to effect desired changes	Strategic	<p>There is a risk that the PCC will be unable to effect the desired changes and outcomes, due to (for example): -</p> <ul style="list-style-type: none"> Facilitating vs directing / delivering mode Inability to achieve sufficient consensus Social partners ignoring its advice 	Medium	<ul style="list-style-type: none"> Executive support Clarity on mandate, powers Provision of action-oriented advice Support for enablers of action Strong partnerships for results
PCC lacks the resources required to execute on desired outcomes	Financial	<p>A lack of resources may prevent the PCC from effectively fulfilling its desired mandate. This could be due to: -</p> <ul style="list-style-type: none"> Underbudgeting Funding shortages Human capital shortages, internal or external 	High	<ul style="list-style-type: none"> Institutional definition Aligning mandate to key policies Strong governance Accessing multiple funding sources Donor networking Strong partnerships for results
PCC’s operations do not enable effective execution	Performance	<ul style="list-style-type: none"> Organisational flux Weak management systems & processes Non-performance of partners 	High	<ul style="list-style-type: none"> Capable management team Flexible outsourcing (networked model) Rigorous partner selection, management Robust policies, processes, systems Performance culture & change support



7 BUDGET: 2022-2024

7.1 Financial year

The PCC financial year is aligned to the national government financial year, i.e., it runs from 1 April to 31 March. The financial years are named according to the year in which they end, i.e. the 2023 financial year runs from 1 April 2022 to 31 March 2023.

7.2 Budget summary

The budget has been prepared using a programme-based budgeting approach, linking the targeted outcomes of the PCC to estimates of resourcing requirements required to deliver these outcomes over the medium term. The budget incorporates a costed set of activities derived from the logframe, representing direct cost estimates, as well as an indirect cost estimate catering for the day-to-day operation of the PCC organisation. The table below presents an annual operating budget for FY2023 and FY2024.

Table 4: Budget for PCC for financial years 2022/23 & 2023/24 (Rs)

Operating Expenditure	Year ended 31 March 2023	Year ended 31 March 2024
Salaries / Personnel Costs	16 057 131	21 978 102
Commissioners Fees - Remuneration	2 000 000	2 000 000
Office costs (rent, utilities, telecoms, stationery)	1 080 000	1 080 000
Licenses and Subscriptions	136 602	136 602
Website & IT	1 500 000	1 500 000
Legal & other establishment costs	1 280 000	800 000
Other Operational Costs	506 628	506 628
Research and Professional Services	16 002 778	19 861 111
Workshops, Meeting and Conferences	3 000 000	3 000 000
Media, Advertising and Campaigns	1 700 000	1 860 000
Copy Editing, Layout and Printing	900 000	900 000
Travel & Accommodation	1 800 000	2 400 000
Total Operating Expenses	45 963 138	56 022 442

7.3 Key budget assumptions

The following assumptions underpin the budget prepared:

- I. Large research, analysis and advisory jobs are outsourced to consultants, project managed by the Secretariat.
- II. The staff vacancies are filled according to the schedule in table above. If certain posts are filled later, this will reduce budgeted spend on salaries, research and professional fees (where consulting projects are managed by staff not yet appointed), and office costs.
- III. There is a gradual return to in-person working and meeting from 2022 onwards, resulting in a gradual ramp-up in travel and accommodation costs (estimated at 10% salary and commissioner fees in 2023, rising to 15% in 2024) and office costs (estimated at R2,500 per person per month in 2023, rising to R5,000 in 2024).
- IV. The fiscal hosting service costs are captured within “other operational costs”.
- V. Inflation has been applied to the 2024 financial year at 5%.



ANNEXURE

Log frame and project plan

The PCC's Outcomes, Outputs, Activities and planned time frames for activities (2022 to 2025) are set out in the table below.

Table 5: PCC project plan

Outcomes	Outputs	Activities	Timeline			
			Start (Q)	Start (Yr)	End (Q)	End (Yr)
1. Social partners agree and implement measures to achieve a just transition	1.1 Just Transition Framework Document and Implementation Toolkit	1.1.1 Research conducted into core elements of framework	Q3	FY2022	Q4	FY2022
		1.1.2 Achieve sufficient consensus between social partners on framework	Q4	FY2022	Q2	FY2023
		1.1.3 Support implementation of framework amongst social partners	Q2	FY2023	Q3	FY2023
	1.2 Low-carbon, climate-resilient, inclusive development pathways to 2050	1.2.1 Develop a methodology for planning low carbon, climate resilient pathways	Q1	FY2023	Q2	FY2023
		1.2.2 Develop detailed long-term pathways for climate mitigation (decarbonisation)	Q3	FY2022	Q3	FY2023
		1.2.3 Develop detailed long-term pathways for climate adaptation (climate resilience)	Q1	FY2023	Q4	FY2023
		1.2.4 Develop a system thinking approach to climate resilient pathways for net zero carbon by 2050 for SA	Q3	FY2024	Q4	FY2025
	1.3 Sector transition strategies aligned with policy priorities (NDC, JT Framework, Development Pathways)	1.3.1 Consult with social partners regarding climate impacts per sector	Q2	FY2022	Q2	FY2023
		1.3.2 Develop sector transition strategies	Q1	FY2024	Q3	FY2024



Outcomes	Outputs	Activities	Timeline			
			Start (Q)	Start (Yr)	End (Q)	End (Yr)
		1.3.3 Identify vulnerable industries and worker groups	Q1	FY2024	Q3	FY2024
		1.3.4 Update sector jobs resilience plans	Q1	FY2024	Q4	FY2024
		1.3.5 Develop socioeconomic risk management strategies to reduce economic vulnerability	Q1	FY2024	Q4	FY2024
	1.4 Implementation of social and economic measures to minimise the impact of the transition on vulnerable workers and communities	1.4.1 Finalise detailed policy and proposed social support measures for vulnerable groups	Q3	FY2024	Q2	FY2025
		1.4.2 Propose resourcing package for implementation of support measures	Q3	FY2025	Q4	FY2025
		1.4.3 Outline economic risk management strategies for declining sectors and areas	Q3	FY2024	Q2	FY2026
	1.5 Multi-sectoral, multi-stakeholder physical risk management strategies	1.5.1 Assess economic impacts of physical climate risk, highlighting affected assets and communities	Q1	FY2024	Q2	FY2024
		1.5.2 Engage with investors and insurance companies regarding asset resilience measures	Q3	FY2024	Q4	FY2024
		1.5.3 Engage with ministries, local government regarding impact on public infrastructure and vulnerable communities	Q3	FY2024	Q4	FY2024
		1.5.4 Develop physical risk management strategy, setting out roles of all key stakeholders, resourcing implications, horizons	Q3	FY2024	Q2	FY2025
2. Science and knowledge platform informs the planning and implementation of a just transition	2.1 Links with science community ensure science base to inform decision making around just transition	2.1.1 Support and disseminate IPCC process and reports	Q3	FY2022	Q4	FY2025
		2.1.2 Establish community of practice with science community	Q4	FY2022	Q2	FY2023



Outcomes	Outputs	Activities	Timeline			
			Start (Q)	Start (Yr)	End (Q)	End (Yr)
		2.1.3 Calls for proposals for topical science papers on JT issues	Q1	FY2023	Q2	FY2024
	2.2 Development of local science capacity to inform planning for low carbon climate resilient future	2.2.1 Implement a long term multi-disciplinary project on systemic societal change	Q3	FY2023	Q4	FY2025
		2.2.2 Develop decision support tools for long range climate forecasting	Q1	FY2024	Q4	FY2024
		2.2.3 Establish additional research chairs in climate-linked sciences	Q1	FY2024	Q4	FY2025
	2.3 Strategic partnerships support scaling up of investment in research and development for low-carbon climate-resilient economy capacity and capability	2.3.1 Finalise the Climate R&D strategy	Q4	FY2023	Q3	FY2024
		2.3.2 Enable climate innovation by strengthening institutional support and innovation incentive package	Q4	FY2023	Q2	FY2024
		2.3.3 Facilitate high-level partnerships (domestic; international)	Q1	FY2024	Q4	FY2025
3. Public awareness and engagement around a just transition leading to collective action	3.1 Inclusive public dialogue and engagement leading to unity of purpose and collective action with respect to a just transition	3.1.1 Develop a high-impact key stakeholder engagement strategy	Q4	FY2022	Q1	FY2023
		3.1.2 Hold stakeholder thematic dialogues on JT issues, including affected communities	Q4	FY2022	Q2	FY2023
		3.1.3 Develop platforms that facilitate wider engagement	Q3	FY2022	Q4	FY2022
	3.2 Promotion of behaviour change at both individual and institutional level to reduce emissions and build climate resilience	3.2.1 Develop a high-impact public communications strategy focused on behaviour change	Q1	FY2024	Q2	FY2024
		3.2.2 Launch climate awareness and action campaign	Q3	FY2024	Q4	FY2025



Outcomes	Outputs	Activities	Timeline			
			Start (Q)	Start (Yr)	End (Q)	End (Yr)
	3.3 Strategic stakeholder partnerships to facilitate raised consciousness, consensus building, knowledge sharing and collective action on a just transition	3.3.1 Host a multistakeholder conference that endorses JT framework	Q1	FY2023	Q3	FY2023
		3.3.2 Establish thematic working groups with representation by key stakeholders	Q1	FY2023	Q4	FY2025
		3.3.3 Hold detailed sectoral engagements with business, labour and community organisations	Q1	FY2022	Q4	FY2023
		3.3.4 Launch a knowledge platform for stakeholders	Q3	FY2024	Q3	FY2025
4. Human, financial and technological resources are mobilized to effectively achieve the just transition	4.1 Technology is deployed to rapidly decarbonize the economy, enable adaptation to changing climate, and respond to ensuing social needs	4.1.1 Identify technological innovation requirements associated with sector strategies	Q2	FY2024	Q4	FY2024
		4.1.2 Complete a climate technology diagnostic identifying gaps	Q1	FY2025	Q2	FY2025
		4.1.3 Agree with social partners framework for accelerated technology development and deployment	Q3	FY2025	Q4	FY2024
		4.1.4 Promote investment into early-stage innovation and start-ups	Q1	FY2024	Q4	FY2024
	4.2 Capital is deployed to finance a just transition – affordably, timeously, and at scale	4.2.1 Track climate finance flows	Q1	FY2023	Q1	FY2024
		4.2.2 Support the finalisation of the just energy transition transaction at sovereign level	Q3	FY2022	Q2	FY2023
		4.2.3 Cost just transition based on long term pathways	Q1	FY2024	Q4	FY2024
		4.2.4 Identify existing gaps in provision of climate finance against sector strategies, identifying root	Q2	FY2023	Q4	FY2023
		4.2.5 Assess government and regulators' role in resolving climate finance gaps	Q1	FY2024	Q2	FY2024



Outcomes	Outputs	Activities	Timeline			
			Start (Q)	Start (Yr)	End (Q)	End (Yr)
		4.2.6 Create national just transition finance roadmap to address gaps, including private, public & int'l capital	Q3	FY2022	Q4	FY2022
		4.2.7 Engage with large investors to mobilise additional resources for a just transition	Q1	FY2023	Q3	FY2024
		4.2.8 Assess feasibility of a just transition fund	Q2	FY2023	Q4	FY2023
		4.2.9 Support implementation of a just transition fund through providing design input and assisting with capital mobilisation (including coordinating donors)	Q4	FY2023	Q2	FY2024
		4.2.10 Evaluate market readiness (taxonomy, disclosure, pipeline development, etc)	Q4	FY2023	Q3	FY2024
	4.3 Skills development pipeline produces the human capital to drive a just transition and foster inclusive growth	4.3.1 Develop a detailed employment strategy for future labour force consistent with the SJRPs (to be regularly updated)	Q1	FY2024	Q3	FY2024
		4.3.2 Develop a detailed skills development strategy, supporting the employment strategy and SMME outlook, identifying potential funding sources for reskilling	Q4	FY2024	Q1	FY2025
5. The PCC is effective and efficient in addressing the complex and systemic nature of a just transition	5.1 The PCC's governance, institutional arrangements and human resources enable it to perform its functions	5.1.1 Establish the PCC as an independent legal entity	Q1	FY2023	Q4	FY2023
		5.1.2 Finalise the Charter and establish a governance committee	Q4	FY2022	Q1	FY2022
		5.1.3 Hold quarterly commission meetings to enable debate and discuss progress against objectives				



Outcomes	Outputs	Activities	Timeline			
			Start (Q)	Start (Yr)	End (Q)	End (Yr)
		5.1.4 Appoint key staff as per organogram	Q4	FY2022	Q2	FY2023
		5.1.5 Ongoing capacity building for staff				
		5.1.6 Develop organisational policies, compatible with SA policy and donor policies	Q4	FY2022	Q3	FY2023
	5.2 PCC effectively mobilises public and private resources to support its activities	5.2.1 Finalise PCC business plan and update annually	Q3	FY2022	Q4	FY2022
		5.2.2 Evaluate funding model options compatible with shortlisted PCC legal forms (including multi-donor trust fund)	Q1	FY2023	Q4	FY2022
		5.2.3 Secure in-principle approval for preferred funding arrangements from key donors	Q1	FY2023	Q1	FY2023
		5.2.4 Hold donor conference to mobilise support for PCC	Q2	FY2023	Q2	FY2023
		5.2.5 Establish a multi-donor trust fund to support PCC (if applicable)	Q3	FY2023	Q1	FY2024
	5.3 The PCC's systems and processes enable it to perform its functions effectively	5.3.1 Finalise financial and accounting procedures	Q2	FY2023	Q3	FY2023
		5.3.2. Map and finalise reporting requirements for various donors	Q4	FY2022	Q4	FY2024
		5.3.3 Support the work programme(s) of the PCC's Finance and Governance Committee	Q1	FY2023	Q4	FY2026
		5.3.4 Install management information systems for decision support, document management	Q1	FY2023	Q2	FY2023



Outcomes	Outputs	Activities	Timeline			
			Start (Q)	Start (Yr)	End (Q)	End (Yr)
		5.3.5 Set up a monitoring and evaluation system for PCC as an institution	Q1	FY2023	Q2	FY2023
		5.3.6 Determine and implement operational measures to create resilience against loss of staff, disasters, etc	Q1	FY2023	Q2	FY2023
	5.4 The PCC monitors progress against just transition targets to support achievement and hold partners accountable	5.4.1 Establish multi-sectoral transition M&E framework	Q1	FY2024	Q2	FY2024
		5.4.2 Implement reporting against framework	Q3	FY2024	Q3	FY2024
		5.4.3 Provide feedback including advice on closing gaps	Q4	FY2024	Q4	FY2024



Means of verification and KPIs

The means of verification and key performance indicators for each activity are set out below.

Table 6: Means of verification and KPIs

Outcomes	Outputs	Activities	Means of verification	KPIs
1. Social partners agree and implement measures to achieve a just transition	1.1 Just Transition Framework Document and Implementation Toolkit	1.1.1 Research conducted into core elements of framework	Publication of policy briefs and desk top review	Number of engagements held with key stakeholders in attendance
		1.1.2 Achieve sufficient consensus between social partners on framework	Publication of framework document	% satisfaction of social partners with completed Just Transition Framework and Implementation Toolkit
		1.1.3 Support implementation of framework amongst social partners	Toolbox for JT implementation distributed to partners	
	1.2 Low-carbon, climate-resilient, inclusive development pathways to 2050	1.2.1 Develop a methodology for planning low carbon, climate resilient pathways	Published CRDP methodology	% satisfaction of social partners with completed long-term pathways (climate mitigation and climate resilience)
		1.2.2 Develop detailed long-term pathways for climate mitigation (decarbonisation)	Technical report on energy and transport sector measures required to achieve net zero CO2 by 2050	Number of consensus building engagements with social partners on framework
			Technical report on built environment and infrastructure sectoral measures to achieve net zero carbon by 2050	
		1.2.3 Develop detailed long-term pathways for climate adaptation (climate resilience)	Technical report on measures (water, land, and food security) required to build climate resilience	
		1.2.4 Develop a system thinking approach to climate resilient pathways for net zero carbon by 2050 for South Africa	Case study report from IIASA	



Outcomes	Outputs	Activities	Means of verification	KPIs
	1.3 Sector transition strategies aligned with policy priorities (NDC, JT Framework, Development Pathways)	1.3.1 Consult with social partners regarding climate impacts per sector	Reports from engagements	Number of engagements held with key social partners in attendance
		1.3.2 Develop sector transition strategies	Sector Transition strategies	No. of key sector stakeholders that have endorsed sector transition strategies.
		1.3.3 Identify vulnerable industries and worker groups	Report on socio-economic impacts of sector strategies, identifying vulnerabilities	No. of sectors adopting transition strategies % satisfaction of social partners with completed and endorsed socio-economic risk management strategies and sector job resilience plans
		1.3.4 Update sector jobs resilience plans	Plans for each sector	
		1.3.5 Develop socioeconomic risk management strategies to reduce economic vulnerability	Publication of transition socioeconomic risk management strategy	
	1.4 Implementation of social and economic measures to minimise the impact of the transition on vulnerable workers and communities	1.4.1 Finalise detailed policy and proposed social support measures for vulnerable groups	Proposal for policy and social support measures approved by PCC	% satisfaction of social partners with completed research on policy and proposed support measures for vulnerable groups and economic risk management strategies
		1.4.2 Propose resourcing package for implementation of support measures	Proposed budgets for implementation approved by PCC and submitted to DSD/NT	% satisfaction of social partners with completed and endorsed resourcing plan
		1.4.3 Outline economic risk management strategies for declining sectors and areas	M&E reports on pilot projects in hotspot areas	
	1.5 Multi-sectoral, multi-stakeholder physical risk management strategies	1.5.1 Assess economic impacts of physical climate risk, highlighting affected assets and communities	Report on economic impact of long-term physical risk to SA	Number of engagements held with key social partners in attendance
		1.5.2 Engage with investors and insurance companies regarding asset resilience measures	Minutes of meetings capturing financial sector response to physical risks	% satisfaction of social partners with completed and endorsed research on economic impacts from physical climate



Outcomes	Outputs	Activities	Means of verification	KPIs
2. Science and knowledge platform informs the planning and implementation of a just transition		1.5.3 Engage with ministries, local government regarding impact on public infrastructure and vulnerable communities	Minutes of meetings capturing public sector response to physical risks	risk and physical risk management strategies
		1.5.4 Develop physical risk management strategy, setting out roles of all key stakeholders, resourcing implications, horizons	Strategy	
	2.1 Links with science community ensure science base to inform decision making around just transition	2.1.1 Support and disseminate IPCC process and reports	Reports on webinars on IPCC reports	Number of engagements held with key social partners in attendance
		2.1.2 Establish community of practice with science community	Minutes of community of practice meetings	Number of abstract responses to the call for proposals
		2.1.3 Calls for proposals for topical science papers on JT issues	Published science papers	
	2.2 Development of local science capacity to inform planning for low carbon climate resilient future	2.2.1 Implement a long term multi-disciplinary project on systemic societal change	Project reports on progress	Multidisciplinary NRF / IIASA partnership analyses systemic sectoral changes
		2.2.2 Develop decision support tools for long range climate forecasting	Updated red book on climate forecasting	Community of Practice established with NRF & Research Chairs
		2.2.3 Establish Community of Practice with research chairs in climate-linked sciences	Minutes of Community of Practice meetings	Number of decision support tools available of stakeholder use
	2.3 Strategic partnerships support scaling up of investment in research and development for low-carbon climate-resilient economy capacity and capability	2.3.1 Finalise the Climate R&D strategy	Climate R&D strategy	% satisfaction of Climate R & D strategy with social partners
		2.3.2 Enable climate innovation by strengthening institutional support and innovation incentive package	Input to DTI plans OR develop own multi-sector plan including incentive package	Number and quality of finalised high-level partnerships
		2.3.3 Facilitate high-level partnerships (domestic; international)	Reports on partnerships established	



Outcomes	Outputs	Activities	Means of verification	KPIs
3. Public awareness and engagement around a just transition leading to collective action	3.1 Inclusive public dialogue and engagement leading to unity of purpose and collective action with respect to a just transition	3.1.1 Develop a high-impact key stakeholder engagement strategy	Strategy document	Number of engagements held with key social partners in attendance
		3.1.2 Hold stakeholder thematic dialogues on JT issues, including affected communities	Report on dialogue sessions	% satisfaction of social partners with quality of engagement
		3.1.3 Develop platforms that facilitate wider engagement	Web portal goes live	
	3.2 Promotion of behaviour change at both individual and corporate/institutional level to reduce emissions and build climate resilience	3.2.1 Develop a high-impact public communications strategy focused on behaviour change	Strategy document	Number of climate awareness and action campaigns delivered
		3.3.2 Launch climate awareness and action campaign	Report on effectiveness of marketing campaign	
	3.3 Strategic stakeholder partnerships to facilitate raised consciousness, consensus building, knowledge sharing and collective action on a just transition	3.3.1 Host a multistakeholder conference that endorses JT framework	Conference report	Number of events held (working group meetings, conferences and engagements with key social partners)
		3.3.2 Establish thematic working groups with representation by key stakeholders	First working group meetings	Number of people reached through engagements and % satisfaction
		3.3.3 Hold detailed sectoral engagements with business, labour, and community organisations	Reports on sectoral engagements	% satisfaction of key social partners with finalised reports on sectoral endorsements and knowledge platform
		3.3.4 Launch a knowledge platform for stakeholders	Report on knowledge platform	
4. Human, financial, and technological resources are mobilized to effectively	4.1 Technology is deployed to rapidly decarbonize the economy, enable adaptation to changing climate, and respond to ensuing social needs	4.1.1 Identify technological innovation requirements associated with sector strategies	Technology needs assessment (including institutional support)	% satisfaction of social partners with completed and endorsed Technology Needs Assessment, Climate Technology Diagnostic, accelerated technology development reports
		4.1.2 Complete a climate technology diagnostic report identifying existing gaps	Diagnostic report	



Outcomes	Outputs	Activities	Means of verification	KPIs
achieve the just transition		4.1.3 Agree framework with social partners for accelerated technology development	Framework for technology development published	Number of engagements held with banks and DFIs regarding support to early-stage innovation and start-ups
		4.1.4 Promote investment into early-stage innovation and start-ups	Annual performance report tracking early-stage investment against targets	
	4.2 Capital is deployed to finance a just transition – affordably, timeously, and at scale	4.2.1 Track climate finance flows	Climate finance landscape report with recommendations for improvement in tracking just transition investments	% satisfaction of social partners with completed climate finance landscape, climate finance sectoral needs and just transition fund studies
		4.2.2 Support the finalisation of the just energy transition transaction at sovereign level	Final adoption of the JET Transaction by all parties, including Eskom, NT, and finance providers	Number of engagements held with key stakeholders and climate finance community relating to Just Energy Transition transaction and broader mobilisation of climate finance
		4.2.3 Cost just transition based on long term pathways	Report estimating capital requirement	
		4.2.4 Identify existing gaps in provision of climate finance, identifying cause of gap where possible (e.g., project bankability)	Climate finance sectoral needs assessment outlining potential solutions & role players	% satisfaction of social partners with PCC's contribution to mobilising climate finance to support just transition
		4.2.5 Assess government and regulators' role in resolving climate finance gaps	Minutes from engagements with NT and others outlining focus areas for further work	No. of key PCC stakeholders that have endorsed transition roadmap
		4.2.6 Create national just transition finance roadmap to address gaps, including private, public & int'l capital	Just transition finance roadmap	
		4.2.7 Engage with large investors to mobilise additional resources for a just transition	Minutes of engagements with BASA, BATSETA, ASISA, PIC, DBSA, IDC & others	



Outcomes	Outputs	Activities	Means of verification	KPIs
		4.2.8 Assess feasibility of a just transition fund	JT fund design and feasibility Feedback from key DFIs / climate funds / local & international climate, developmental investors	
		4.2.9 Support implementation of a just transition fund through providing advice regarding design and capital mobilisation	Founding documents Anchor capital commitments	
		4.2.10 Confirm market readiness (taxonomy, disclosure, pipeline development, etc)	Report confirming market readiness with plan to close gaps	
	4.3 Skills development pipeline produces the human capital to drive a just transition and foster inclusive growth	4.3.1 Develop a detailed employment strategy for future labour force consistent with the SJRPs (which are to be regularly updated)	Employment strategy published	% satisfaction of social partners with advice re skills development and future employment strategies.
		4.3.2 Make recommendations regarding a skills development strategy, supporting the employment strategy and SMME outlook, and advise re potential funding sources for reskilling	Recommendations regarding skills development strategy published	
5. The PCC is effective and efficient in addressing the complex and systemic nature of a just transition	5.1 The PCC's governance, institutional arrangements and human resources enable it to perform its functions	5.1.1 Establish the PCC as an independent legal entity	Legal documents confirming institutional location	Number of quarterly commissioned meetings held
		5.1.2 Finalise the Charter and establish a governance committee	Charter as approved by PCC	Number of key staff appointed
		5.1.3 Hold quarterly commission meetings to enable debate and discuss progress against objectives	Minutes of quarterly PCC meetings reflecting record of progress	Number of staff trained through workshop, conference and short course attendance.
		5.1.4 Appoint key staff as per organogram	Letters of appointment of staff	



Outcomes	Outputs	Activities	Means of verification	KPIs
		5.1.5 Ongoing capacity building for staff	Workshops, Conferences and Short courses attended. Quarterly Team Building Events.	
		5.1.6 Develop organisational policies, compatible with SA policy and donor policies	Policies approved by PCC	
	5.2 PCC effectively mobilises public and private resources to support its activities	5.2.1 Finalise PCC business plan and update annually	Business plan approved by PCC	Number of finalised funding arrangements with key donors
		5.2.2 Evaluate funding model options compatible with shortlisted PCC legal forms (including multi-donor trust fund)	Funding model selected by PCC	
		5.2.3 Secure in-principle approval for preferred funding arrangements from key donors	Letters confirming acceptability of funding arrangements	
		5.2.4 Hold donor conference to mobilise support for PCC	Funding agreements with key donors	
		5.2.5 Establish a multi-donor trust fund to support PCC (if applicable)	Founding documents for pooled financing facility	
	5.3 The PCC's systems and processes enable it to perform its functions effectively	5.3.1 Finalise financial and accounting procedures	Standard operating procedures document	Number of finalised operational documents
		5.3.2. Map and finalise reporting requirements for various donors	Financial and Technical reports submitted to donors	Number of approval reports
		5.3.3 Support the work programme(s) of the PCC's Finance and Governance Committee	Meeting minutes and Committee reports	Number of committee reports approved by the Commissioners
		5.3.4 Install management information systems for decision support, document management	Online decision support & document management system test report	Number of monitoring and evaluation communications produced
		5.3.5 Set up a monitoring and evaluation system for PCC as an institution	Quarterly PCC M&E reports	



Outcomes	Outputs	Activities	Means of verification	KPIs
		5.3.6 Determine and implement operational measures to create resilience against loss of staff, disasters, etc	Internal operational process and systems risk assessment	
	5.4 The PCC monitors progress against just transition targets to support achievement and promote accountability	5.4.1 Establish multi-sectoral transition-level M&E framework	Economy-wide M&E framework document	% satisfaction of social partners with finalised economy-wide M&E framework
		5.4.2 Implement reporting against framework	Publication of first annual report on transition progress	Number of stakeholder feedback sessions on transition progress
		5.4.3 Provide feedback including advice on closing gaps	Memos to and feedback sessions with social partners	