

Inception Report for ICAT South Africa Phase 2 Project

Initiative for Climate Action Transparency - ICAT

Inception Report

Deliverable A

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Presidential Climate Commission

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PREPARED UNDER

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Background

National Context

South Africa is one of the world's highest greenhouse gas emitters in the world. It is also one of the most unequal countries, with staggering levels of poverty and unemployment. While South Africa has made ambitious decarbonisation commitments, these targets must be achieved through a just transition that is implemented by the whole of society with procedural, distributive and restorative justice principles guiding the way forward. Such justice elements have been articulated in key just transition policy documents including the Presidential Climate Commission's (PCC) Just Transition Framework (PCC, 2022).

Phase I of the ICAT Just Transition Monitoring and Evaluation Project in South Africa

During Phase I of the Initiative for Climate Action Transparency (ICAT) Just Transition Monitoring and Evaluation Project in South Africa, the PCC developed a comprehensive Monitoring, Evaluation and Learning (MEL) Framework. This framework is intended to support stakeholders in generating data across the social, economic and environmental dimensions, analysing it, and using the evidence to inform South Africa's inclusive transition. It is principles-led, rather than a methodology-prescriptive approach and sets out to complement existing monitoring efforts rather than duplicate or provide a summation of other monitoring exercises. The JT MEL Framework is designed to enable adaptive management in a context of great uncertainty, providing useful feedback to improve policy-/decision-making. This requires that the evidence generated be practical and easy to understand, allowing users to evaluate JT goals. Implementing the JT MEL Framework should provide an overview of the issues and results that matter for understanding progress and where course corrections are needed.

Following the development of the MEL framework, the PCC assessed the level of integration of just transition outcomes in the work of government departments. A perfunctory assessment showed that while the country has strong climate ambition, there is a lack of implementation of existing policies and a lack of institutionalisation of climate and just transition targets and indicators across government. Therefore, Phase II of the ICAT Project, seeks to integrate just transition indicators into the country's Medium-Term Development Plan (MTDP) and Strategic Plans (SPs) and Annual Performance Plans (APPs) of government departments to ensure progress towards a just transition can be monitored and allow course corrections where necessary.

Government Sensitization and Project Preparation

At the project's inception, the PCC (from the Executive Director's office) decided to write to ten government departments to explain the project and need for integration of just transition outcomes into the work of departments. The letter also requested the designation of a point-person

within the department that the PCC would correspond with moving forward. The response from government departments was underwhelming with only the Department of Forestry, Fisheries and the Environment (DFFE) and National Treasury (NT) responding to the PCC. The PCC therefore agreed that a more strategic approach to the project was required – by engaging key departments within government that the PCC had an ongoing relationship with. This includes the DFFE, NT and the Department of Planning, Monitoring and Evaluation (DPME). Engagement with these departments would allow access to all government plans via the DPME, budgets and resource-allocation via the NT and climate-specific data and support from the DFFE. Table 1 provides a list of key departments who are key to integration of just transition indicators across the government and will be engaged via the DPME.

Table 1: Mapping key stakeholders within the government for Phase 2 of the project¹

Stakeholder	The Role of the Department in the Just Transition
Office of the Presidency	The Office of the Presidency's role is to lead, coordinate, convene, finance, integrate, and hold the state accountable for the just transition. Its value lies in treating the just transition as a whole-of-government and whole-of-society transformation process, rather than as a narrow climate or energy programme.
Department of Electricity and Energy*	The Department of Electricity and Energy leads energy-sector decarbonisation while safeguarding energy security. Its role includes expanding renewable energy, managing coal phase-down, strengthening grid infrastructure, guiding energy policy and regulation, supporting cleaner technologies, and ensuring affected workers, communities, and regions benefit from a fair and inclusive transition.
Department of Transport	The Department of Transport supports the just transition by decarbonising transport systems, expanding affordable public transport, promoting electric and low-emission mobility, shifting freight from road to rail, improving spatial access, and ensuring transport investments reduce emissions while protecting workers, commuters, and vulnerable communities.
Department of Mineral Resources*	The Department of Mineral Resources and Energy supports the just transition by managing coal and mineral-sector transitions, enabling cleaner energy development, regulating mining and energy resources, supporting beneficiation and critical minerals value chains, and ensuring affected workers, communities, and mining regions are protected through inclusive planning and economic diversification.
Department of Forestry, Fisheries and the Environment	The Department of Forestry, Fisheries and the Environment guides climate policy, emissions reduction, adaptation, biodiversity protection, and environmental governance. It supports the just transition by aligning climate commitments with sector plans, monitoring environmental impacts, strengthening resilience, and ensuring vulnerable communities benefit from sustainable, low-carbon development.
Department of Health	The Department of Health supports the just transition by addressing climate-related health risks, strengthening health-system resilience,

¹ Some strategic plans and annual performance plans were not provided to the PCC for the gaps analysis. These are denoted with an asterisk next to the name

	reducing pollution-related illness, preparing for heat, disease and disaster impacts, and ensuring vulnerable communities have equitable access to healthcare during the shift to a low-carbon, climate-resilient economy.
Department of Basic Education*	The Department of Basic Education supports the just transition by integrating climate literacy, sustainability, and green skills into curricula; preparing learners for future low-carbon jobs; improving school resilience to climate risks; and ensuring education systems equip young people, especially vulnerable learners, to participate in a climate-resilient economy.
Department of Water and Sanitation	The Department of Water and Sanitation supports the just transition by securing equitable, climate-resilient water access; protecting water resources; managing drought and flood risks; improving wastewater systems; and ensuring communities, industries, agriculture, and ecosystems can adapt to climate change while supporting sustainable low-carbon development.
Department of Agriculture and Rural Development	The Department of Agriculture and Rural Development supports the just transition by promoting climate-smart agriculture, protecting rural livelihoods, strengthening food security, supporting sustainable land use, reducing agricultural emissions, improving resilience to droughts and floods, and ensuring farmers, farmworkers, and rural communities benefit from green economic opportunities.
Department of Infrastructure and Public Works*	The Department of Infrastructure and Public Works supports the just transition by delivering climate-resilient infrastructure, greening public buildings, improving energy and water efficiency, creating green jobs through public works programmes, and ensuring infrastructure investment supports low-carbon development, adaptation, and inclusive economic opportunities for vulnerable communities.
National Treasury	National Treasury supports the just transition by aligning budgets, fiscal policy, procurement, and public investment with climate and development priorities. It mobilises and manages climate finance, supports climate budget tagging, assesses fiscal risks, and ensures transition investments are affordable, accountable, and targeted toward inclusive, low-carbon, climate-resilient development.
Department of Trade, Industry and Competition	The Department of Trade, Industry and Competition supports the just transition by driving green industrialisation, local manufacturing, beneficiation, investment, and competitiveness. It helps build low-carbon value chains, protect affected industries and workers, support small businesses, and ensure South Africa captures economic opportunities from renewable energy, electric mobility, green hydrogen, and circular economy sectors.
Department of Science and Innovation	The Department of Science, Technology and Innovation supports the just transition by funding research, innovation, and technology development for low-carbon industries, climate adaptation, green hydrogen, renewable energy, circular economy solutions, and resilience. It helps build evidence, skills, and innovation systems for inclusive, climate-resilient development.
Department of Cooperative Governance and Traditional Affairs	The Department of Cooperative Governance and Traditional Affairs supports the just transition by coordinating provinces, municipalities, and traditional leadership; integrating climate resilience into local planning; strengthening disaster risk management; supporting affected

	communities; and ensuring municipalities can deliver services, infrastructure, and local economic development in a low-carbon, climate-resilient transition.
Department of Communications and Information Services*	The Department of Communications and Information Services supports the just transition by expanding digital infrastructure, enabling smart low-carbon systems, improving access to climate information, supporting digital skills, and ensuring communities, workers, and businesses can participate in emerging green and digital economic opportunities.
Department of Tourism*	The Department of Tourism supports the just transition by promoting low-carbon, climate-resilient tourism; protecting natural and cultural assets; supporting sustainable enterprises and jobs; reducing emissions in tourism operations; and helping communities, workers, and small businesses benefit from inclusive green tourism opportunities.
Department of Higher Education	The Department of Higher Education and Training supports the just transition by aligning universities, TVET colleges, and skills programmes with green economy needs; expanding reskilling and upskilling; supporting research and innovation; and preparing workers, youth, and communities for low-carbon, climate-resilient livelihoods and industries.
Department of Employment and Labor	The Department of Employment and Labour supports the just transition by protecting workers' rights, promoting decent green jobs, managing labour-market impacts, supporting reskilling and social dialogue, strengthening occupational health and safety, and ensuring workers in affected sectors are protected during economic restructuring.
Department of Social Development	The Department of Social Development supports the just transition by protecting vulnerable households, strengthening social protection, addressing poverty and inequality, supporting affected workers and communities, and ensuring women, children, youth, older persons, and persons with disabilities benefit from inclusive, climate-resilient development.
Department of Human Settlements	The Department of Human Settlements supports the just transition by promoting climate-resilient, energy-efficient housing; upgrading informal settlements; improving access to basic services; reducing spatial inequality; supporting sustainable urban development; and ensuring vulnerable households live in safer, healthier, low-carbon communities.

On Wednesday, 13 August 2025, the PCC hosted its quarterly Monitoring and Evaluation Working Group meeting. It was a virtual meeting attended by approximately 26 members, including Commissioners, government departments, civil society representatives, academia and PCC secretariat members. At the meeting, the Senior Manager for Monitoring and Evaluation, Yuri Ramkissoo, outlined the project plan for Mainstreaming Just Transition Indicators into National Development Planning – explaining the progress to date made on the MEL Framework and the next steps for engaging government departments, particularly the DPME.

The presentation provided an overview of its engagements to date, specifically on engaging the MTDP processes to mainstream just transition outcomes into the priorities of the country for the next five years – until 2029. The presentation to the working group noted that initial assessment of just transition outcomes began last year, with a detailed assessment of the DPME's MTDP. This assessment found that while there was cognisance of the need for a just transition, there were no

priorities in the MTDP for a just transition. As such, the partnership with ICAT aimed to develop priorities that could be implemented into national planning processes. The project also aimed to strengthen interdepartmental coordination and enhance data collection mechanisms. Additionally, with technical support, monitoring capacity, and delivery activities and milestones, departments are expected to potentially integrate just transition outcomes into their future SPs and APPs. There was a detailed presentation on the individual activities and deliverables of the project, including the timeframes. Following this, the Chairperson of the meeting guided a discussion on the project plan, activities, deliverables and timeframes.

The discussion centred on the clarification on timelines and outputs, capacity transfer to South African institutions and the use of the partnership to strengthen M&E methodologies for the State and other institutions in South Africa. Attendees believed that the project was ambitious but necessary for the effective implementation of a just transition in South Africa. There were comments on the deliverables as outlined in the workplan and timeframes (See Annex I for project workplan). Risks highlighted by the working group included the tight timeframes and the possibility of a lack of engagement from government departments with the project.

Inception Workshop

On Thursday, 14 August 2025, a closed workshop was held between the PCC, the DFFE, the Department of Electricity and Energy, research organisations, and the Just Energy Transition Project Management Unit (JET-PMU) from the Presidency. The aim of the meeting was to develop a set of core common indicators and ideally milestones, which could be used across government to track overall progress and give a coherent and non-siloed overview of progress on the just transition in the country (see Annex 2).

These organisations in attendance are major stakeholders in the just transition and are in the process of developing their own M&E frameworks for their internal monitoring and reporting. It is accepted that not all departments or organisations will have common indicators, (as their performance aims are different) but that the underpinning principles could, by and large, be similar, to ensure synergy in the principles or criteria for tracking a positive outcome in just transition projects and national outcomes. Attendees were also asked what the major impact their organisations or departments were aiming for, noting the differing mandate of organisations.

The facilitated workshop continued with presentations on the work that the various attendees were doing on tracking just transition projects in their organisations or departments. It was clear that the PCC, JET-PMU and DFFE had the most advanced MEL systems – from which other departments could learn and could possibly replicate. Attendees presented the challenges experience in integrating just transition monitoring in their work (this information will be important for the integration section of this project).

Through a lengthy process of prioritisation at various levels of MEL systems (i.e. outcome, output and impact) attendees narrowed down the main criteria for measuring the achievement of a just transition – with cognisance that this may be different for different projects (for example, decommissioning of power stations, transport projects, skills development). These criteria will be used to refine the onerous indicator lists that the PCC and DFFE have developed for more practical application. It is important to note that there were lengthy discussions around the difference between objectives and indicators and the difference between impact indicators, outcome indicators and output indicators. There was also a discussion around enabling conditions and

cross-cutting issues indicators. Following a hierarchical process of criteria development, the indicators were consolidated using key aims and objectives.

The chosen criteria for measuring the achievement of a just transition included:

1. Energy / Emissions reduction
2. Energy and material use
3. Energy security
4. Accessibility
5. Human health
6. Livelihoods and resilience
7. Inclusivity
8. Jobs / Employment
9. People have power
10. Economic diversification and resilience

The list was not intended to be exhaustive – but a starting point to begin a process of the development of indicators for government departments, using common measurements of progress in the short to medium term. At the meeting's end, a task team, including from the PCC was chosen to take the work forward. Follow-up engagement with the task team has begun with commitments made to meet in the new financial year (2026/2027).

One of the first outcomes of the task team of the publication of a paper on the comparison of MEL systems.²

Follow up with the National Treasury

As a follow up to the discussions in the inception workshop, a meeting was organized with the National Treasury (NT) to inform them about the project and identify modalities of working together.) On Wednesday, 27 August 2025, the PCC met with the South African NT to discuss project objectives and identify a point person for the department. The meeting aimed to address the following:

- Overview of strategic alignment, institutional coordination, technical support, and reporting requirements from the NT and the PCC
- Identifying how the NT could support the ICAT Project
- How to proceed with mainstreaming Just Transition SETs

During the meeting, the NT sought clarity on the PCC's expectations regarding the integration of just transition outcomes into their annual performance plans – particularly Sectoral Emissions Targets (SETs), noting that this would require policy groundwork, budget allocation and capacitation. The NT acknowledged they had a dual role to play in the project, namely providing strategic policy and fiscal coordination, and departmental planning and reporting. The PCC explained their strategy to lead the project with coordinated and continuous engagement with central institutions such as the NT,

² <https://aejonline.org/index.php/aej/article/view/865>

DPME and DFFE.

It was decided that the PCC will lead coordination with the DPME and DFFE to secure their endorsement and clarify roles before further engagement with the NT. The NT would continue to engage its internal Climate Change Working Group and the internal M&E Unit for broader consultation with the PCC providing supplementary inputs to inform this internal engagement. The PCC noted they would continue to coordinate with the DPME and DFFE to confirm their roles and endorsement of the work programme.

This meeting resulted in the NT and PCC aligning on the strategy for engagement and the framework to be developed.

Communication Strategy

Effective implementation of the project will depend not only on technical integration of just transition indicators, but also on sustained stakeholder engagement, institutional coordination, and transparent communication across government and society. The communication strategy will therefore support the mainstreaming of just transition outcomes into national development planning by strengthening awareness, promoting institutional buy-in, and facilitating coordination between key actors involved in planning, budgeting, monitoring, and implementation.

The communication approach will prioritize engagement with central coordinating institutions, particularly the DPME, NT, and the DFFE, recognising their strategic role in embedding just transition objectives into government systems. Building on lessons from the inception phase, the project will continue to use targeted and participatory engagement approaches, including workshops, technical consultations, and stakeholder dialogues, to strengthen collaboration across government departments, research institutions, civil society, and other just transition stakeholders.

The strategy will also support public awareness and transparency by communicating progress on indicator development, institutional integration, and implementation lessons through reports, consultation processes, and public-facing materials. Particular emphasis will be placed on demonstrating how integrated data systems and common indicators can support more coordinated, evidence-based decision-making for a just transition. Communication products may include consultation reports, policy briefs, technical guidance documents, workshop presentations, and public awareness materials developed in collaboration with the PCC communications unit.

To support long-term sustainability, communication activities will also focus on knowledge sharing and institutional learning. This includes documenting implementation challenges, disseminating lessons from coordination efforts, and strengthening understanding of Monitoring, Evaluation and Learning (MEL) systems within government institutions. Through continuous engagement with state and non-state actors, the communication strategy will contribute to building political support, institutional ownership, and collaborative governance arrangements necessary for embedding just transition objectives into South Africa's national development architecture.

Risk Mitigation

There is an urgent need for a more coordinated and systemic approach to mainstreaming just transition principles into national development planning. Moving forward, the development of common indicators, stronger interdepartmental coordination, enhanced monitoring systems, and participatory governance mechanisms will be essential to the project to achieve an inclusive,

equitable, and climate-resilient transition in South Africa. The main project risks and corresponding mitigation strategies include:

Risk	Mitigation Strategy
Limited government buy-in and participation	Mitigate through sustained engagement with central coordinating institutions such as DPME, National Treasury, and DFFE to build political legitimacy, strengthen ownership, and encourage broader departmental participation. Early stakeholder engagement and participatory workshops should continue throughout implementation.
Weak interdepartmental coordination	Establish formal coordination mechanisms, including an interdepartmental task team to share reporting structures, and common indicators to improve alignment across departments and reduce siloed implementation.
Limited capacity and technical M&E expertise	Provide targeted technical support, capacity building, and knowledge transfer with support of the World Resources Institute to departments and institutions to strengthen MEL systems, data management, and just transition monitoring capabilities over the long term.
Fragmented data and monitoring systems	Develop a shared core indicator framework and integrated data coordination approach that leverages existing government data systems while improving interoperability, comparability, and national aggregation of results.
Superficial integration of just transition principles	Ensure just transition indicators are embedded into formal planning, budgeting, and reporting instruments such as the MTDP, Strategic Plans (SPs), and Annual Performance Plans (APPs), with clearly defined objectives, outputs, and accountability mechanisms.
Budgetary constraints	Embed indicators within existing fiscal and planning systems to help ensure implementation is both financially viable and institutionally sustainable.

Early Project Decisions and Results

The early project results show several important developments in institutional coordination, monitoring systems development, and strategic engagement across government. Key results and decisions include:

1. **A shift to a more strategic institutional approach**

A major lesson from the initial phase was that engaging departments individually is inefficient and yields limited participation. The shift toward working with the central institutions, particularly the DPME, DFFE and NT, reflects that implementation should prioritise systemic integration through planning, budgeting, and oversight mechanisms rather than isolated departmental engagements. This will maximise resources and allow for a two-way integration of indicators, namely through the MTDP and subsequently, individual departments. This strategic repositioning, which focuses on central coordinating institutions, moves the project toward systemic integration by means of national planning, budgeting, and existing climate governance structures.

2. **Strategic alignment with National Treasury**

Through engagement with the NT, agreement was reached on the broad strategic intent of mainstreaming just transition outcomes into government systems. The NT acknowledged its dual role in fiscal coordination and institutional planning support. In addition, the PCC and NT agreed that DPME and DFFE would take central co-leadership roles to ensure just transition indicator and outcome integration into SPs and APPs.

3. Stakeholder mapping completed

A core network of participating institutions, including key national departments, research organisations, and the JET-PMU were identified to provide the foundation for future coordination and institutional engagement.

4. Promotion of the Monitoring, Evaluation and Learning (MEL) Framework to key stakeholders

The PCC presented the MEL Framework and the ICAT Project Workplan to the Monitoring and Evaluation Working Group, including early work on integrating just transition indicators and outcomes into the MTDP and future government planning instruments. The PCC noted that while the MTDP acknowledged the just transition conceptually, it lacked concrete priorities or implementation measures. Stakeholders acknowledged that the objectives of the ICAT project and agreed its aims are necessary.

5. Identification of preliminary criteria for measuring just transition progress

A major outcome of the closed workshop with government departments and research organisations was agreement on a preliminary set of shared criteria for measuring just transition progress across institutions. This represented an important early step toward a more congruent national monitoring system for the just transition, noting that different organisations will continue to collect additional information and use varying sources of information.

6. Development of an MEL internal coordination team

The workshop found that the PCC, JET-PMU, and DFFE currently possess the most advanced MEL systems related to the just transition. A dedicated task team was subsequently established to take forward the development of indicators and coordination mechanisms. Additionally, since departments often lack sufficient data systems, MEL expertise, climate-policy integration capability or staff dedicated to just transition work, implementation will require progressive capacity building, technical support, and to ensure long-term institutionalisation of climate-related MEL functions.

7. Strategic reframing of the just transition as a development issue

One of the most important strategic implications is that implementation depends on repositioning the just transition within mainstream state planning and development governance to ensure project success and sustainability. Early insights show that climate action cannot remain siloed within environmental departments if national just transition objectives are to be realised.

Conclusion

The initial phase of the project produced three foundational outcomes:

- The establishment of a strategic governance approach centred on key state institutions;
- Development of a common criteria for measuring just transition progress which will be used to refine just transition indicators; and
- A communication strategy to improve the gaps in government planning and coordination systems.

These are significant preparatory results for embedding just transition objectives into South Africa's national development architecture.

Annex 1. Detailed Workplan³

Activities	Description	Outputs	Contribution to Aim & Objectives
Inception Workshop	Workshop 1: to outline objectives, roles, and milestones. Participants will include key stakeholders from government departments, civil society, and the private sector.	Deliverable A: Inception Report with detailed work plan, stakeholder mapping, communication strategy, and risk mitigation approach.	Contributes to Stakeholder Engagement outcome by establishing a participatory foundation and Institutional Coordination by defining clear roles and responsibilities across departments.
Mapping Just Transition Priorities and Existing Indicators	Identify gaps and opportunities in national planning documents by mapping existing indicators and data collection mechanisms to ensure two-way integration and avoid duplication.	Deliverable B: Gap Analysis Report detailing areas for just transition integration, including an inventory of existing indicators that can be leveraged for the just transition framework and recommendations for complementary indicators where needed.	Supports the Policy Integration outcome by identifying specific entry points for just transition principles in planning documents.
Developing Just Transition Indicators Suitable for SPs and APPs	Apply the ICAT Just Transitions Monitoring Guide to define environmental and socio-economic indicators that build on existing data systems where possible and add new metrics, where required.	Deliverable C: Just Transition Indicator Framework building on work done in Phase 1 of ICAT project, with specific indicator sets for different departments, guidance on data collection methodologies, and existing data versus new data requirements.	Directly fulfils the Monitoring and Evaluation Strengthening outcome and the objective to Enhance the capacity of DPME.

³ Original workplan.

Activities	Description	Outputs	Contribution to Aim & Objectives
Data Integration	Workshop 2: a two-way integration of just transition indicators with existing national and departmental data systems. Bring together data specialists from various departments to map data flows and integration points.	Deliverable D: Data Integration Plan detailing how just transition monitoring will leverage existing data sources and collection mechanisms, with specific technical recommendations for system interoperability and data sharing protocols.	Supports the objective to Institutionalise just transition indicators by ensuring technical feasibility of two-way integration with minimal disruption to existing systems while enhancing monitoring capabilities.
Stakeholder Consultation	Workshop 3: to conduct broad consultations with government, civil society, labour unions, and private sector to validate indicators and integration approach. Present the two-way integration strategy for feedback.	Deliverable E: Consultation Report with stakeholder inputs, recommendations, and action plan for addressing concerns from different sectors, including specific feedback on the feasibility of the two-way data integration approach.	Advances the Stakeholder Engagement outcome by ensuring diverse voices shape the monitoring framework and contributes to Public Awareness and Transparency by fostering inclusive dialogue.
Cross-Departmental Collaboration	Workshop 4: with government departments to facilitate policy alignment across ministries.	Deliverable F: Interdepartmental Just Transition Coordination Strategy including specific protocols for data sharing, joint planning processes, accountability mechanisms, and cross-departmental working groups.	Directly addresses the Institutional Coordination outcome and the objective to Support cross-departmental coordination by establishing formal mechanisms for alignment and collaboration.
Integration into Government Plans	Workshop 5: develop just transition targets that departments can embed into SPs and APPs.	Deliverable G: Policy Brief with recommended just transition targets for government adoption.	Fulfils the Policy Integration outcome by providing actionable guidance for embedding just transition indicators into core planning.

Activities	Description	Outputs	Contribution to Aim & Objectives
Capacity Building Workshop	Workshop 6: training session for government officials on implementing the two-way integration approach for just transition indicators and using the integrated monitoring framework.	Deliverable H: Training materials and capacity building report with competency assessment and ongoing support recommendations.	Supports the objective to Enhance the capacity of government departments by equipping officials with skills to implement and maintain integrated just transition monitoring systems.
Public Communication and Transparency	Develop an outreach strategy, public consultations, and digital platforms to ensure transparency and public participation in the just transition process. Emphasise how integrated data systems provide more comprehensive insights.	Deliverable I: Communication Strategy Report and public awareness materials including digital dashboard concepts that demonstrate how integrated data provides a more complete picture of just transition progress.	Directly advances the Public Awareness and Transparency outcome by creating mechanisms for ongoing public engagement and information sharing based on robust, integrated data.
Validation Workshop	Workshop 7: to review and refine project outcomes with stakeholders to ensure practical applicability and broad acceptance of the two-way integration approach.	Deliverable J: Validation Report summarising feedback and final recommendations with implementation roadmap and success metrics for the integrated monitoring system.	Contributes to Stakeholder Engagement and Evaluation Strengthening by validating the robustness of indicators and integration approach.
Technical Integration	Workshop 8: session with M&E specialists to ensure proper two-way integration of just transition indicators into existing data systems and reporting mechanisms.	Deliverable K: Technical implementation guide with system architecture recommendations, data flow diagrams, and integration protocols that minimise disruption to existing systems.	Supports the objective to Institutionalise just transition indicators by ensuring technical feasibility and seamless two-way integration with existing systems.

Activities	Description	Outputs	Contribution to Aim & Objectives
Final Report and Dissemination	Compile findings, best practices, and policy recommendations. Create implementation toolkit for government departments that emphasises the two-way integration approach.	Deliverable L: Comprehensive Final Report and outreach materials including department-specific implementation guides, indicator reference sheets, and evaluation frameworks that clearly demonstrate how just transition monitoring builds upon and enhances existing systems.	Consolidates contributions to all outcomes and objectives by providing a comprehensive roadmap for sustainable implementation of the integrated just transition monitoring framework.

Annex 2. Workplan and agenda for inception workshop

Meeting with key just transition partners to identify common indicators

Background

All these organisations are major stakeholders in the just transition and are developing their own plans/M&E frameworks. It is important that there are a set of core common indicators and ideally milestones which can be used across government to track overall progress and give a coherent and non-siloed picture of the transition. In addition, each organisation will have some specific ones relevant to their mandate.

Objective

To have identified a set of common indicators for the just transition and identified whether/how we may develop milestones to check we are going in the right direction (not targets which you are accountable for failure).

Participants

Jongikhaya Witi (DFFE)
Samuel Mabena (DFFE)
Yuri Ramkissoo (PCC)
Christel Jacob (JET PMU)
Ian Goldman (JET PMU)
Thebe Mamakoko (DFFE)
Tshwanelo Rakaibe (CSIR)
Siphamandla Daniel (DMRE)
E. Fundisi (HSRC)
S. Dlamini (HSRC)
Nrhudukala Kutama (DMRE)

Prep

- Partners to bring their key impact objectives and indicators for the transition

Detailed facilitation programme

Time	Duration	Session	Objective	Process/message	Responsible	Resources
14.00	5 mins	Welcome		1. Welcome by host	Jongi	
14.05	5 mins	Introduction to the suggested process		1. Run through objectives and flow 2. See if any revisions	Ian	
14.10	20 mins	Grounding ourselves in where the M&E processes are at	Participants are grounded in where each organisation is at on the M&E front	1. Each organisation does max 5-minute update on here things are at on their planning/M&E related to just transition (could present 3 slides – one slide situation with planning/M&E, one slide on key challenges, one on plans going forward) 2. Discussion for 10 minutes – basically for clarification	Jongi	Either presentations or people speak
14.40	50 mins	Identifying high level JT impact objectives	We have identified the core groupings of impact objectives	1. Each organisation copies their main JT impact objectives onto blue cards and groups them on the wall into related areas (30 mins) 2. For each grouping a possible common impact objective is derived (30 mins)	Ian	Blue and yellow cards Kokies Prestik Wall to stick cards on
15.30	50 mins	Identifying indicators	We have identified common indicators for the impacts	1. For each cluster, organisations place their indicators in yellow cards against the grouped objectives – also indicate on the card if they have or want milestones	Ian	

Time	Duration	Session	Objective	Process/message	Responsible	Resources
				2. Confirm if they have data for these. 3. See common indicators or where we could merge. Identify core for JT as a whole and where we have milestones.		
16.20	15 mins	Milestones	Identified how we can develop milestones	1. Identify where we can get milestones – and what we do if we can't – how we follow up	Ian	
16.35	5 mins	Next steps	Agreed how we finalise this work	1. Agree how we finalise these and take them forward in our reporting	Yuri	
14.25	5 mins	Checkout and closing		1. Ask people how they feel about this process 2. Reflections and closing	Christel	